

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 28th June, 2018 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

- J Akhtar - Little London and Woodhouse;
B Anderson (Chair) - Adel and Wharfedale;
J Bentley - Weetwood;
A Blackburn - Farnley and Wortley;
D Collins - Horsforth;
A Gabriel - Beeston and Holbeck;
P Grahame - Cross Gates and Whinmoor;
P Gruen - Cross Gates and Whinmoor;
A Khan - Burmantofts and Richmond Hill;
C Knight - Weetwood;
S McCormack - Garforth and Swillington;
D Ragan - Burmantofts and Richmond Hill;
P Truswell - Middleton Park;
G Wilkinson - Wetherby;

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

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

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A G E N D A

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

3

LATE ITEMS

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

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

4

DECLARATION OF DISCLOABLE 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 - 12 MARCH 2018

1 - 4

To approve as a correct record the minutes of the meeting held on 12 March 2018.

7

SCRUTINY BOARD TERMS OF REFERENCE

5 - 24

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

8

CRIME AND DISORDER SCRUTINY25 -
40

To receive a report from the Head of Governance and Scrutiny Support on the Crime and Disorder Scrutiny role.

9

CO-OPTED MEMBERS41 -
44

To receive a report from the Head of Governance and Scrutiny Support on the appointment of co-opted members to Scrutiny Boards.

10	SOURCES OF WORK FOR THE SCRUTINY BOARD To receive a report from the Head of Governance and Scrutiny Support on potential sources of work for the Scrutiny Board.	45 - 72
11	PERFORMANCE REPORT To receive a report from the Director of Resources and Housing and the Director of Communities and Environment which provides a summary of performance against the strategic priorities for the Council and the City.	73 - 104
12	FINANCIAL HEALTH To receive the report of the Head of Governance and Scrutiny Support and the appended Financial Health monitoring reports, including the outturn report 2017/18 and update for 2018/19.	105 - 146
13	WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2018/19 municipal year.	147 - 152
14	DATE AND TIME OF NEXT MEETING Thursday, 26 July 2018 at 10:30am (pre meeting for all Board Members at 10:00am)	

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

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Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

MONDAY, 12TH MARCH, 2018

PRESENT: Councillor B Anderson in the Chair

Councillors A Blackburn, K Bruce,
D Collins, P Grahame, G Harper, J Jarosz,
A Khan, M Lyons, K Ritchie and
P Wadsworth

80 Late Items

There were no late items.

81 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

82 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors Bentley, Gabriel and Wilkinson. Notification had been received that Councillor Jarosz was to substitute for Councillor Gabriel and Councillor Wadsworth was to substitute for Councillor Wilkinson.

83 Minutes - 19th February 2018

RESOLVED – That the minutes of the meeting held on 19th February 2018 be approved as a correct record.

84 Matters arising from the minutes

Minute No. 75 Update on Universal Credit

The Chair confirmed that Board Members had received the additional information requested by the Board last month regarding the position with rent arrears for Universal Credit tenants.

Minute No. 78 Work Schedule

The Chair explained that as the refuse-collection re-routing process was still subject to ongoing engagement with Trade Unions, an update on this will now be brought to Scrutiny early in the new municipal year.

85 Locality working - emerging arrangements and early progress

Draft minutes to be approved at the meeting
to be held on Date Not Specified

The report of the Director of Communities and Environment presented an update on the emerging arrangements and early progress surrounding the new approach to locality working.

The following were in attendance for this item:

- Councillor Coupar, Executive Member for Communities
- Shaid Mahmood, Chief Officer Communities
- Martin Dean, Area Leader

The following key issues were raised:

- There was positive recognition of the contribution made by Scrutiny in helping to inform the initial proposals presented to Executive Board in November 2017.
- It was noted that the earlier issues raised by Scrutiny in relation to future measures of success and accountability measures had been picked up within the agenda report.
- The Board particularly discussed the proposed governance infrastructure surrounding the locality working approach, with specific reference made to the new Locality Working Neighbourhood Improvement Board. It was noted that whilst the terms of reference and membership for this Board were still being developed, a commitment was given to ensuring that its membership includes relevant Elected Members.
- The Board discussed the future deployment of staff from the Communities Team, acknowledging that the team will be re-shaped across the deployment arrangements of universal, targeted and specialist areas. This approach is to be introduced in the new municipal year following discussions with the Community Committee Chairs Forum.
- In terms of measuring success, the Board noted that work had already been undertaken with the Third Sector last year in establishing a narrative for a thriving neighbourhood and that work will continue with the Council's Performance Management Team to develop a set of Indicators for Thriving Neighbourhoods in consultation with Ward Members, services and local residents. Linked to this, importance was placed around ensuring that clear benchmarks are identified around relative and absolute improvements.
- Moving forward, the Board recognised the need for continued Scrutiny and the key role of its successor Board in providing leadership on this agenda as well as engaging other Scrutiny Boards to co-scrutinise the engagement and contribution of all departments and services to the new approach.
- The Board proposed that a further update report be brought to its successor Scrutiny Board by December 2018 and that future Scrutiny also involves gaining a greater insight into the issues and work undertaken surrounding the six identified priority neighbourhoods through case study evidence and site visits.

RESOLVED –

Draft minutes to be approved at the meeting
to be held on Date Not Specified

- (a) That the report be noted.
- (b) That a further update report be brought back to the successor Scrutiny Board by December 2018.
- (c) That the successor Scrutiny Board be encouraged to gather case study evidence and undertake site visits to gain a greater insight into the issues and work undertaken surrounding the six priority neighbourhoods.

86 Work Schedule

The report of the Head of Governance and Scrutiny Support reminded the Scrutiny Board that this was its last scheduled meeting in the current municipal year.

Appended to this report for Members' information was a copy of the Board's completed work schedule and the minutes of the Executive Board meeting held on 7th February 2018.

In conclusion of the meeting, the Chair took the opportunity to thank Board Members, officers and the relevant Executive Board Members for their support and commitment throughout the year.

RESOLVED – That the work schedule and Executive Board minutes be noted.

(The meeting concluded at 11.30 am)

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Report author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Scrutiny Board Terms of Reference

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Environment, Housing and Communities) for Members' information.

Recommendation

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

1.0 Purpose of this report

- 1.1 This report presents the terms of reference for Scrutiny Board (Environment, Housing and Communities).

2.0 Background information

Scrutiny Board's terms of reference

- 2.1 Whilst the general Terms of Reference applied to all Scrutiny Boards is set out in Appendix 1, the variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution (see Appendix 2).
- 2.2 However, more detailed information has also been provided to show how each of the five individual Scrutiny Boards this year have been aligned to Officer Delegated Functions and Executive Portfolios (see Appendix 3).

3.0 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 These terms of reference were formally considered and approved by Council on 24th May 2018.

3.2 Equality and Diversity / Cohesion and Integration.

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

3.3 Council Policies and the Best Council Plan

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

3.4 Resources and Value for Money

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

3.5 Legal Implications, Access to Information and Call In

- 3.5.1 This report has no specific legal implications.

3.6 Risk Management

- 3.6.1 This report has no risk management implications.

4.0 Recommendation

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

5.0 Background documents¹

5.1 None

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

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Scrutiny Board

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

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

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

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS

6.1 ROLE

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

6.2 VISION FOR SCRUTINY

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

6.3 ROLE OF SCRUTINY

Policy development and review

Within their Terms of Reference all Scrutiny Boards may:

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

Scrutiny

Within their terms of reference all Scrutiny Boards may:

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

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

6.4 SCRUTINY OFFICER

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

The functions of the Scrutiny Officer are:

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

6.5 PROCEEDINGS

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

6.6 SCRUTINY BOARD CHAIRS

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

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

² Under Section 9FB Local Government Act 2000.

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

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

⁵ After consultation with the relevant Scrutiny Chairs

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

6.7 CO-OPTED MEMBERS

Education Representatives

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

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

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

Crime and Disorder Committee

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

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

Additional co-opted members

The following may be appointed to each Scrutiny Board⁹:

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

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

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

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

ANNEX 1**Vision for Scrutiny at Leeds**

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

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

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

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

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

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

Consequently, when establishing their work programmes Scrutiny Boards should

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

Scrutiny Board	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
		Council Functions	Executive Functions
Strategy and Resources		Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment	Chief Executive (1-3) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19) Director of City Development (6, 9)
Infrastructure, Investment and Inclusive Growth	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	Director of City Development (a-w) Chief Planning Officer	Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3- 5, 7-8, 11) Chief Planning Officer (1-4) Director of Children and Families (2e)
Environment, Housing and Communities	Responsible authorities (defined by S5 Crime and Disorder Act 1998)	None	Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1 ¹⁰ , 2)
Children and Families		Director of Children and Families	Director of Children and Families (1, 2a-d & f, 3)
Adults, Health and Active Lifestyles	Relevant NHS bodies or health service providers including:- NHS England NHS Leeds Clinical Commissioning Group Local NHS Trusts and other NHS service providers Healthwatch Leeds	None	Director of Adults and Health (1 - 8) Director of Public Health (1-6) Director of City Development (10)

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

- To review and scrutinise the exercise by risk management authorities¹¹ of flood risk management functions¹² which may affect the Leeds City Council area¹³.

2 – Crime and Disorder

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

- To exercise the functions of a crime and disorder committee¹⁴, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹⁵ by responsible authorities¹⁶; and
 - b) To review or scrutinise any local crime or disorder matter¹⁷ raised by a Member.

3 – Health

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

- to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
- to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider;
- to respond to consultation by any relevant NHS body or health service provider; and
- to nominate Members to any joint overview and scrutiny committee appointed by the authority.¹⁸

¹¹ As defined by Section 6 Flood and Water Management Act 2010

¹² As defined by Section 4 Flood and Water Management Act 2010

¹³ In accordance with Section 9FH Local Government Act 2000

¹⁴ In accordance with Section 19 Police and Justic Act 2006

¹⁵ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁶ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁷ Any matter concerning –

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

¹⁸ such nominations to reflect the political balance of the Board.

Matters which fall within the terms of reference of this Scrutiny Board include:

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

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

4– Residual Responsibility

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

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Scrutiny Board (Children & Families)	
Officer Executive Delegations	Executive Portfolio(s)
<p>Director of Children and Families</p> <p>1) Safeguarding, Specialist and Targeted Services including:-</p> <ul style="list-style-type: none"> a) Preventative Services; b) Safeguarding and Child Protection; c) Assessment and Care Management; d) Complex Needs; e) Residential and Respite Care; f) Support For Carers; and g) Youth Offending Services. <p>3) Child Poverty</p> <p>2) Learning, Skills and Universal Services including:-</p> <ul style="list-style-type: none"> a) Early Years Provision; b) Access to education; c) Special Educational Needs; d) Promotion of educational excellence; and f) Development of active citizens. 	<p>Executive Member for Children and Families Cllr Lisa Mulherin</p> <p>Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor</p>

Scrutiny Board Strategy & Resources		
Officer Executive Delegations		Executive Portfolio(s)
Chief Executive 1) Functions in relation to elections; and 2) Civic and ceremonial functions of the Council. 3) Devolution and local freedoms.		Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake
Director of Resources and Housing 1) Setting, supporting and monitoring the council's financial strategy; 5) International relations 2) Managing effective financial management and controls; 3) Setting, supporting and monitoring the council's policies and procedures 4) Corporate communications services; 6) The council's corporate planning and policy development services, including coordination of the Best Council Plan. 7) The council's city-wide resilience and emergency planning functions. 8) Civic Enterprise Leeds services; 9) Community Infrastructure Levy spending relating to Strategic Fund;		Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
Director of City Development 6) International and Domestic inward economic investment; 9) Culture		Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake
Director of Communities and Environment 2) Equalities. 15) Registrars functions; 16) Licensing functions; 17) Local Land Charges functions; and 19) Council tax processing and billing arrangements.		Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
Chief Officer (Financial Services) 1) Ensuring effective financial management and controls (has responsibility for these arrangements as Section 151 Officer)		Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
City Solicitor 1) Legal Services; 2) Democratic Services including support to elected members in their responsibilities; and 3) Supporting the corporate governance of the council.		Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis

Scrutiny Board (Environment, Housing & Communities)	
Officer Executive Delegations	Executive Portfolio(s)
<p>Director of Resources and Housing 10) Sustainable energy and carbon reduction 11) Landlord Functions (funded by the Housing Revenue Account); and 12) Housing Functions (funded by the General Fund).</p>	Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis Deputy Leader and Executive Member for Communities - Cllr Debra Coupar
<p>Director of Communities and Environment 1) Integrated locality working and its associated citywide support and delivery functions; 3) The council's corporate customer services functions; 4) Library and information service. 5) Community Safety; and 18) Welfare and benefits services.</p> 6) Public Health Protection and Control of Statutory Nuisance; 7) Environmental Health and Consumer Protection; 8) Environmental Management; 10) Waste; 11) Cemeteries, crematoria, burial grounds and mortuaries; 12) Parks and countryside; 13) Countryside management; and 14) Ecological Sustainability.	Deputy Leader and Executive Member for Communities - Cllr Debra Coupar Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique
<p>Director of City Development 1) Asset Management so far as it relates to the use of land and buildings for the provision of front line services; and 2) Functions relating to the Council's register of Assets of Community Value.</p>	Deputy Leader and Executive Member for Communities - Cllr Debra Coupar

Scrutiny Board (Infrastructure, Investment & Inclusive Growth)	
Officer Executive Delegations	Executive Portfolio(s)
Chief Executive 4) City Region Functions	Executive Member for Regeneration, Transport and Planning - Cllr Richard Lewis
Director of Communities and Environment 9) Car Parking.	Executive Member for Regeneration, Transport and Planning - Cllr Richard Lewis
Director of City Development 1) Asset Management; 3) Regeneration; 4) Economic Development; 7) Highways and Transportation; 8) Flood and water management; and 11) Planning Services. 5) Employment and skills including:- a) Provide leadership and coordination of the post 16 skills and learning system, working with people, schools, colleges, universities, employers, providers of information and guidance; b) provision of information, advice and guidance services in community and school settings; c) Apprenticeships; d) vocational training and allied services for persons over compulsory school age; and e) provide leadership and coordination of the city's employment support offer.	Executive Member for Regeneration, Transport and Planning - Cllr Richard Lewis Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor
Director of Children and Families 2) Learning, Skills and Universal Services including:- e) 14-16 Skills Development.	Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor
Chief Planning Officer 1) Development Plan functions; 2) Planning Policy and Guidance functions; 3) Neighbourhood Planning functions; and 4) Conservation Area functions.	Executive Member for Regeneration, Transport and Planning - Cllr Richard Lewis

Scrutiny Board (Adults, Health & Active Lifestyles)	
Officer Executive Delegations	Executive Portfolio(s)
Director of Adults and Health 1) Promotion of well-being; 2) Information, advice and advocacy; 3) Prevention and Recovery; 4) Safeguarding; 5) Assessment and eligibility; 6) Diverse and High Quality Services; 7) Charging and financial assessments; and 8) Public Health.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of Public Health 1) Health improvement functions; 2) Health protection functions; 3) Functions relating to the commissioning of public health services; 4) Provision of statutory and mandated functions; 5) Functions of Responsible Authority; and 6) Publication of the annual report on the health of the local population.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of City Development 10) Sport and Active Leeds including:- a) Leisure centres and community sports facilities; and b) Active lifestyles and development programmes.	Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique

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Report author: Sandra Pentelow
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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Crime and Disorder Scrutiny

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

1.0 Introduction

- 1.1 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extended the remit of local authorities to scrutinise crime and disorder functions and as from April 2009, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment, Housing and Communities Scrutiny Board has been assigned to fulfil this role.
- 1.2 In its capacity as a 'Crime and Disorder Committee', the Environment, Housing and Communities Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies and include the Local Authority, West Yorkshire Police, West Yorkshire Fire and Rescue Service, Leeds Clinical Commissioning Groups, Office of the Police and Crime Commissioner and the West Yorkshire Community Rehabilitation Company.
- 1.3 The Crime and Disorder Act 1998 also introduced Crime and Disorder Reduction Partnerships (now referred to as Community Safety Partnerships) to develop and implement such strategies. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 1.4 Home Office guidance recommended that a protocol be developed jointly between the local Scrutiny function and the Community Safety Partnership to help provide guidance and a common understanding of how crime and disorder scrutiny will operate in practice. A protocol was therefore developed in Leeds and is attached for the information of the Scrutiny Board (Appendix 1).

2.0 Introduction of Police and Crime Commissioners and Police and Crime Panels

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced police authorities with Police and Crime Commissioners (PCCs) and introduced Police and Crime Panels to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.
- 2.2 However, local Crime and Disorder Committees have no remit to directly scrutinise their PCCs as this role lies with the new Police and Crime Panels (PCPs). In view of this, particular importance is placed upon forging strong links between Crime and Disorder Committees and their respective PCP members in order to relay to the PCC any issues that have been raised through local scrutiny and vice-versa.
- 2.3 The West Yorkshire Police and Crime Panel also fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. As such, a 'Principles for Engagement' document was developed in liaison with the five Local Crime and Disorder Scrutiny Committees. This is also attached for Members information (Appendix 2).

3.0 Recommendations

- 3.1 Members of the Scrutiny Board (Environment, Housing and Communities) are asked to
 - (i) note the attached joint protocol between Scrutiny and the local Community Safety Partnership
 - (ii) note the Principles for Engagement document in relation to the West Yorkshire Police and Crime Panel and the Local Crime and Disorder Scrutiny Committees.

4.0 Background documents¹

- 4.1 None.

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



Crime and Disorder

Protocol between Scrutiny and the Safer Leeds Partnership

June 2015

1.0 BACKGROUND

- 1.1 The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.
- 1.2 There are four fundamental roles that define good scrutiny and underpin scrutiny activity:
 1. provides 'critical friend' challenge to executive policy-makers and decision-makers;
 2. enables the voice and concerns of the public and its communities to be heard;
 3. is carried out by 'independent minded governors' who lead and own the scrutiny process; and
 4. drives improvement in public services
- 1.3 In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.
- 1.4 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'.
- 1.5 The purpose of this protocol is to provide guidance and a common understanding on how scrutiny of crime and disorder will operate in Leeds. The publication of Regulations¹ and good working practice has shaped this protocol, which may be revised by agreement between all the interested parties in order to continually improve the scrutiny process. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.

2.0 SCRUTINY BOARDS (GENERAL)

- 2.1 The overall role and function of scrutiny is to hold decision-makers to account and secure improvements in local practice for local people via a contribution to policy development and review. As such, Scrutiny Boards do not have decision-making powers.
- 2.2 Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. These Members will be the only members of the Board with voting rights and will be selected to serve for a period of 12 months. The membership of the Board will seek to avoid conflicts

¹ The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (S.I.2009/942) and the Crime and Disorder (Overview and Scrutiny) (Amendment) Regulations 2010 (S.I. 2010/616).

of interest and where potential for this exists interests of those Members will be declared and subject to the Council's procedures on these matters².

- 2.3 Scrutiny Boards may also seek nominations from other representative groups to act as co-opted members of the Board. These nominations may be for the duration of a municipal year and/or on an inquiry by inquiry basis, as set out in the Scrutiny Board Procedure Rules, Leeds City Council Constitution. However, the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'.

3.0 SCRUTINY OF CRIME AND DISORDER IN LEEDS

3.1 Scope

- 3.1.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5³. The Act also introduced Crime and Disorder Reduction Partnerships (CDRPs) to develop and implement such strategies. However, since 1st March 2010 the Home Office use the term Community Safety Partnerships in replace of CDRPs. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 3.1.2 Responsible authorities also have a duty to work in conjunction with 'co-operating' bodies. The Safer Leeds Executive comprises a number of responsible authorities* and co-operating bodies. These include Leeds City Council*; West Yorkshire Police*; West Yorkshire Fire and Rescue Service*; Leeds Children's Trust Board; Leeds Safeguarding Children's Board; Youth Offending Service; Adult Social Care; Leeds Clinical Commissioning Groups*; Office of the Police and Crime Commissioner*; Housing Leeds ; HM Prison Service Leeds; Third Sector Partnerships and West Yorkshire Community Rehabilitation Company*.
- 3.1.3 The Scrutiny Board will scrutinise the work of the Community Safety Partnership and the partners who comprise it, only insofar as their activities relate to the partnership itself. For the avoidance of doubt, the Scrutiny Board will not extend to the separate statutory functions of the partner bodies, nor will it entail scrutiny of individual cases.
- 3.1.4 The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass crime and disorder matters that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:

² Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

³ This was amended by the Policing and Crime Act 2009. Section 108 of the Act provides for every provider of probation services in a particular area, whose arrangements under section 3 of the Offender Management Act 2007 provide for it to be a responsible authority, to be added to the list of "responsible authorities" which comprise the Community Safety Partnership. It also extends the remit of CSPs to explicitly include the reduction of re-offending.

- Antisocial behaviour;
 - Other behaviour adversely affecting the local environment;
 - The misuse of drugs, alcohol or other substances
- 3.1.5 While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral.
- ### 3.2 Work items
- 3.2.1 In its capacity as a ‘Crime and Disorder Committee’, the designated Scrutiny Board is responsible for considering any Member referred crime and disorder matter. At the beginning of each municipal year, the Community Safety Partnership will be invited to make any referrals to the Scrutiny Board which will be considered as part of its overall work schedule. Such referrals are to be formally agreed and presented by a representative of the Safer Leeds Executive.
- 3.2.2 Where the production of a specific report is requested and/or necessary for a particular Scrutiny Board meeting, then sufficient notice will be given for the preparation of that documentation. There will be a minimum of 7 working days notice.
- ### 3.3 Information to be supplied to the Board
- 3.3.1 Where the Scrutiny Board makes a request in writing for information, this request will be directed to the Chair of the Safer Leeds Executive for action. This information must be provided no later than the date indicated in the request, or as soon as reasonably possible, but not beyond 2 weeks of the date indicated without the agreement of the Scrutiny Board Chair.
- 3.3.2 Where information has been requested by the Scrutiny Board in connection with their inquiries, this shall be depersonalised information, unless the identification of an individual is necessary or appropriate in order to enable the Scrutiny Board to properly exercise its powers.
- 3.3.3 However, requests made by the Scrutiny Board shall not include information that the disclosure of which would not be in the public interest or would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the co-operating bodies.
- 3.3.4 The Scrutiny Board will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by the Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report. However, Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by placing reports which are not depersonalised

onto a Scrutiny Board agenda as an item to be heard without the press or public present.

3.4 Attending Scrutiny Board Meetings

- 3.4.1 As the ‘Crime and Disorder Committee’ the designated Scrutiny Board is required to meet no less than once in every twelve month period to carry out this particular function.
- 3.4.2 The Scrutiny Board may require the attendance of an officer of a responsible authority or of a co-operating body to answer questions. Where reasonable notice of the intended date is given, the responsible authority or co-operating body will be obliged to attend⁴.
- 3.4.3 The Scrutiny Support Unit will also try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.
- 3.4.4 Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the responsible authorities or co-operating bodies may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

3.5 Conduct of Scrutiny Board Inquiries

The role of Terms of Reference

- 3.5.1 The majority of Scrutiny Inquiries have agreed terms of reference. These are used to inform departments of the Council and partners of the emphasis of a particular inquiry.
- 3.5.2 Officers in the Scrutiny Support Unit will liaise with relevant officers of the Council and the responsible authorities and co-operating bodies during the preparation of Terms of Reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Co-opted Members

- 3.5.3 The Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a ‘Crime and Disorder Committee’. The Scrutiny Board has agreed to consider the co-option of any additional members on an inquiry by inquiry basis.

Gathering evidence

- 3.5.4 The evidence to be gathered will be detailed in the inquiry’s terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to

⁴ The responsible authority or co-operating body should ensure that officers attending Scrutiny Board meetings are in a position to answer the Scrutiny Board’s questions and are given appropriate support by their line managers.

undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.

- 3.5.5 The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to the responsible authorities or co-operating bodies to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation and publication of reports

- 3.5.6 At the conclusion of an inquiry, where considered appropriate, the Scrutiny Board will produce a preliminary report. This will be drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Board. This report will provide a summary of the evidence submitted, along with the Scrutiny Board's conclusions and recommendations. The Scrutiny Board will consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report. Final reports will be published on the Council's website and be widely available to all relevant stakeholders and members of the public. Copies will be sent to each of the responsible authorities and each of the co-operating persons and bodies.

Response to reports

- 3.5.7 Where the Scrutiny Board makes a report or recommendations to the Council or the Executive about the exercise of crime and disorder functions by responsible authorities, a copy will be provided to each of the responsible authorities and each of the co-operating persons and bodies.
- 3.5.8 Where a relevant authority or co-operating persons or body has been notified, it must:
- consider the report and recommendations;
 - respond in writing to the Scrutiny Board within 28 days of the date of the report or recommendations, indicating what (if any) action it proposes to take; and
 - have regard to the report or recommendations in exercising its functions.
- 3.5.9 The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

3.6 Scrutiny Support Unit

- 3.6.1 In summary, the work of the Scrutiny Support Unit entails:
- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
 - Managing programmes of inquiries for each of the Scrutiny Boards
 - Providing support and guidance to witnesses
 - Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports "in house" as appropriate

- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council's decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

3.6.2 Contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

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West Yorkshire Police and Crime Panel

Principles for Engagement:

Local Crime and Disorder Scrutiny Committees

Background to Local Crime and Disorder Scrutiny Committees

Provisions in the Police and Justice Act 2006 extended the remit of local authorities to scrutinise crime and disorder functions and as of April 2009 each Council has been required to designate a Scrutiny Board to act as their 'Crime and Disorder Committee.'

'Crime and Disorder Committees' have the powers to review or scrutinise decisions made (or action taken) by the local Community Safety Partnership (CSP) and the 'responsible authorities' that comprise it, but only with regards to activities which relate to the Partnership itself.

Impact of the Police Reform and Social Responsibility Act 2011

Although the Act did not change the legal remit of local authority Crime and Disorder Scrutiny Committees, they will not have the power to directly scrutinise the Police and Crime Commissioner because he/ she will not be a 'responsible authority' on the CSP.

Under previous arrangements the Scrutiny Committees could scrutinise the West Yorkshire Police Authority. However, the reforms signal a readjustment of responsibilities in relation to the scrutiny of policing in West Yorkshire. In this sense, the West Yorkshire Police and Crime Panel will carry out part of the role previously exercised by Local Crime and Disorder Scrutiny Committees.

Rationale for Engagement

The West Yorkshire Police and Crime Panel fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. These Local Scrutiny Committees can play a critical role in helping the Panel:

- To **recognise** the needs and concerns of local communities in relation to community safety and crime.
- To better **understand** the link between the strategic direction set by the Police and Crime Commissioner and its impact on individual wards and **neighbourhoods**.

- To **assess the impact** of all Partners on crime and community safety related issues in each district.
- To apply the **skills and expertise** necessary to effectively scrutinise the Police and Crime Commissioner.
- To **focus** on issues which are common to all of the West Yorkshire districts.
- To **maximise its resources** by contributing to scrutiny work initiated by the West Yorkshire Police and Crime Panel.

Equally, the West Yorkshire Police and Crime Panel is eager to assist Local Crime and Disorder Scrutiny Committees by:

- Holding the **Commissioner to account** if he/she
 - Has a detrimental impact on the safety or confidence of communities in West Yorkshire
 - Raises public concern due to their chosen approach
 - Acts in a way which would have previously prompted the Committee to ‘call in the responsible authority.’
- **Informing and supporting** the Commissioner in such a way as to ensure his/ her approach and plans reflect the needs and interests of the diverse communities across West Yorkshire.
- **Promoting** policing and community safety interventions which have proved successful in the past or are working well under the Commissioner.
- **Leading** on scrutiny investigations on behalf of the five Scrutiny Committees where issues of sub-regional significance have been identified.

Moving Forwards

On the basis of the rationale outlined above, the West Yorkshire Police and Crime Panel will work in partnership with Local Crime and Disorder Scrutiny Committees (CDCs) in the following ways:

- 1. Panel Meetings**
 - 1.1 CDC Chairs will, at the very least, be invited to meetings of the West Yorkshire Police and Crime Panel on an annual basis to engage in an open discussion about the impact of the Commissioner in each district and to review the relevance of the latest iteration of the ‘Principles for Engagement.’
 - 1.2 Should serious concerns arise during the year, the Panel may ask one or more CDC Chairs to attend additional Panel meetings and provide their perspective on the issue under consideration.

- 1.3 CDC Chairs can request an item to be put on the agenda of a Panel meeting by contacting the Chair of the Panel directly and explaining the reason for the request.

2. Influencing the Police and Crime Plan

- 2.1 The Police and Crime Panel is in a fortunate position in terms of its ability to influence the development of the Police and Crime Plan and the CDCs are encouraged to inform the Panel's approach when exercising this influence.
- 2.2 The Police and Crime Panel will encourage the Commissioner to have regard to the business cases and strategic assessments submitted by the individual authorities when developing his/ her Police and Crime Plan and subsequent commissioning arrangements.
- 2.3 CDCs will be sent a copy of all the draft iterations of the Police and Crime Plan that are submitted to the Panel and will be asked to return any comments or suggestions in advance of the Panel meeting during which the draft will be discussed.
- 2.4 CDCs are also asked to brief their authority's Panel Members in advance of any discussions on the Plan so the local perspective is sufficiently understood and so the Panel is made aware if the Plan does not have regard to the evidenced needs of communities across West Yorkshire.

3. Regular Exchange of Information and Intelligence

- 3.1 The five CDCs will each complete a quarterly briefing note for use by all Panel Members to support them in assessing the impact of the Commissioner across West Yorkshire.
- 3.2 The lead scrutiny officers will be notified of the deadlines for these briefing notes as far in advance as is practicable. These deadlines will be aligned with Panel Meeting dates as responses will be required two weeks before each Panel meeting.
- 3.3 All completed briefings notes are to be formally approved by the CDC Chair before submission.
- 3.4 Unless a request is made to the contrary, all submissions will be circulated to the other CDCs in West Yorkshire to allow comparisons and further linkages to be made.
- 3.5 The completion of the briefing notes will not be an onerous task and will only call upon information and examples that the CDCs are already aware of or hold.

3.6 CDCs will be encouraged to play an active role in developing and adapting the themes covered within the briefing note.

3.7 Questions in the briefing note will, at the very least, relate to:

- The findings of any relevant investigations carried out at the local level
- Plans for any future investigations at the local level which may be of interest or relevance to the Panel and/ or other CDCs in West Yorkshire.
- Any concerns the CDCs want the Panel to be aware of, to either raise directly with the Police and Crime Commissioner or to investigate further.
- Any suggestions about the way in which the Panel could better support or influence the approach of the Police and Crime Commissioner.

3.8 Panel Members will have sight of all of the completed briefing notes as well as a covering note highlighting any common issues or trends.

3.9 CDCs may also choose to arrange regular verbal briefings with the Panel Members representing their authority on the West Yorkshire Police and Crime Panel.

4. Co-ordinating Work Programmes

4.1 CDCs will submit the latest iteration of their work programmes along with their quarterly briefing notes.

4.2 These work programmes will then be circulated to the five CDC lead officers to help identify linkages across the five CDC work programmes and will also be used by the AWYA to identify linkages between the work of the CDCs and the Panel.

4.3 In cases where the CDCs are due to carry out investigations that are likely to be of interest to the Panel, the Panel may request a short briefing note summarising the results of these investigations.

4.4 Where one or more of the CDCs are due to investigate the same issue the Panel may decide to carry out the investigation at a sub-regional level on behalf of all five CDCs or in conjunction with them.

4.5 If the Panel identifies an issue for concern which relates to only one of the West Yorkshire districts, the relevant CDC may be asked to lead on the resultant investigation with support from a Panel Member from that authority.

- 4.6 CDCs will be notified of such a request from the Panel at the earliest possible opportunity and the Panel recognises that the CDC response to these requests will be dependent on the availability of resources at that time.
- 4.7 Equally, the Panel's ability to lead on investigations on behalf of the CDCs will be resource and work load dependent.

5. Aligning Membership

- 5.1 Where possible, at least one Panel Member will sit on each CDC to ensure the Panel has a detailed understanding of local issues as well as the skills necessary to effectively scrutinise the Commissioner.
- 5.2 Where membership is not aligned in this way a Panel Member from each authority will be designated as the lead Panel Member for their authority's CDC and as such will contribute to CDC meetings and investigations as and when required and subject to existing workload pressures.

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Co-opted Members

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

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

Recommendation

3. In line with the options available and information outlined in this report, Members are asked to:
 - a) Consider the appointment of non-voting co-opted members to the Scrutiny Board.

1 Purpose of this report

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

2 Background information

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

3 Main issues

General arrangements for appointing co-opted members

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

Arrangements for appointing specific co-opted members - Education Representatives

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative¹
 - One Roman Catholic diocese representative¹
 - Parent governor representatives²
- 3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected.
- 3.7 Where the Scrutiny Board deals with other non-educational matters, the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.
- Issues to consider when seeking to appoint non-voting co-opted members
- 3.8 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.
- 3.9 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.10 When considering the appointment of a co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.11 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The guidance surrounding co-opted members was previously discussed by the Scrutiny Chairs when it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

¹ Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

² Article 6 states these appointments shall be for a four-year term of office

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and Best Council Plan

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

4.6.1 As stated in paragraph 3.11 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

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

6.0 Recommendations

- 6.1 In line with the options available and information outlined in this report, Members are asked to:
- a) Consider the appointment of non-voting co-opted members to the Scrutiny Board.

7.0 Background documents³ - None

³ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Sources of work for the Scrutiny Board

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
2. The Vision for Scrutiny¹, attached at Appendix 1, recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame;
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review;
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place;

¹ This forms part of Article 6 within the Council Constitution.

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

Recommendations

4. Members are requested to consider the information and guidance provided within this report when determining priority areas of Scrutiny work for the forthcoming municipal year.

1.0 Purpose of this report

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

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. Scrutiny is also a valuable sounding board for new policy initiatives and therefore such pre-decision work continues to be encouraged.

3.0 Main issues

Key sources of information

➤ Best Council Plan

- 3.1 The Best Council Plan is a significant source of information in terms of highlighting the Council's key areas of priority over the coming months and years.

- 3.2 A refresh of the Best Council Plan was agreed by Council in February 2018 to reflect the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is therefore attached for Members information (see Appendix 2).

➤ Inclusive Growth Strategy

- 3.4 The Draft Leeds Inclusive Growth Strategy (due to be considered by Executive Board on the 27 June 2018) sets out the ambition for Leeds and how everyone can contribute to the city's growth; providing a framework for how all parts of the council will work with businesses, universities, colleges, schools, the community sector, and with partners in the city region, Yorkshire, the North and national government to grow the Leeds economy. The 'Twelve Big Ideas', are outlined in the latest publicly available version of the Inclusive Growth Strategy is presented in Appendix 3 for information. Big Idea 5 refers to 'supporting places and communities to respond to economic change'.

➤ Performance Data

- 3.6 Performance monitoring remains a key element of the Scrutiny Boards' work and is also a valuable source of information to help identify potential areas that may warrant further scrutiny. The most recent performance data is therefore included as a separate agenda item for today's meeting (Agenda Item 11). This provides the Board with a summary of performance against the strategic priorities that are relevant to the Board's remit.

➤ Financial Information

- 3.7 All Scrutiny Boards are consulted annually on the Council's initial budget proposals in accordance with the Council's Budget and Policy Framework. This is undertaken in conjunction with a review of the in-year financial health of the authority.
- 3.8 The 2018/19 budget proposals were agreed by Full Council on 21st February 2018. The most recent 2017/18 out-turn report and Financial Health Monitoring report are provided as a separate agenda item for today's meeting (Agenda item 12). This is provided to support the Scrutiny Board in identifying sources of work and also to facilitate specific scrutiny of the budget.
- 3.9 Maintaining an overview of the Council's financial health is also a key element of the Scrutiny Board's work and therefore the Board may wish to receive further financial health updates during the municipal year.

Potential Areas of Scrutiny work previously identified.

- 3.10 Last year, Scrutiny Boards recommended that this successor Board maintain a watching brief in relation to the following areas:
 - Air Quality Solution for Leeds
 - Improving Standards in the Private Rented Sector (Selective Licensing)
 - Waste and Recycling Strategy (pre-decision Executive Board in Autumn 2018)
 - Refuse Collection Re-routing Update
 - Universal Credit (Spring 2019)
 - Leeds Response to Grenfell – Response and Update
 - Locality Working – Six Priority Neighbourhoods (update before December 2018)
 - Review of Horticultural Maintenance in Cemeteries – Response and Tracking
 - Development of Community Hubs – Recommendation Tracking
 - Reducing Repeat Customer Contacts – Recommendation Tracking
- 3.11 Whilst the Board will need to determine whether or not these remain as items of work, these have been reflected provisionally into the Board's draft work schedule (see Agenda Item 13).

Other sources of Scrutiny work

- 3.12 Other common sources of work include requests for scrutiny, Call In requests and other corporate referrals. A request for scrutiny has recently been submitted to the Chair, Cllr Anderson, for the consideration of the Scrutiny Board. This is detailed at appendix 4 of this report.
- 3.13 The Board is also required to be formally consulted during the development of key policies which form part of the council's Budget and Policy Framework.

Methods of working

- 3.14 This year, each Scrutiny Board has six formal meetings scheduled throughout the municipal year. These meetings are generally held within the Civic Hall and are open to the public.

- 3.15 Whilst the decision to hold any additional formal meetings is left to the discretion of each Board, historically Scrutiny Boards have also adopted other methods of evidence gathering outside of the formal meeting settings, such as site visits and working group meetings.
- 3.16 Working groups comprise of a number of Members from a particular Scrutiny Board who may be appointed to carry out specific tasks on behalf of the Board. Suitable tasks for a working group may involve Members meeting on their own (for example for the purposes of developing reports and recommendations in connection with an ongoing Inquiry or terms of reference for a future Inquiry). Alternatively they may entail activities which cannot realistically be undertaken within the confines of a formally convened Scrutiny Board meeting.
- 3.17 In all cases, the primary purpose of a working group is to obtain and/or develop information and to report back to a formally convened meeting of the Scrutiny Board. A working group cannot discharge the primary purpose of a Scrutiny Board i.e. it cannot undertake Inquiries independently from its parent Scrutiny Board, conduct Inquiries, issue reports/recommendations (other than to its parent Scrutiny Board) or in any way present itself to a third party as representing the views of the parent Scrutiny Board.
- 3.18 However, as set out within the Vision for Scrutiny, the Board must also remain mindful of the resource implications associated with the use of site visits and working group meetings when determining its work programme.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and the Best Council Plan

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

4.4 Resources and Value for Money

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This report has no specific legal implications.

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

- 6.1 Members are requested to consider the information and guidance provided within this report when determining priority areas of Scrutiny work for the forthcoming municipal year.

7.0 Background papers²

- 7.1 None

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

Vision for Scrutiny at Leeds

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

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

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

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

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

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

Consequently, when establishing their work programmes Scrutiny Boards should

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

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BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty and reducing inequalities

– with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers



BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty and reducing inequalities

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

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About Leeds

Leeds is a growing city with a population estimated at



781,700

(ONS 2016),
an increase of around 50,000 in the last decade.

However, it is the shift in the make-up of our population at local levels, that is most striking.

There have been rapid demographic changes during this time, particularly in some of our most deprived communities which are the **FASTEAST GROWING** and with the youngest age profile.



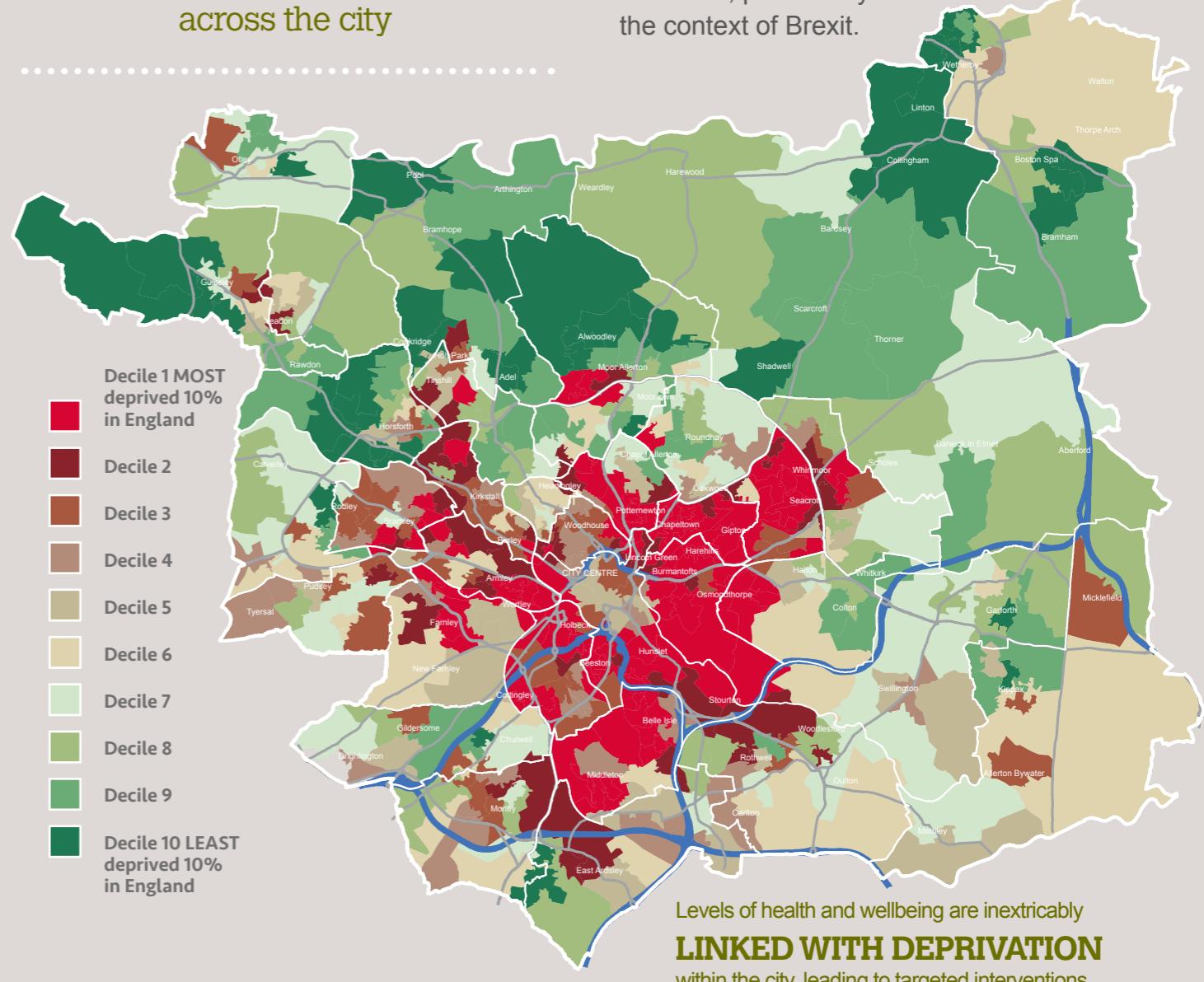
This population increase reflects the success of the Leeds economy, both within the city and in neighbouring localities. Leeds has seen the fastest private sector jobs growth of any UK city in recent years and has the largest concentration of financial and professional services and digital jobs in any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

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

people with the learning, attributes and awareness of opportunities they will need to succeed in work. In addition, there is evidence that some mental health problems are becoming more prevalent, particularly amongst older people. Depression in particular is also more common in people with a physical illness, including those living with long-term conditions.

Even so, targeted interventions have meant that some inequalities are reducing more quickly in our most deprived areas.

Local mapping highlights these issues and emphasises the different rates of progress between different communities across the city



Looking forward, overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. However, we will only fulfil this potential for growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, improving health and wellbeing, supporting greater resilience across the city, boosting housing growth and regeneration, continuing to define and express our culture, increasing productivity, attracting and retaining a skilled workforce, and enhancing transport and infrastructure. We must also be prepared for any downturn in the national economy where the outlook is uncertain, particularly in the context of Brexit.

Levels of health and wellbeing are inextricably **LINKED WITH DEPRIVATION** within the city, leading to targeted interventions.

Best City

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

Building on the range of council and partnership strategies in place and in development, this Best Council Plan update sets out seven interconnected priority areas of work that flow from our two main cross-cutting strategies: *Inclusive Growth* and *Health and Wellbeing*.

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

Although they are presented as seven priorities, everyone reading this plan – or carrying it out – should see at once how interlinked and mutually supportive these priorities are. Taken together, a focus on these priorities will deliver better outcomes for everyone in Leeds.

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

Best Council

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

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

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

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



Cllr Judith Blake
Leader of
Leeds City
Council



Tom Riordan
Chief Executive of
Leeds City
Council



BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty
and reducing
inequalities

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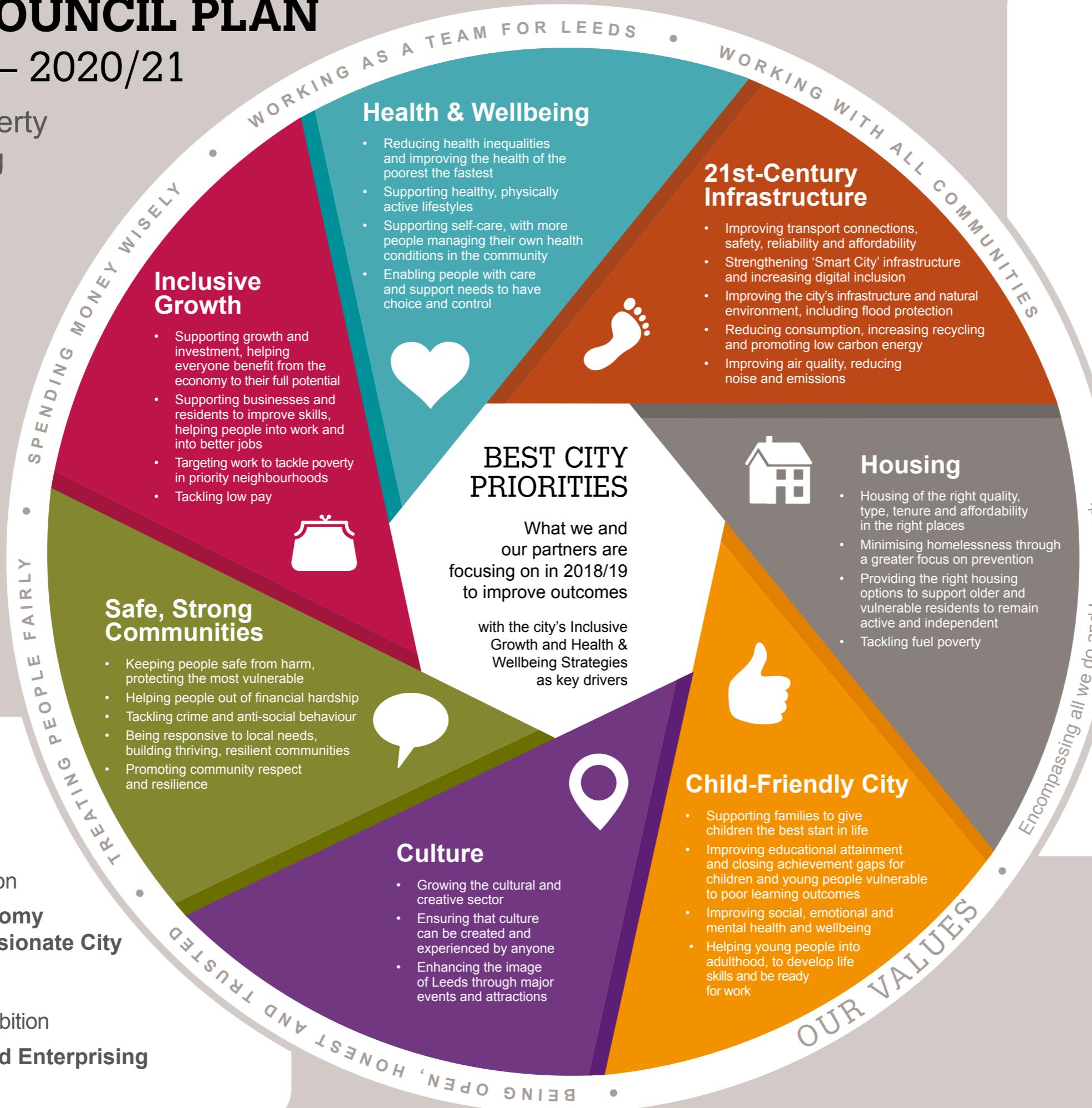


Leeds
Best City Ambition

**A Strong Economy
and a Compassionate City**

Leeds
Best Council Ambition

**An Efficient and Enterprising
Organisation**



OUTCOMES

We want everyone in Leeds to...

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



INCLUSIVE GROWTH

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

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



**30,000
MORE JOBS**

in Leeds and an extra 6,000 businesses now than in 2009



1 million sqft

of city centre office space taken up in 2017, more than double 2016

However our ambition is for a compassionate city as well as a strong economy. Therefore we are pursuing inclusive growth, to enable all people and places to realise their full potential in contributing to and benefiting from economic growth.



75.2%

EMPLOYMENT RATE

higher than GB rate and other Core Cities
(Source: Annual Population Survey, year to September 2017)



More detail on the issues, planned activity and work in progress:

- Leeds Inclusive Growth Strategy
- Leeds Talent and Skills Plan
- Leeds City Region Strategic Economic Plan



19,300

people aged 16+

UNEMPLOYED

2nd highest number across the country's 14 major cities

(Source: ONS Experimental Statistics, October 2016 to September 2017)

The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever-changing labour market. As the UK navigates its way through Brexit, we will continue to offer support to our firms and our communities, but also further strengthen the city's international profile and its attractiveness as a location for investment.

Leeds is, and always will be, open for business and talent.



25 million

day visitors to Leeds in 2016, worth £1.12 billion to the local economy



MAJOR REGENERATION

and infrastructure projects include HS2, South Bank and the Enterprise Zone

Education and skills are essential parts of our economic prosperity.

Education and skills are of economic value to individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. There are also considerable social benefits to individuals and communities which foster more equitable communities, in turn supporting economic growth.



Educational attainment at early years, Key Stage 2 and Key Stage 4

BELOW

national average (2016/17 academic year)

Education and skills are key factors in routes out of poverty and worklessness.

The economic and social impact can be maximised by investing in the right skills: these are the skills which achieve business success and create opportunities for individuals. A continuing challenge is clearly identifying future skills requirements of the economy, but also ensuring more equitable access to education and skills for individuals. Our focus

has three main elements: continuing to improve educational attainment across the city whilst closing the achievement gap for disadvantaged learners

– one focus of our Leeds Children and Young People's Plan; encouraging greater collaboration between schools and businesses; and supporting businesses and individuals in improving skills to boost competitiveness and aid career progression.



28,000+

Leeds residents in full-time work earned less than the 2017

REAL LIVING WAGE

(Estimate based on Annual Survey of Hours and Earnings – ASHE – 2017 data set)

As part of our Inclusive Growth Strategy, we have secured firm commitments from businesses and other stakeholders to offer support for our city.

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

KPIs

How we will measure progress and achievements

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



Leeds economy forecast to **OUTPERFORM**

the national economy over the next 20 years, increasing its output by an extra £9bn annually – growth of almost

50%

- and creating an extra **68,000** jobs.

(Source: Regional GVA, ONS (2016); Volterra forecast)



HEALTH AND WELLBEING



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

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

Health and wellbeing start with people:

our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live in together.

More detail on the issues, planned activity and work in progress:

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



CANCER MORTALITY

rates for people under 75 years

REDUCING (2014-2016)

Our ambition is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services to get behind the shared vision set out in the Health and Wellbeing Strategy:

We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs.



LOWEST SMOKING LEVELS

among adults recorded
(Source: Annual Population Survey 2016)



LIFE EXPECTANCY

between the most and least deprived areas of the city of
10+ years

People living in deprived areas typically have
MORE YEARS OF LONG-TERM ILL HEALTH
and higher levels of poor mental health and wellbeing.



LONG-TERM ILL HEALTH

and higher levels of poor mental health and wellbeing.



LONG-TERM ILL HEALTH

and higher levels of poor mental health and wellbeing.



LONG-TERM ILL HEALTH

and higher levels of poor mental health and wellbeing.



LONG-TERM ILL HEALTH

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LONG-TERM ILL HEALTH

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CHILD-FRIENDLY CITY



Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing.

We aim to improve outcomes for all our children:

while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

25,710 under 16s across the city estimated to be **LIVING IN POVERTY...**

...that is **17.3%** compared to an average of **16.3%**

in England
(November 2017)

31%
of key stage 2 children live in the



10% MOST DEPRIVED AREAS

nationally (2015) up from 25% in 2011.
(Indices of Multiple Deprivation)



Realising this aspiration will require progress across all the Best Council Plan priorities, with renewed action to integrate initiatives across policy areas, for example:

through the Health and Wellbeing Strategy we will promote healthy, physically active lifestyles for our young people; our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable; our approach to transport will aim to address the specific requirements of young people; and, improving the skills and education of our young people as they enter the world of work is central to our approach to inclusive growth.



More detail on the issues, planned activity and work in progress:

- Leeds Children and Young People's Plan



Research tells us that **EDUCATION IS THE KEY** to building resilient adults and improving adult outcomes.

However, the educational progress and achievement of children and young people who could be classed as

DISADVANTAGED OR VULNERABLE LEARNERS is below national levels.



The Leeds Children and Young People's Plan explains our child-friendly approach.

The Plan sets out eleven priority areas of work:

- Help children and parents to live in safe and supportive families
- Ensure that the most vulnerable are protected



1,255
CHILDREN LOOKED AFTER (March 2017)

down from 1,450 (March 2011)
a **13.4%** reduction compared to a rise of **11%** nationally.

- Support families to give children the best start in life
- Increase the number of children and young people participating and engaging in learning
- Improve achievement and attainment for all



65%
of pupils achieved a **GOOD LEVEL**
of development, up from **51%** in 2013 but below national average of **71%** (2016/17 academic year)

- Support young people to make good choices and minimise risk-taking behaviours
- Help young people into adulthood, to develop life skills, and be ready for work

Key Stage 2:

56%
of pupils achieved

EXPECTED STANDARD
in reading, writing and maths, up **8%** points from the year before but **5** points below national.
(2016/17 academic year)

Key Stage 4 (GCSE):

39.3%
of pupils achieved a **STRONG PASS**

(grade 9 to 5) in English and Maths, **3.6%** points below national. But Progress 8 score 0.07 compared to national score of -0.03, ranking Leeds 37 of 151 local authorities.
(2016/17 academic year)

- Improve at a faster rate educational outcomes for vulnerable children and young people
- Improve social, emotional, and mental health and wellbeing
- Encourage physical activity and healthy eating



33.7%
of children aged 10-11 classified as

OVERWEIGHT OR OBESE

compared to **34.2%** nationally
(2016/17)

- Support young people to make good choices and minimise risk-taking behaviours
- Help young people into adulthood, to develop life skills, and be ready for work

KPIs

How we will measure progress and achievements

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



6%

of 16 and 17 year olds (870 young people)

NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)

or whose activity is not known (2.9% NEET, 3.1% not known), in line with national.

(DfE 2016 local authority NEET figures)

- Improve access to affordable, safe, and reliable connected transport for young people



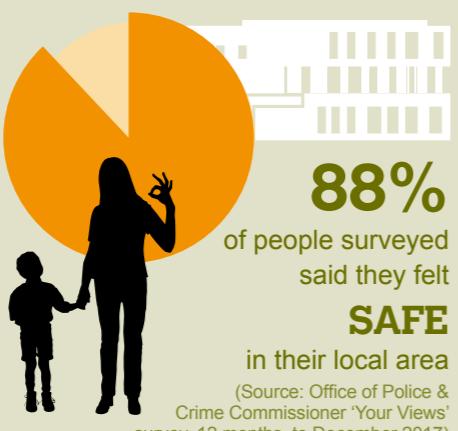
SAFE, STRONG COMMUNITIES



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

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

building thriving, more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.



Central to our ambition is a new place-based, integrated approach to service delivery, combined with a renewed focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods.

More detail on the issues, planned activity and work in progress:

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council Equality Improvement Priorities



(Source: Office of Police & Crime Commissioner 'Your Views' survey, 12 months to December 2017)

We are bringing people together to make a difference and help them to do more for themselves and others so that their communities can thrive, making sure that:

- Residents, communities, businesses and organisations are equal partners;
- Local people are engaged to achieve things that we cannot achieve alone and we add value to their activities;
- The city's strategic priorities are aligned to local communities to deliver joint action;
- Tools and support are provided so local people can take action and we share information, skills and resources.

This approach expands on the work of Community Committees by outlining a more joined-up service offer in a number of priority wards in the inner areas and priority



(ASB) incidents reported to police (12 months to December 2017), up 12% from the previous year.

Most frequent ASB incidents reported concern youth and neighbour nuisance

We will continue to work to make all our communities safe for everyone:

tackling and working to prevent risks, threats and harms, whether it is anti-social behaviour, hate crime, domestic violence or theft and burglary.



reported to police (12 mths to Sept 2017)
45% of these included a repeat victims (8,719 incidents); 31% had children present (5,991 incidents)



This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities.



times in Leeds (12 months to April 2017), up 6% on the year before.



(Source: Leeds Food Aid Network 'FAN' report for January to December 2017)



KPIs

How we will measure progress and achievements

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

We will also look to take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.

People accessed



times in Leeds

(12 months to April 2017), up 6% on the year before.



food parcels (estimated) handed out, up 3%

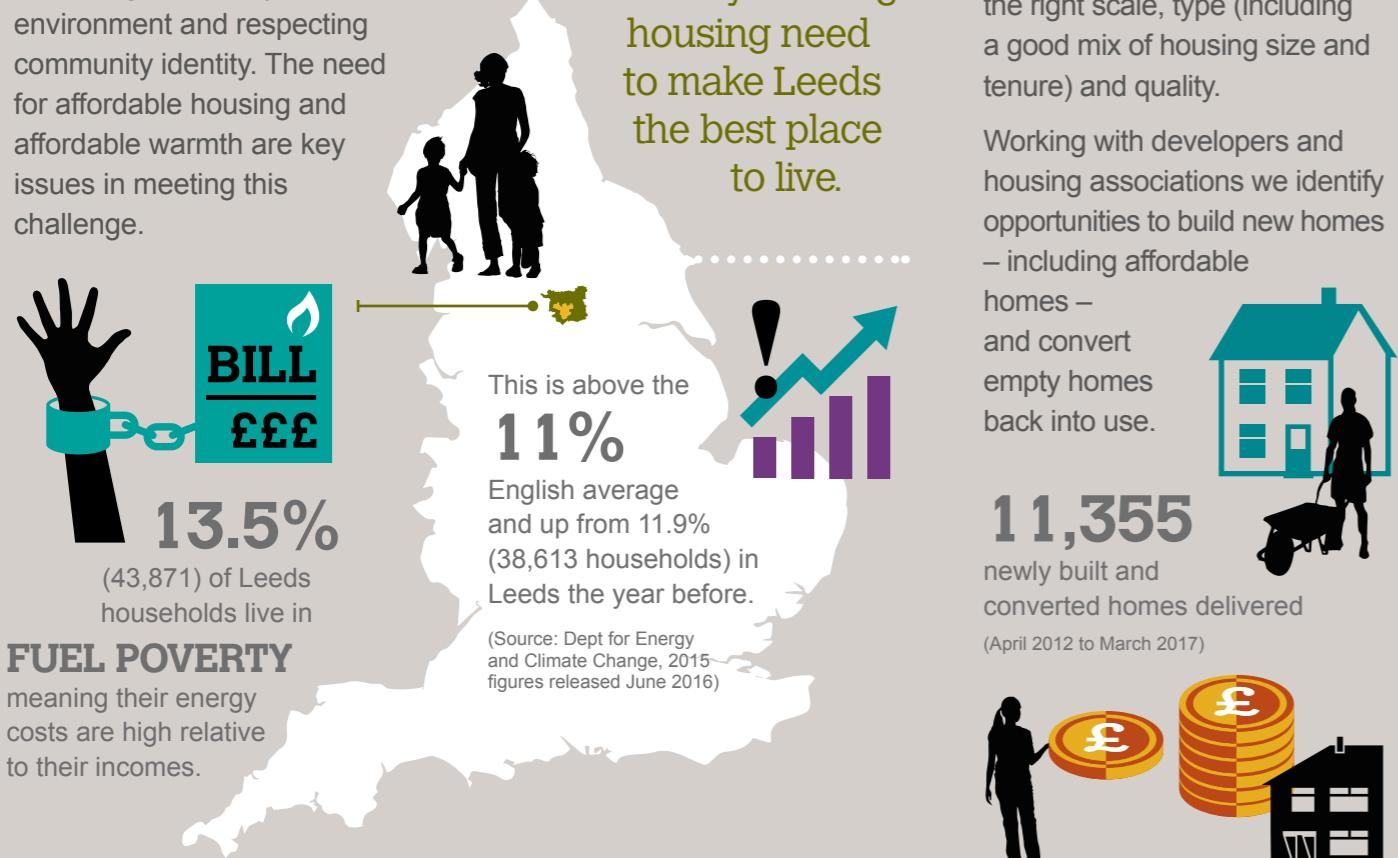
(Source: Leeds Food Aid Network 'FAN' report for January to December 2017)

HOUSING



- Housing of the right quality, type, tenure and affordability in the right places
- Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Tackling fuel poverty

One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. The need for affordable housing and affordable warmth are key issues in meeting this challenge.



More detail on the issues, planned activity and work in progress:

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

We continue to work to deliver six priorities:

- affordable housing growth;
- improving housing quality;
- promoting independent living;
- creating sustainable communities;
- improving health through housing
- meeting the needs of older residents.

In practice, we are co-ordinating activity to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

Working with developers and housing associations we identify opportunities to build new homes – including affordable homes – and convert empty homes back into use.

11,355 newly built and converted homes delivered (April 2012 to March 2017)

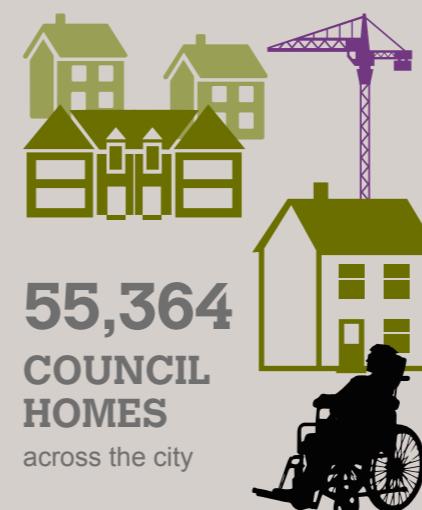


The average house price is

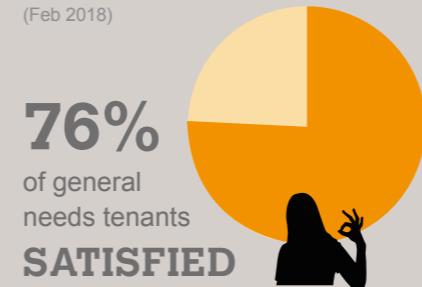
5.76 x HIGHER

than the average single income, similar to the rest of Yorkshire & the Humber (Source: ONS 2016)

New council homes, including specialist Extra Care housing schemes, are built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction.



4,239
of these are sheltered or
EXTRA CARE PROPERTIES
(Feb 2018)



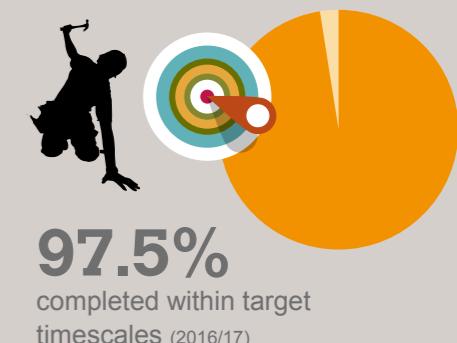
Through a mixture of self-regulation and enforcement we encourage landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives also provide employment opportunities in construction and increase the energy-efficiency of homes.

We continue to address homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds.



Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register makes it easier for disabled applicants and housing officers to match properties to people's needs.

1,696
individual adaptations installed in council homes to meet tenants' needs





21ST-CENTURY INFRASTRUCTURE

- Improving transport connections, safety, reliability and affordability
- Strengthening 'Smart City' infrastructure and increasing digital inclusion
- Improving the city's infrastructure and natural environment, including flood protection
- Reducing consumption, increasing recycling and promoting low carbon energy
- Improving air quality, reducing noise and emissions

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



AIR QUALITY ISSUES



To address these challenges and support our Best City ambition, we require 21st-century infrastructure. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

Our approach needs to go beyond a narrow pursuit of growth; rather we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous.

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

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create a

unique opportunity to invest in new transport initiatives

to support growth in the city; using government funding originally earmarked for the New Generation Transport (NGT) trolleybus system.

With local and private sector contributions the total investment package is worth almost double.

More detail on the issues, planned activity and work in progress:

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



INITIATIVES INCLUDE:

Investing in a new Leeds High Frequency Bus Network, aiming for **90%+** of core bus services **RUNNING EVERY 10 MINUTES** 7am–8pm.

52 BUS DUE

REDUCED BUS DELAYS through signal technology and bus priority measures, reduced waiting times and improving stop facilities.

New buses that meet **EURO 6 AIR QUALITY STANDARDS** and offer a better passenger experience by 2020.



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

Leeds' digital infrastructure is vital to our future success.

This connectivity underpins growth, not only in our flourishing digital sector but across all parts of our economy. Our Smart Cities work is a key priority, working



KPIs

How we will measure progress and achievements

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

with business, universities and local partners in establishing Leeds as a leader in the application of big data, building on the assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA).



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

CULTURE



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

We believe culture has a vital role to play in realising our Best City ambition.



In 2016 the creative industries in Leeds provided **22,500 JOBS**

Our approach set out in the Leeds Culture Strategy is to promote a positive attitude towards culture, focussing on the contribution it can make to the city's confidence, profile and economy and to wider community cohesion.



Our approach is rooted in our communities and takes a wide definition of culture.

We aim to embed it across such diverse areas as urban regeneration, education and health and wellbeing.



More detail on the issues, planned activity and work in progress:

- Leeds Culture Strategy

NUMBER ONE CULTURAL PLACE
to live in Britain
(The Times March 2017)



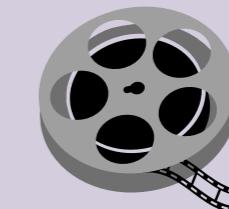
Leeds West Indian Carnival celebrated its **50th ANNIVERSARY** in 2017

Our objectives are:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds;
- For culture to build respect, cohesion and coexistence between and within communities and individuals;
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone;



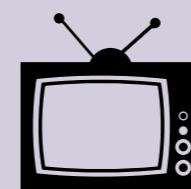
The Times voted Leeds as the **NUMBER ONE CULTURAL PLACE** to live in Britain
(The Times March 2017)



1st EVER film was shot in Leeds by Louis Le Prince in 1888

- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;
- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;

LEEDS 2017 TRIATHLON HIGHLIGHTS:



Estimated additional spend in the city (excluding residents) of **£1.2m+**
According to the BBC, the viewing figures for the event peaked at **2 million+**



Live TV coverage by the BBC for **6 hours** on the Sunday, including edited highlights of the Saturday events held at Roundhay Park



3,000 PEOPLE took part in the amateur events from juniors and novices, to leading amateur athletes
(Source: WTS website.)



Estimated **70,000+** **ROADSIDE SPECTATORS**



KPIs

How we will measure progress and achievements

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

- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative; and
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.



BEST COUNCIL

Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change

Page 64

This is aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government and been able to balance the budget each year, protecting front-line services and avoiding large-scale compulsory

redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue. For 2018/19, this includes the introduction of 100% business rates retention as part of the government's pilot programme.

Though we employ fewer people, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the

Our Values – underpinning everything we do and how we work

Being open, honest and trusted
– I can be my best

Treating people fairly
– It feels like I count.

Spending money wisely
– I make every pound go further

Working as a team for Leeds
– I am part of a team with a 'can do' attitude

KPIs

How we will measure progress and achievements

- Gender pay gap across council staff
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [both Freedom of Information and Subject Access Requirement requests]



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



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

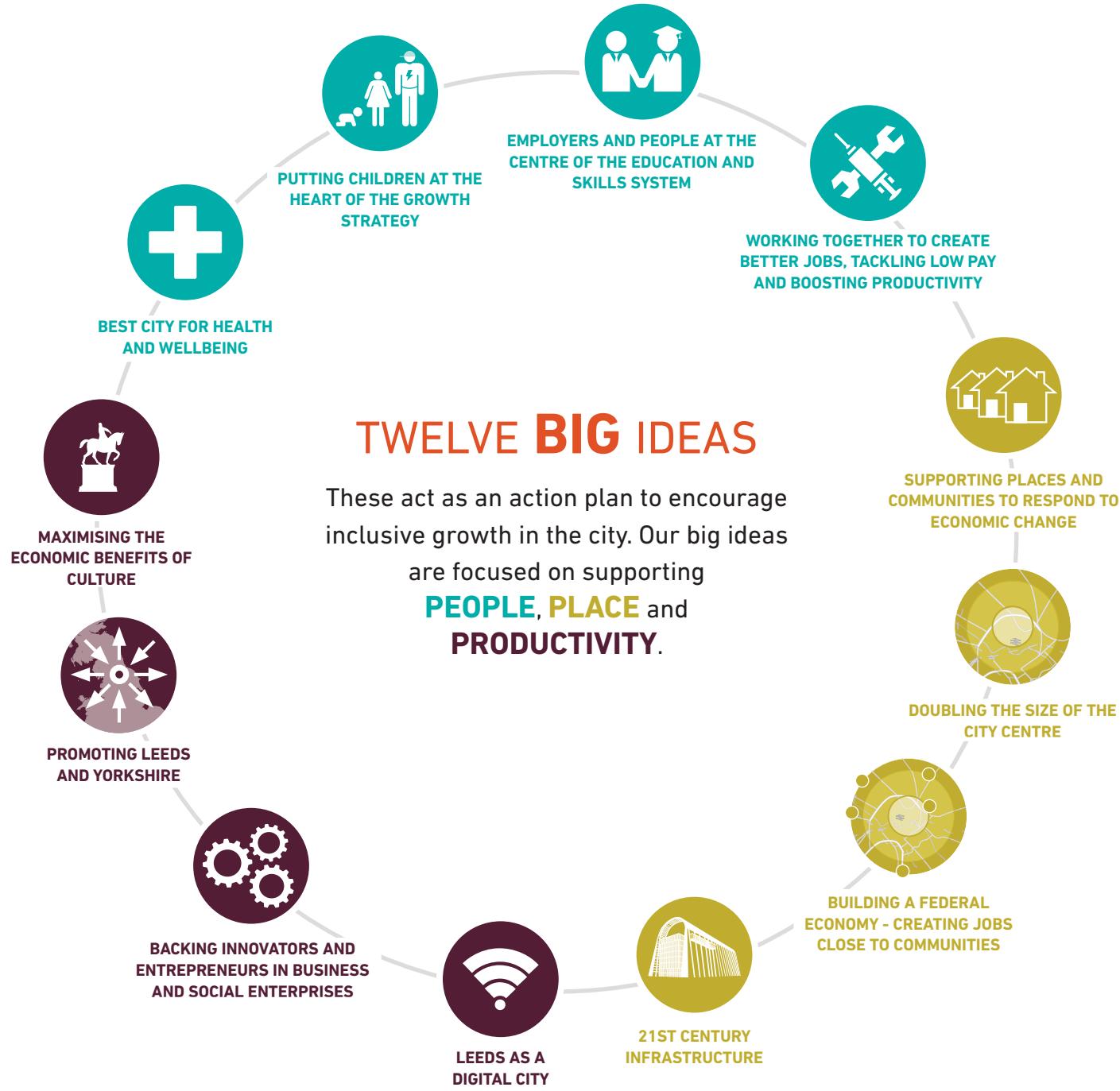
🌐 www.leeds.gov.uk

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1



BEST CITY FOR HEALTH AND WELLBEING

- Working in partnership to improve the health of the poorest the fastest
- Building on our strength as a leader of health innovation by further developing our workforce and attracting new skilled jobs in growing sectors such as digital and medtech
- Supporting healthy, active lifestyles to enable people of all ages to fully realise their social, educational and economic potential
- Working with schools, colleges and universities to open up opportunities for our residents to develop their skills and promote social mobility
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management

2



PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

- Strengthening the role of schools and developing students to contribute to the economy to their full potential, including getting them ready for the world of work, improving careers advice and business engagement in schools
- Reducing disparity in educational attainment and raising standards
- Extending Early Years provision, linking this to supporting more parents to get into work or to progress into better jobs

3



EMPLOYERS AND PEOPLE AT THE CENTRE OF THE EDUCATION AND SKILLS SYSTEM

- Bringing employers and education providers together to develop and commission education and training to meet employers' needs and economic priorities
- Supporting our current and future workforce to be resilient to economic change
- Tackling the skills gap at all levels

4



WORKING TOGETHER TO CREATE BETTER JOBS, TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs
- Developing a strategic approach to corporate responsibility and procurement
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

5



SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE

- Targeting investment and intervention to tackle poverty in priority neighbourhoods
- Improving housing and quality of place in locations of change to tackle poverty and support growth
- Building more homes
- Transforming the role of town centres as economic and service hubs
- Making assets work to support growth and communities

6



DOUBLING THE SIZE OF THE CITY CENTRE

- Delivering new jobs, homes, a new city park and a revitalised waterfront in the South Bank, as one of the most significant regeneration projects in Europe
- Creating an Innovation District around the universities and hospital
- Rebuilding Leeds Station, the busiest transport hub in the north, including HS2 and Northern Powerhouse Rail
- Supporting development and regeneration of Quarry Hill, Eastgate, and the West End
- Connecting people to jobs by improving links between the city centre and surrounding communities

7



BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

- Strengthening transport links to enable people to access jobs
- Supporting growth and investment in main economic hubs in the north, south, east and west of the city including:
 - Aire Valley Enterprise Zone
 - Thorpe Park
 - Thorp Arch
 - White Rose
 - Capitol Park
 - Kirkstall Forge
 - Leeds Bradford Airport

8



21ST CENTURY INFRASTRUCTURE

- Coordinating plans and leveraging investment to improve infrastructure including:
- Transport
 - Smart cities
 - Low carbon energy - electricity, hydrogen and water networks
 - Social infrastructure - schools, health services, community centres and sports facilities
 - Flood protection
 - Green infrastructure
 - Housing of the right quality, type and range in the right places

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Cllr Barry Anderson
Scrutiny Chair
By e-mail

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Councillor Paul Wadsworth
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Councillor Mark Dobson
3rd Floor East
Civic Hall
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14 June 2018

Dear Cllr Anderson,

We would like to request a scrutiny inquiry into the Council's Refuse Service as a point of focus for the coming municipal year.

Given the recent increase in missed bin collections in wards throughout the city and the change in management of the service, we would like to request a scrutiny inquiry that focuses on the effectiveness of the Refuse Service in general but also specifically on the suitability of the fleet and analysis of the number of breakdowns, a review of existing policies on issues such as side waste, areas for improvement within the service and analysis of the impact of route rationalisation and scope for future route changes.

We hope that you are happy for this to proceed and we would be happy to attend to outline our concerns at one of your upcoming meetings.

Yours sincerely

Handwritten signature of Councillor Matthew Robinson.

Handwritten signature of Councillor Paul Wadsworth.

Handwritten signature of Councillor Mark Dobson.

Councillor Matthew Robinson

Councillor Paul Wadsworth

Councillor Mark Dobson

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Report author: Emma Kamillo-Price
Tel: 86946

Report of the Directors of Resources & Housing and Communities & Environment

Report to Environment, Housing and Communities Scrutiny Board

Date: 28 June 2018

Subject: Performance Report

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment, Housing and Communities Scrutiny Board.

Recommendations

2. Members are recommended to
 - Note the most recent performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
 - Note that Appendix 1 contains a new format of dashboard for Housing indicators and Members are requested to note that this is still in development.

1 Purpose of this report

1.1 This report presents a summary of the most recent performance data, and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2015 – 20.

2 Background information

- 2.1 Members will note that the Best Council Plan (BCP) sets out the Council's key objectives and priorities. This report provides an overview of the relevant Environment, Housing and Communities performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 This report includes three Appendices showing a summary of the most recent performance information relevant to the Environment, Housing and Communities Scrutiny Board.

3 Main issues

- 3.1 Appendix 1 shows the most recent performance data relating to Housing priorities. Members will see that some of the indicators are designed to track trends rather than report against specific targets, and for these reasons the trend indicators have not been rated. Appendix 2 relates to Community Safety and Appendix 3 relates to Waste and Environmental priorities. Members will note that there is no appendix in relation to Communities priorities and all information relating to these priorities is contained in the main body of this report. The main performance issues arising from these progress reports are given below:
- 3.2 Members are requested to note Appendix 1 which contains a new format of dashboard that will be used for reporting Housing indicators via the Environment, Housing and Communities Scrutiny Board, Tenant Scrutiny Board and VITAL. This dashboard is a work in progress and members are invited to comment on this format.
- 3.3 ***Housing (Appendix 1)***
- 3.3.1 Members' attention are drawn to the following performance areas:

HRA Business Plan PI's

- Rent Collection

Rent collection remains a key priority for Housing Leeds. Rent collection at the end of March increased to 97.44%, 0.01% higher than last year.

The service has undertaken a range of actions to ensure a strong focus on rent collection and reducing rent arrears. These have included intensive work undertaken by our area housing teams across the City, a pro-active year end staff campaign promoting rent collection and staff well-being, and the Enhanced Income Service has continued to provide a specialist wrap round service to those claiming Universal Credit. We used the suspension of new Universal Credit cases in live service as an opportunity to devote additional resources to rent collection in the final quarter.

We have continued to promote direct debit take up. This is reflected in direct debit payments increasing to 38.4% at the end on March 2018, up from 36.6% in March 2017.

We have continued to support tenants claiming Universal Credit, and those affected by the benefit cap and the under occupancy charge.

- We have had 1,365 tenants claim Universal Credit during live service. Of these 457 are live claims.
- We have had 335 tenants affected by the benefit cap, which has reduced from 385 a year ago.
- We have had 4,351 under occupation cases and were working with 1,867 tenants in arrears and affected by the charge. Both the numbers of tenants in arrears and the amount owing has reduced over the last 12 months.

We have reviewed our UC action plan in preparation for the launch of full service in Leeds in October. This plan is a cross tenure plan which include plans for staff training, tenant communications and awareness and partnership working with other agencies e.g. DWP.

- Former Tenancy Arrears

The trend in recent years has been for the amount of debt owed by tenants terminating their tenancy to increase relative to the previous year. This trend is consistent with the introduction of welfare reform and universal credit, resulting in us having to collect increased amounts of rent from low income tenants, rather than receiving direct payment. We have also found that the courts are responding favourably to tenant's requests to suspend evictions, with some tenants being given a number of additional chances, leading to increased arrears. These factors have impacted on arrears for current tenancies and as a result former tenant's arrears when tenancies terminate. We have worked closely with those tenants affected by welfare reform and universal credit, with specialist officers providing a wrap round service, to ensure tenants can manage their finances and pay their rent.

During the last year we have established a cross service working group, who have developed a wide ranging action plan which delivered measures before and after termination to improve our collection rates further. Key actions include:

- New tenancy termination procedure.
- Improved process for setting up Direct Debits to pay off former tenant debts.
- Improved performance management of the FTA process.

There has been a strong focus on collection in recent years with £495k collected in 2017/18.

The more recent trend has shown a reduction in FTA which is concealed to some extent by the rent reduction. The 1% rent reduction effective from April 2018 has increased the FTA percentage by 0.06% which conceals a 0.05% improvement between March and April 2018.

- Void Properties

Overall the number of voids continue to remain low. The end of year figures for March 2018 stood at 438 voids. We will continue to monitor the number of voids to ensure they continue to remain under target.

- Right to Buy Sales

The projected number of right to buy sales is 530 for 2018-19. We expect this trend to continue for the following three years with a projected 530 sales per year until 2022-23 when the projection is reduced to 450 sales in year.

- Disrepair

In January 2018 there was a backlog of approximately 115 cases that were not being dealt with in line with the 28 day fast track process. Resources have been re-aligned since this date to ensure that all disrepair cases are dealt with in line by Housing Leeds within the fast track process and to ensure that the focus is on disrepair prevention.

We have seen an increase in the number of disrepair cases we are receiving. In order to help reduce the number of claims a Housing Leeds team approach to reducing disrepair is being driven through a Disrepair Prevention Action Group with lead officers from key service areas across Housing Leeds. This is a joint approach involving wider Housing Leeds teams to jointly develop priorities and cross-cutting actions in order to prevent further disrepair. A number of actions have been agreed jointly across the key service areas and have been included in the disrepair prevention action plan. The actions includes:

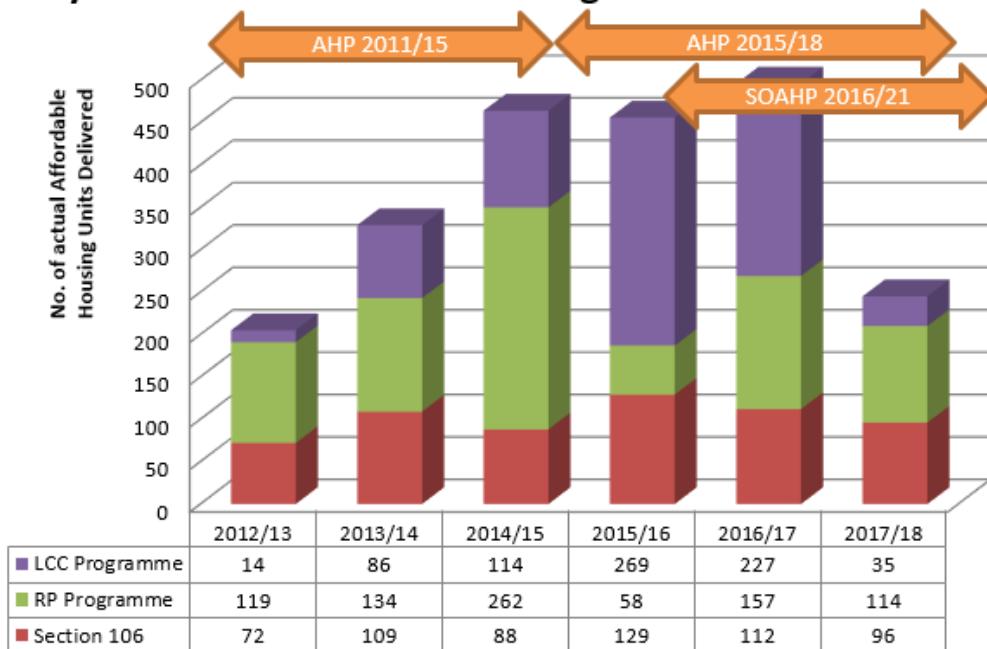
- Introducing damp profiling in voids.
- Housing Leeds will collectively utilise the business intelligence and local knowledge in order to identify hot spot areas to agree preventative disrepair schemes through our planned and capital programmes.
- Training will be provided to all Housing Officers and front facing staff including those in One Stops / Hubs detailing how disrepair should be managed.
- Housing Officers will discuss repair issues with our tenants at the Annual Home Visits and obtain signed confirmation relating to either no current repairs required or assist the tenant in ensuring the relevant repairs are ordered and this information recorded which will assist with any future Disrepair claims.
- In addition to the disrepair structure review, resources have been increased within the Responsive team to specifically target disrepair activity. These resources will prioritise the better management of complex damp cases and develop planned disrepair prevention initiatives based on use of business intelligence.

Further joint working is underway with Legal Services (these cases sit within the 28 day fast track process) and Mears (these cases sit outside the 28 day fast track process) to clear the backlog of cases..

Housing Strategy Pi's

- New Affordable Homes Built

Delivery Routes of Affordable Housing in Leeds



Homes England grant funding programmes operate in a cyclical nature; the arrows on the graph illustrate how delivery increases towards the end of funding programmes. As the 2015/18 Affordable Housing Programme was amalgamated into the Shared Ownership and Affordable Housing Programme stretching to 2021, this has resulted in fewer than expected completions, as there isn't as much of a time criticality to achieve delivery by 31st March 2018. From current figures, it's currently predicted that there will be a lower level of Affordable Housing completions than in the previous financial year due to this. From current forecasts, it is estimated that the outturn position for 2018/19 delivery will be of a similar level to that of 2017/18.

Members are requested to note that the figures for 2017/18 won't be confirmed until late June; a final reconciliation exercise will be completed once year end Homes England data is published.

- Empty Properties – all sectors

The Empty Homes Strategy included a target to reduce the level of empty homes by 2,000 between 2012 and 2017. This was achieved in March 2017 with a reduction of 2,437. From April 2017 the Empty Homes Strategy's aim is to maintain the reduction below the 3,777 figure as per the Core Planning Strategy.

It was anticipated that at any time in the city there would be between 3/3,300 long term empty homes properties.

At the end of March 2018 the number of empty homes was 3,358, representing a further reduction of 419 during 2017/18.

It is unlikely that this figure will reduce significantly as any housing market operates with some empty homes.

- Homeless Preventions

Leeds has continued during 2017/18 to maximise the number of homeless preventions, by either supporting residents threatened by homelessness to remain in the existing accommodation or to make a planned move into alternative accommodation. Leeds achieved 9180 preventions out of a total of 11291 cases during 2017/18: a prevention rate of 81.3%. In 2005/06 the service made 450 homeless preventions. If we can't prevent homelessness then we assess whether we owe a temporary accommodation duty: a 'homeless acceptance'. We made 271 homeless acceptances during 2017/18 and 238 in 2016/17. Back in 2003/04 the Council made 4,965 homeless acceptances. The Homelessness Reduction Act came into force on 3 April 2018 and makes it a legal duty for local authorities to try to prevent or relieve homelessness for every homeless applicant. Leeds, which has embedded a prevention culture, is therefore well placed to respond to the new legal duties.

- Temporary Accommodation

The Council commissions a number of emergency accommodation options that can be accessed by homeless households on the same day through a referral by Leeds Housing Options. The services are principally, but not exclusively, for statutory homeless households owed a temporary accommodation duty: 'homeless acceptances'. On 31 March 2018, there were 52 households placed in the emergency accommodation units with 31 of these being owed the temporary accommodation duty. The city's temporary accommodation placements continue to be at the lowest level since at least the 1980s and are substantially lower than other comparable authorities. No data has been published yet for the end of March 2018 but published data for 31 December 2017 records that Birmingham had 1951 statutory homeless households in temporary accommodation and Manchester 1500. The Leeds figure was 29. The low level of temporary accommodation placements means that Leeds does not incur significant costs relating to temporary accommodation placements.

It is unlawful to place a statutory homeless family in bed and breakfast accommodation, unless in exceptional circumstances, and then for no longer than six weeks. Leeds has not placed a statutory homeless family in bed and breakfast accommodation since 2013.

- Adaptations

The target timescales are 70 days for high priority cases and 182 days for lower priority cases, with time measure commencing when the case is received following the completion of the social care assessment and ends when the adaptations have been completed. The target, reflecting that set out in government best practice guidance, is to achieve 95% of adaptations within target timescales. Performance is separated out for public and private (including housing associations) sector works. In 2017/18, 94% of council housing and 95% of private sector jobs were completed within target timescales.

- Unauthorised Encampments

From April 2017 to the end of March 2018 there have been 101 encampments (71 on LCC land and 30 on private land). The overall number of encampments has decreased by 9 on the previous year 16/17. Police Section 61 powers have been enforced 14 times and groups have been evicted due to an existing order

being in place on occupied land on 14 occasions (If registration numbers can be linked from a site that has an existing Court order on within a 3 month period with the Travellers moving back onto the land they can be moved quickly).

- Decency

The government's Home Standard does not set out a specific target but refers to a requirement to 'ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance 1 and continue to maintain their homes to at least this standard'. In practice we are aiming to keep the level of decent homes above 90%, although we accept that there will be fluctuations year-on-year.

When the ALMO's were formed decency was monitored by central government and targets were set. As such, decency works were only carried out to properties that were failing in the current financial year. This meant that the decency figure was higher but that work was 'pepper potted' across the city. This resulted in instances where we could be going back to the same streets to do works to other properties in the following year (not the most efficient way of working and not good for customer satisfaction).

In recent years we have planned our investment by area so that focus can be placed on target priority areas where most work is needed. This means that whilst some properties are dealt with a little earlier so that work can take place on the whole area, it avoids the need to return for around 5 years. Decency may also fluctuate due to work slipping i.e. some windows and doors schemes that were planned for last year had to be slipped to this year and so they are showing as failing decency but this will be rectified when the work is done. Also, not getting all asset files relating to boilers from the gas contractors impacts on decency due to the way the system is configured, so whilst not failing decency in reality, it does on the system. This is something we intend to rectify through the new Housing ICT system.

- Responsive Repairs Completed Within Timescale

Citywide performance against this indicator is below the target of 99.0% but there remains a steady increase in performance with January (91.25%) and February (93.33%) performance at the highest since July 2017. March performance has fallen to 91.03% and therefore improvement will continue to focus on learning from failures to maintain a positive direction of travel. The main problems with Leeds Building Services (LBS) performance associated to the roll out of Total Mobile have been resolved. LBS performance has improved during January and February and whilst this remains below target, the positive trend, which aligns to the continued improvement of LBS customer satisfaction, shows performance improving which is impacting positively on the tenants' experience.

- Responsive Repairs Completed Right First Time

Citywide performance against this indicator remains stable and exceeding the target of 90.50% with performance of 94.45% reported in January, 94.13% in February and 93.44% in March.

- Satisfaction with Responsive Repairs Completed

Citywide repairs satisfaction performance continues to steadily improve with February performance (91.67%) and March (91.50%) exceeding the target of 90.00% a. Within the overall performance, LBS customer satisfaction has improved in both January and February with February's position of 89.42% of tenants satisfied only just below target. Mears customer satisfaction met the 90.00% target in January and exceeded the target in February (93.20%).

- Capital Works - Satisfaction

The year 2017/18 has been a challenging year for the Planned Works Team. Particularly around customer satisfaction on Kitchen and Bathroom replacements. This year coincided with the end of a long term partnership to undertake these particular elements of works by Mears. The dip in performance would appear to be a direct consequence of the effects of demobilisation, particularly affecting resources due to redundancies and TUPE. A new framework commencing at the beginning of 2018/19 with new contractors should see a reinvigoration of customer satisfaction for this year.

- Gas Services Completed on time

In all cases where dwellings do not have a valid gas safety certificate the external contractors have followed the agreed process and carried out multiple attempts to gain access.

Within this process legal proceedings are undertaken by Leeds City Council to gain a warrant from magistrates which allows us to force entry to carry out the required checks. Legal proceedings cannot commence until expiry of the previous gas certificate which leads to a small percentage of properties being overdue. All cases are less than 45 days overdue from their previous check.

- Average Relet Times

The average re-let time measures the time taken from tenancy termination until the property is re-let. This includes all repairs, advertising, allocation and relet of the property. The target is 30 calendar days and includes Mears (South and West), Leeds Building Services (EAST) and BITMO properties. The figure for March 2018 stands at 34.72 days. We are working collaboratively with Mears and LBS and have a number of monitoring systems for Housing Leeds to manage and monitor all performance targets effectively including the time taken and quality. There has been a general increase in void turnaround times across the city with a number of issues impacting on performance including the delivery of a number of new build properties with specific Local Lettings Policies in place, these policies require a manual approach in terms of shortlisting which can be resource intensive.

A new Housing Management solution is to be delivered in the summer which is hoped will significantly reduce staffing time as we continue to allocate new build properties in the future. There have been some changes across the city in terms of staffing resources which have also impacted on performance and measures are now in place to support those offices, particularly in the South to reduce backlogs and ensure performance is improved. The introduction of our Enhanced MSF's requires more in depth checks prior to allocations which whilst positive in terms of meeting the block objectives can cause a delay in allocating voids.

In addition to this Partnership work between Housing Management and Property and Contracts is now in place with service improvement workshops taking place including ‘challenge events’ that are being set up which will involve the voids service, housing management and our contractors to ensure that performance is closely monitored and improve working relationships across the areas. From these events we are looking to develop action plans on how we can collectively improve performance and meet the 30 day target.

- Mutual Exchanges

Mutual Exchanges allow two or more tenants to swap homes in order to better suit their needs. We offer an incentive payment of £500 for LCC tenants who are downsizing, have a priority need, or are moving from overcrowded accommodation. Mutual Exchanges save the Council money as there is no void period so no lost rent revenue, there are lower lettings costs, and it promotes sustainable tenancies.

The number of exchanges has risen steadily since 2014 until December 2017, and now remains steady at around 22 exchanges a month.

- Annual Home Visits

During 2017/18 almost 94% of Council tenants received an Annual Home Visit. An action plan is in place to ensure that visits are prioritised during quarter 1 for those tenants who did not receive a visit last year. Outstanding visits will be reviewed at the end of quarter 1 to consider alternative actions to gaining access. The visits provided us with a wealth of information which is now being used to target our support to tenants. 37% of tenants told us that they would not be confident making a benefit online; an increase from 32% in 2016/17. 28% of tenants have told us that they don’t have access to the internet. This feedback will be used to tailor our support to tenants who become affected by Universal Credit. We continue to make referrals from visits – over 1000 visits were made to West Yorkshire Fire and Rescue Service to provide fire safety advice and 764 referrals were made to Leeds City Credit Union for support with budgeting / affordable banking. Over 4000 tenants told us that they were interested in helping Housing Leeds improve its services. These tenants are being contacted to find out more about how they would like to get involved.

- Complaints

The complaints figures shown in Appendix 1 are a combination of Housing Management and Property and Contracts. March’s figures show 81.48% of Stage 1 and 85.71% of Stage 2 complaints been responded to within timescale. Across both Housing Management and Property and Contracts the vast majority of complaints are managed and resolved at Stage 1 of the complaints process, with a relatively low 12% escalating to Stage 2 during Quarter 4. Escalations to the Ombudsman remain low with an average of 4 initial enquiries received per month for Housing Leeds during Quarter 4 and 2 enquiries progressing to a case review during the same period. During Quarter 4 an average of 53% of stage 1 complaints were either upheld or partially upheld.

We are working across the service to improve the quality of responses and response timescales. Bespoke training has been developed for new starters and refresher training will be offered to all staff.

3.6 *Communities*

3.6.1 Broad high level information is included in relation to Customer Access, Council Tax and Welfare, and Stronger Communities. This is supported by further detailed observations which can be made available should Member's find additional information useful. Members' attention are drawn to the following performance areas:

3.7 *Customer Access*

- Face to Face

Helping People into Work – We have registered 5,923 new customer at a Jobshop in 2017/18, with 2,835 gaining successful employment. This compares to the previous year when we registered 6,635 with 3,335 customers gaining successful employment. This reduction is due to the improving economic environment which has seen improvements in the job market generally. The number of PWSP customers who gained successful employment was 415, against an annual target of 200, which is an increase on last year.

Enquiries – Due to the decommissioning of Seibel we are unable to provide data on the number of visit to Hubs at this time. Work is ongoing with DIS to ensure that the systems introduced to replace Seibel are fit for purpose and able to provide this information moving forward and we will pick-up reporting once this work is complete. However, the number of unique users of self-serve IT stations in Hubs has increased significantly from 981 in 2016/17 to 8,626 in 2017/18 as more self-serve options have become available and floor walkers have been available to assist customers with on-line services.

Library Usage – There were 2,757,837 visits to Libraries in 2017/18, this is a reduction of 336k. Likewise customers borrowed 2,250,677 from libraries in 2017/18, again this is a reduction of 71k items. Given this it is no surprise that IT usage on library public PCs has also decreased from 547k in 2016/17 to 490k in 2017/18. There are two principle reasons for the decline in these numbers, firstly the reduction continues to reflect the national downward trend in Library usage, but secondly, and specifically for Libraries in Leeds, the Community Hub programme has led to a number of Libraries being closed for refurbishment across the year which has obviously impacted on usage. Whilst we may not get back to being able to compare usage on a like for like basis until the Hub programme is complete, it is important to note that there are positive signs including the above data on increasing IT usage through non-library public PCs in Community Hubs, and the fact that Quarter 4 saw more items borrowed from Libraries (18k), than in Quarter 3.

- Contact Centre

Compared to Quarters 1 & 2, the number of emails received by the contact centre has decreased in Quarter 3 and Quarter 4 by 22%. This is due to the creation of on-line forms that integrate to back office systems and negate the need for e-mail.

Telephone performance has improved each quarter in 2017/18, with 88% of calls being answered and average wait times under 5 minutes by the end of quarter 4, against a target of 90% in 5 minutes. Staffing figures have decreased in line with

a reduced budget, with the average FTE falling from 180 in 2016/17 to 158 in 2017/18.

- Customer Satisfaction in Customer Service

Customer satisfaction remains high with 96% of customer rating the service provided as good or excellent.

- Digital - Web/Online Development

Unique visits to the top ten pages of the LCC Public websites has decreased slightly from 11,957,340 in 2016/17 to 11,807,507 in 2017/18, due to the figures being adjusted to exclude the wi-fi landing page.

3.8 Welfare Rights:

The team continue to see an increase in the number of Disability benefit appeals they are providing support on and work is ongoing to identify how this can be improved further. The University of Leeds Law Students continued to provide assistance with PIP form completion up until Easter which did release some capacity within the team to assist with appeal cases. The team also provided training for the Benefit Buddies at Ebor Gardens. However they have had some issues with staff which has been detrimental to the level of service they have been able to offer. The introduction of the new case management system in Sept (due to Seibel decommissioning) caused a variety of issues, telephone enquiries took longer to deal with and so more resources have had to be allocated to office cover.

- Welfare Advice

The total number of customers seen from 1st April 2017 to 31st March 2018 was 36,673. This compares to 37,720 seen in the same period in 2016/17, a decrease of 2.78% however with the introduction of the new case management system in Sept 2017 and the issues we have had reporting on the data there will inevitable be discrepancies in some of the data which may account for this reduction.

- Welfare Appeals

The total number of appeals received during the period 1st April 2017 to 31st March 2018 was 1165, this compares to 1,049 received in the same period in 2016/17, an increase of 11.06%. Of these 49.70% are in connection with a PIP claim whilst 44.03% are with regard to an ESA claim.

There continues to be a huge amount pressure on the team due to the increased number of appeals being received. Clients requesting an appeal appointment now are having to wait until September 2018 to be seen. An increasing number of clients are having to be helped over the telephone as we simply do not have an available appointment prior to the appeal hearing.

- Benefits Gains

The total amount of benefit gains for the period 1st April 2017 to 31st March 2018 is £22,012,672.00. This compares to £22,489,470.00 for the same period in 2016/17, a decrease of £476,798.00. Once again this may be attributable to the change in case management system and how data is recorded.

- Welfare Rights Satisfaction Rating – Client Satisfaction

Despite not being able to offer a full service to everyone in relation to appeals, 92.6% of clients using the Welfare Rights Team said the service was excellent whilst 6.7% felt the service was good.

- Looking forward

It is estimated that the number of appeals will remain high due to the ongoing migration of DLA to PIP but also due to the continuous volume of clients on PIP and ESA being reviewed on a very regular basis.

Universal Credit will also move to full service in Leeds on 10th October and whilst the full impact regarding client contact is unknown the team will have to undergo ongoing training to ensure they are prepared in order to advise clients appropriately.

3.9 *Financial Inclusion:*

- Universal Credit

The full digital service is now being rolled out and Leeds is due to move into this phase from October 2018. This will mean all new claims from any new claimant will be a claim for Universal Credit.

The national migration of existing Housing Benefit claims is expected to start from summer 2019 but there is no date yet for Leeds.

Up to February 2018 there are approximately 5,500 people claiming universal credit in Leeds. Approximately 42% of these will have a rental liability (2,300).

- Leeds Credit Union

Membership for the quarter ending March 2018 in Leeds stands at 31,778 (36,696 total members), an increase of nearly 2.5% on the same period last year. Cash withdrawals total £ 5,022,186 and the value of “financially excluded loans” total £661,170. The total gross loan book for Leeds Credit Union has increased from £8m in 2012 to £9.6m this year.

- Gambling Related Harm

The Council is co-ordinating work to support those suffering from or at risk of gambling related harm. This has included launching the ‘Beat the Odds’ marketing campaign which signposts to the national gambling support helpline and the www.leedsmic.org website. Undertaking a range of training and awareness sessions to frontline staff in council services and partner agencies to increase understanding and referrals, and presentations to range of organisations including the Local Government Association and Gambling Commission about the work being undertaken in Leeds. In addition plans to increase and better integrate the support available locally for those suffering from or at risk of gambling related harm are being considered by GambleAware, which is the charity which funds treatment and support across the country.

- Welfare Rights:

Resources on the team have been stretched during the final quarter of 2017/18 due to long term sickness and staff taking leave. Although training has been provided for the Benefit Buddies at Ebor Gardens they too have had some issues

with staff which has been detrimental to the level of service they have been able to offer. The University of Leeds Law Students continued to provide assistance with PIP form completion up until Easter which did release some capacity within the team to assist with appeal cases. The introduction of the new case management system in Sept caused a variety of issues, telephone enquiries took longer to deal with and so more resources have had to be allocated to office cover.

3.10 Welfare Benefits:

- Housing Benefit

The Housing Benefit caseload at March 2018 is 60,414, and the combined Housing Benefit and Local Council Tax Support (LCTS) Caseload is 73,610.

The March figures represent a small increase from the previous month, and this is attributed to DWP legacy benefits having resumed following the DWP's decision to end UC live service from 1 January 2018 to focus on the full roll out of UC full service. Leeds job centres are still on schedule to roll out UC full service from October 2018.

The March 2018 caseload shows an overall decrease for the full year, having been 62,004 HB cases, and 75,565 combined HB and LCTS in April 2017

The full year result for the average speed of processing claims for 2017/18 is 15.78 days, for new claims, and 7.38 days for changes in circumstance. The figures for 2016/17 were 18.46 days for new claims and 9.23 days for changes.

The most recent nationally published performance figures are for the third quarter of 2017/18, and these are summarised below:

	Speed of Processing Qtr 3 2017/18	
Other regions	New Claims	Changes
Great Britain	22	9
England	22	10
Yorkshire & The Humber	22	10
West Yorkshire	21	11
Leeds	16	10

- Discretionary Housing Payments (DHP)

DHP can be awarded to customers in receipt of Housing Benefit, but whose HB doesn't cover their rent in full. Awards are primarily made to customers adversely affected by Welfare Reform.

In 2017/18 the total budget available for DHP, which included both a central government contribution and a contribution from the HRA, was £2.837m

At the yearend 97% of the budget was spent, including all of the central government contribution.

- Local Welfare Support Scheme

For 2017/18 the budget allocation was £800k and 90% of this was spent in year.

The number of eligible applications that sought assistance for 2,841. Of these 76% (2,150) were successful in receiving an award from the scheme.

3.11 *Stronger Communities Benefitting from a Strong Economy Breakthrough Programme:*

- **Locality Working**

The new delivery arrangements for the Locality Working Priority Neighbourhoods are in place. Discussions with Scrutiny have helped to shape this approach and the new governance arrangements for the programme include:

- the Community Committees role in overseeing the local implementation and integrating project work into the wider community activity;
- a Neighbourhood Improvement Board consisting of elected members, senior officers and partners to have strategic oversight of the priority neighbourhood work;
- Strategic Delivery Team of senior council officers and partners to provide operational leadership for the programme and support the work of the 6 local Core Teams.

A joint away day on 2 July with the Neighbourhood Improvement Board and the Strategic Delivery Team will ensure progress and develop a jointly agreed forward work plan.

Community work continues to take place in all localities and more details of these can be provided if Members wish to have them

- **Migration**

Controlling Migration Fund - Leeds was successful in securing further funding from the Ministry for Housing, Communities and Local Government Controlling Migration Fund to develop and deliver a Learning English in Leeds Project. The funding of £400,000 is for two years.

Migrant Access Project - Touchstone has recently been commissioned to deliver a migrant community project across Leeds to help and support migrants and improve migrant health. Part of the project will involve embedding community development workers in GP practices in Armley to help healthcare staff and clinicians offer the best support and medical advice to migrants. Community outreach workers and practice staff have been trained and are starting to commence their work.

Leeds Migration Map - This is being rolled out across the Yorkshire and Humberside regions by Migration Yorkshire as a best practice approach to improve understanding of migration trends in local communities to facilitate local authorities' approaches to understanding, addressing and mitigating against impacts. This will also contribute to nationwide understanding of the impact of recent migration.

Leeds Migrant Health Board - The Leeds Migrant Health Board has been established to address issues impacting on communities under changes to the NHS amendment bill and charging for health services. The board will report to the Leeds Strategic Migration Board and Health and Well Being Board.

- Third Sector

In April Executive Board endorsed the refreshed Compact 2018 which sets out standards of practice around working relationships between the public and third sectors in Leeds. They also endorsed Working Together and a Commissioning Codes of Practice. The latter is particularly significant as it sets out standards that have been developed and agreed with NHS CCG colleagues and this will support greater consistency across Council and CCG commissioning. More information is available from pat.fairfax@leedsgov.uk.

- Funding Leeds

There are now 732 registered users on the Funding Leeds website which providing free and easy access to comprehensive funding opportunities. This cross sector initiative has now developed the Funding Leeds brand which includes regular email funding updates, funding training and funding fairs. This also includes the Council Funding Support scheme delivered by council staff using their 10 hours of employer supported volunteering time to help voluntary groups make better funding applications. More information is available from LCCfundingsupport@leeds.gov.uk.

- Prevent

A review of Channel in Leeds (a programme to safeguard and support vulnerable individuals from being drawn into terrorism) has been completed and a range of recommendations to further improve the programme have been identified. A plan has been drawn up to ensure these are implemented as soon as possible to ensure effective delivery and robust support packages for those referred to the programme.

Leeds has submitted proposals in the region of £250k to the Home Office for the delivery of Prevent projects during 2018/19. These projects will address a wide range of themes, including far right extremism and online radicalisation, and will be aimed at statutory and community partners and will assist in mitigating local risks and vulnerabilities.

A Prevent Education Support Officer has recently been recruited to assist the Prevent Team's work with schools in the city and to support schools with the implementation of the Prevent Duty through development of bespoke lesson plans and training. Prevent activity in, and support to, schools continues to grow with many new offers of training being made available such as 'Challenging Extreme Views' training for teachers and 'It's good to talk' lessons for students.

A CONTEST away Day is planned to take place in July 2018 that will bring together all attendees of the Gold, Silver, and Channel groups. The away day will provide an opportunity for all partners to consider the key risks and vulnerabilities that exist within the city and to formulate appropriate responses to these that will form the foundations of a refreshed action plan for the city.

- Counter Extremism Programme

Round 3 of the Home Office Building Stronger Britain Together Programme was launched in Feb 2018, the community coordinator worked and supported 15 third sector organisations to develop and submit bids. Decisions are expected in June/July.

The Special Interest Group on Counter Extremism (SIGCE), chaired by Cllr Debra Coupar and the leader of Luton Council, held its first seminar in Feb and explored the topic of ‘Distinct but Complimentary: Differences and overlaps between Prevent, Counter Extremism Strategy, and Cohesion and Integration’.

The Honour Based Abuse and Forced Marriage Steering group is now well established and continues to deliver against the Pledge to make Leeds a Beacon City made in July 2018. We continue to provide platforms for Karma Nirvana to raise awareness of FM/HBA, and since the implementation of the pledge we have seen an increase in calls to the national helpline by 40% (76 additional calls).

We are working closely with the Home Office and MSATCHI to develop a Leeds Local Campaign which is due to be launched early June and will bring additional resources into South Leeds and third sector organisations.

3.12 Community Safety (*More detail is provided at Appendix 2*)

- **Reported anti-social behaviour / nuisance concerns**

Nuisance incidents reported to Police in Leeds have increased by 11% in the period to March 2018; 19,727 incidents were reported in the period.

Anti-social behaviour reported to Police in Leeds was predominantly youth nuisance, (38% of all nuisance in 12 months, increasing from 36% in the previous period), or neighbour related, (17% of all nuisance in 12 months, reducing from 19% in the previous period).

- **Hate Incidents**

The number of Hate incidents reported to Police in Leeds has increased by 11% in the 12 months to March 2018; 2,432 incidents were reported in the period. High volume incidents were typically Race Hate. 257 hate incidents were reported in Leeds in March 2018, (199 hate incidents reported in March 2017). The recent increase may be influenced by international and national events. For example, repeated malicious communications targeting a specific faith group were reported in national media and widely condemned. Activity was undertaken throughout Leeds to reassure communities.

- **Increased self-reporting of domestic violence and abuse incidents**

The volume of domestic incidents reported to Police in Leeds increased by 9% in the 12 months to March 2018; 20,434 domestic incidents were reported with a repeat victim rate of 46%.

The 12 month victim self-reporting rate was 30%, and this is an indication of victim confidence to report domestic abuse.

- **Reduced rate of Serious Acquisitive Crime**

The 12 month Serious Acquisitive Crime population rate was 25 % this has increased from 24 % in the previous period. 18,709 offences grouped as Serious Acquisitive Crime were recorded in Leeds in the 12 months to March 2018.

The volume of Serious Acquisitive Crime is stable, and has increased by 2% within 12 months.

These figures are provisional and do not represent official data, provided by the Home Office. Provisional performance figures: Burglary (10,314 offences), Theft from a Motor Vehicle (5,172 offences), and Theft of Motor Vehicle (1,930 offences).

3.13 Waste and Environment (*More detail is provided at Appendix 3*)

- **Missed Bins**

The 12 month rolling year average up to the end of period 13 (end of March 2018) stands at 60.92 missed bins per 100,000. This compares with 64.04 for the same period in 2015/16.

(Please refer to the table in Appendix 3 for a breakdown of type of missed bin per period.)

The current collection rate is 99.94% which is a slight increase on the period 8 figure of 99.93%.

- **Recycling and Landfill (*Unverified figures – Verification by the Environment Agency to follow after year end.*)**

The Council achieved a cumulative recycling rate for the year to date of 39.4% of household waste as at February 2018, which is an increase of 1.1% (i.e. percentage points) compared to the same period in 2016/17, but below the target set for this year.

Garden waste is a significant contributor to the recycling target and is currently 0.2% (i.e. percentage points) ahead of target, although the level of garden waste produced each year can be significantly affected by the weather conditions.

Green bin recycled tonnage was below forecast by around 7% as at February. This can be in part attributed to recent tightening of market requirements for the quality of materials, with the result that a greater proportion of materials are now having to be rejected through processing by our MRF contractor.

All kerbside residual waste is now delivered to the RERF, with a contractual commitment to extract a proportion of materials at the front end of the process through mechanical pre-treatment. Veolia continue to struggle to achieve the full contractual level of recycling due to ongoing mechanical problems at the RERF and issues with securing markets for materials. The Council remains in close dialogue with Veolia over the resolution of these issues.

As well as waste from the kerbside, the total household waste also includes waste arising from various sources including Household Waste Recycling Sites, recycling banks, bulky household item collections, street cleansing and non-recyclable green bin waste removed at the MRF.

Total household waste as at February was 298,664 tonnes which is 2,900 (0.96%) lower than at this point last year, and 1,121 (0.37%) above projection. 113,104 tonnes were recycled, 165,623 went for energy recovery and 8,171 were landfilled, which is lower than forecast and equates to only 2.84% of domestic waste being landfilled.

- **Street Cleanliness**

This winter's cleaner streets survey results are in and show that of the areas surveyed 91.2% had acceptable litter levels. This combined with the summer results of 92.7% gives a full year 2017-18 result of 92.0%. Please refer to the table in Appendix 3 for details of how this compares with previous years. This shows a good solid result that maintains strong performance in terms of street litter levels.

CNT have a program of mechanical street cleansing using both road and path sweepers as well as staff who undertake manual litter picking. Drivers have routes mapped out for them and visit according to a pre-determined schedule. However they also have the flexibility to vary those routes according to need and not clean a street if it is still clean from their previous visit but also to attend an area more frequently if there has been a sudden build-up of litter or we need to respond to a service request.

This winter has been particularly challenging due to the icy conditions that prevailed in March. This meant there were a few days when we couldn't deploy mechanical sweeping vehicles or litter picking staff. However, we were able to recover the position fairly quickly once the snow thawed

3.14 Parks and Countryside

- **Grass Cutting**

The contractor has undertaken a winter works programme to address around 30 site boundaries that make grass cutting difficult. Fly-tipped waste including garden waste was removed from these sites and the grass surface restored to enable mowing to take place. It is intended to continue this programme during the winter of 2018/19 thus improving the estate environment for local residents. The mowing programme in 2018 has mainly gone well following some weather related challenges in late spring, with particular emphasis placed on addressing quality of finish to grass areas adjacent to residential areas.

Following a safety review the contractor has introduced revised operational practice relating to mowing central reservations alongside dual carriageways with speed limits less than 40mph typically receiving 14 cuts each year. This has proved a significant undertaking with an impact on performance for the first 3 cuts which will be addressed through contract performance management. The planned changes to verge maintenance alongside higher speed routes continue, meeting budget reduction targets whilst providing improved habitats and reducing the impact of associated lane closures. During the introduction period last year no formal complaints were raised in relation to these changes, with a limited number of enquiries received from elected members.

- **Leeds Quality Parks**

Parks and green spaces in Leeds are assessed annually against the Leeds Quality Park (LQP) standard that is based upon the national Green Flag Award field based criteria. In 2017, all community parks were assessed along with a selection of other sites in line with the three year cycle of judging. In 2017/18, 72 of the 144 green spaces (50% of the total) achieved the standard (exceeding the target of 42%), with 54% in 'Inner' areas compared to 47% in 'Outer' areas. A target in the Parks and Green Space strategy is for all community parks to reach

LQP standard by 2020. In 2017/18, 42 of the 63 community parks (67% of the total) achieved the standard (which is below the target of 81% for 2017/18), with 66% in 'Inner' areas compared to 68% in 'Outer' areas.

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

4.3 Council Priorities

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

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

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

4.7 Conclusions

4.7.1 This report provides a summary of performance against the strategic priorities for the council and city related to the Environment, Housing and Communities Scrutiny Board.

5 Recommendations

5.1 Members are recommended to:

- Note the most recent performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- Note that Appendix 1 contains a new format of dashboard for Housing indicators and Members are requested to note that this is still in development.

7 Background documents¹

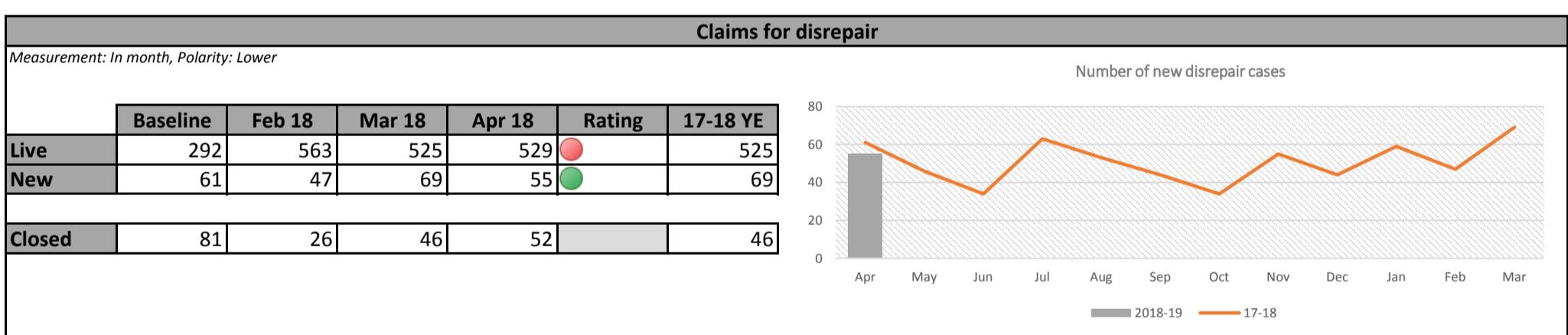
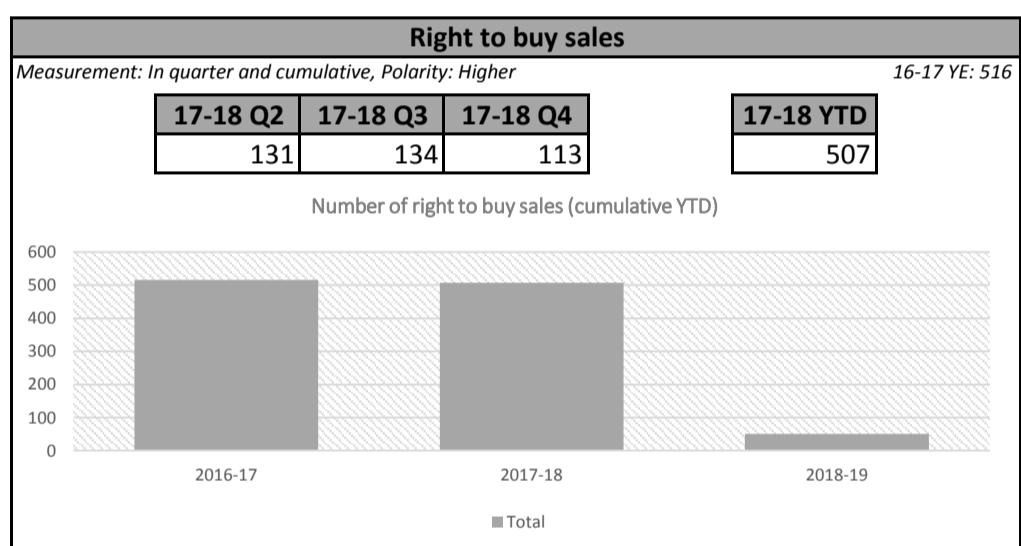
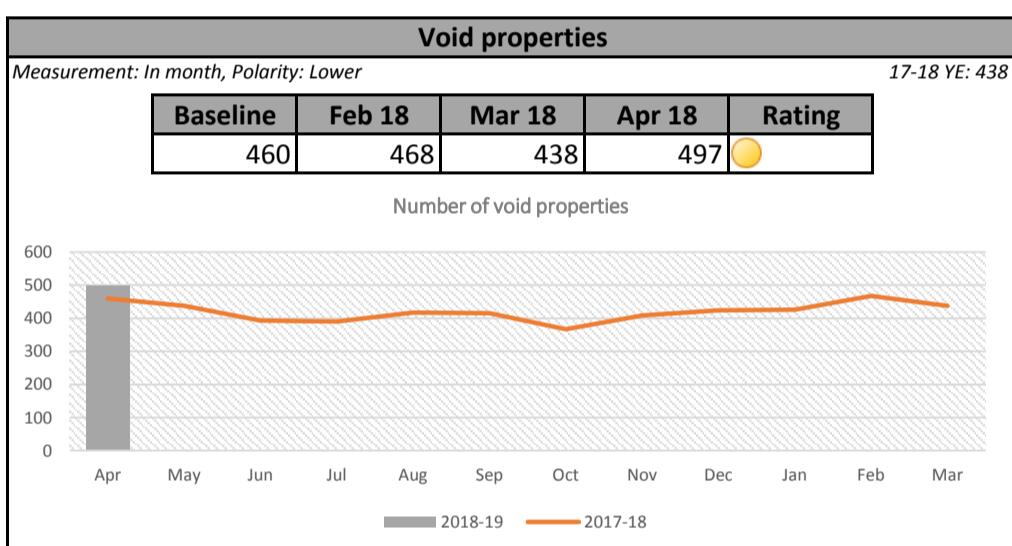
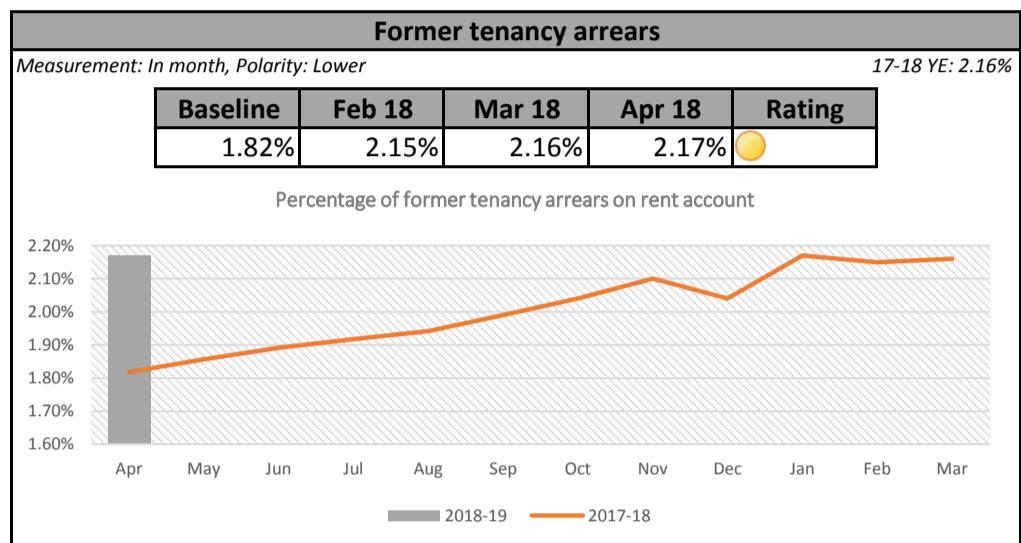
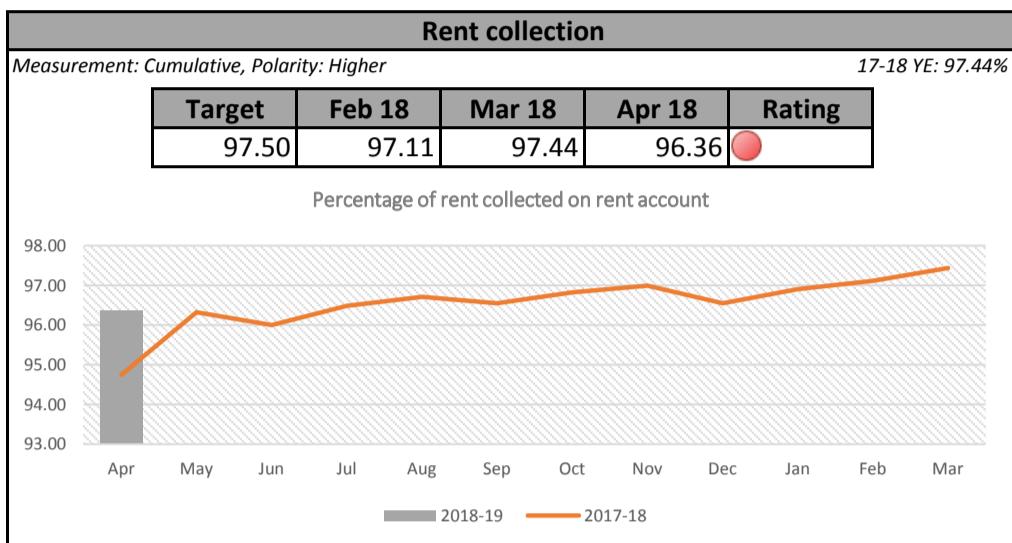
7.1 Best Council Plan 2015 - 20

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

HRA BUSINESS PLAN

Target references target set for service or contractor. Baseline references same position in previous financial year.

HRA Business Plan narrative



HOUSING STRATEGY

Target references target set for service or contractor. Baseline references same position in previous financial year.

Housing Strategy narrative

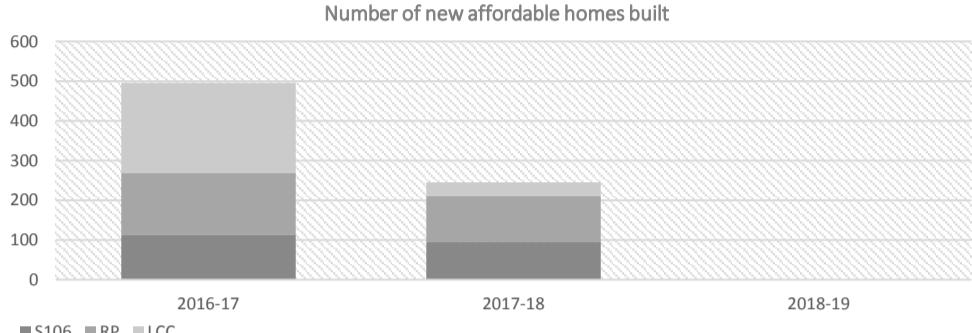


New affordable homes built

Measurement: In quarter and cumulative , Polarity: Higher

	17-18 Q2	17-18 Q3	17-18 Q4
S106	13	16	19
RP	19	18	37
LCC	10	9	8
Total	42	43	64

	17-18 YTD	16-17 YE
S106	96	112
RP	114	157
LCC	35	227
Total	245	496



Figures subject to adjustment at year end

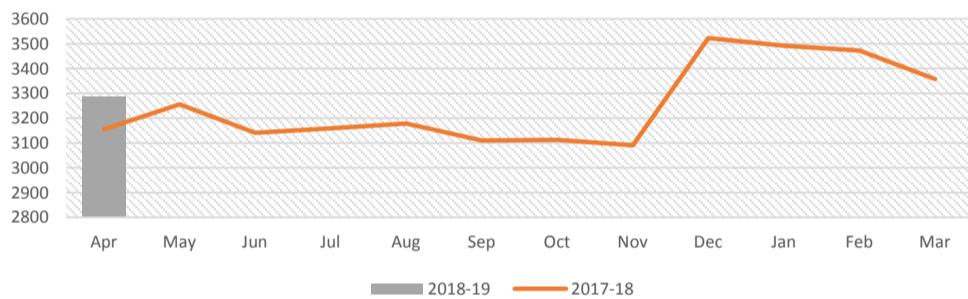
Long term (6+ months) empty properties all sectors

Measurement: In month, Polarity: Lower

17-18 YE: 3358

Target	Feb 18	Mar 18	Apr 18	Rating
3777	3472	3358	3286	Green

Number of long term (6+ months) empty properties all sectors



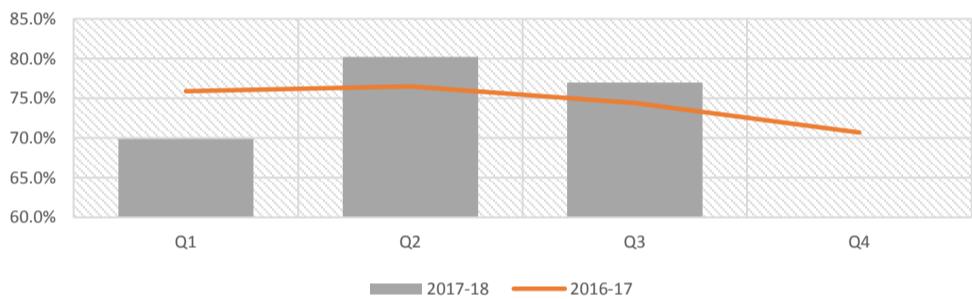
Housing Association nominations

Measurement: In quarter, Polarity: Higher

16-17 YE: 70.7%

Baseline	17-18 Q1	17-18 Q2	17-18 Q3	Rating
74.4%	69.9%	80.2%	77.0%	Green

Percentage of successful Housing Association nominations



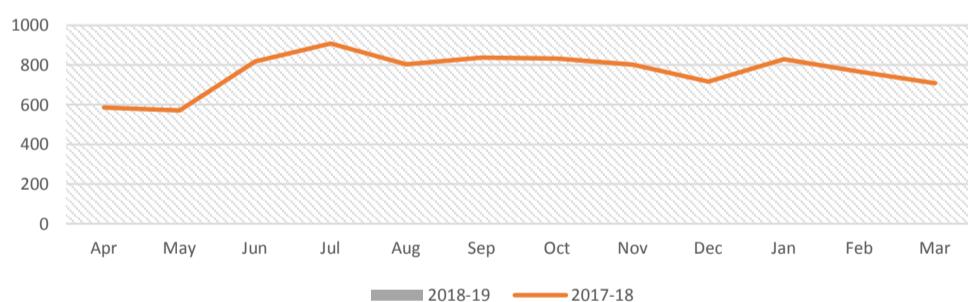
Homeless preventions

Measurement: In month, Polarity: Higher

17-18 YE: 709

Baseline	Feb 18	Mar 18	Apr 18	Rating
586	766	709	0	Red

Number of homeless preventions



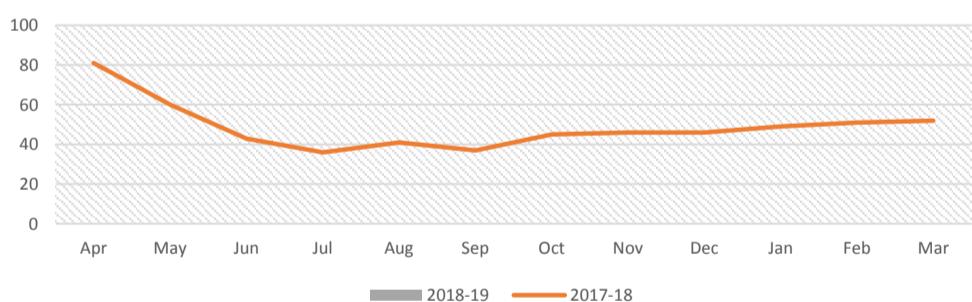
Temporary accomodation

Measurement: In month, Polarity: Lower

17-18 YE: 52

Baseline	Feb 18	Mar 18	Apr 18	Rating
81	51	52	0	Green

Number of temporary accomodation reliefs



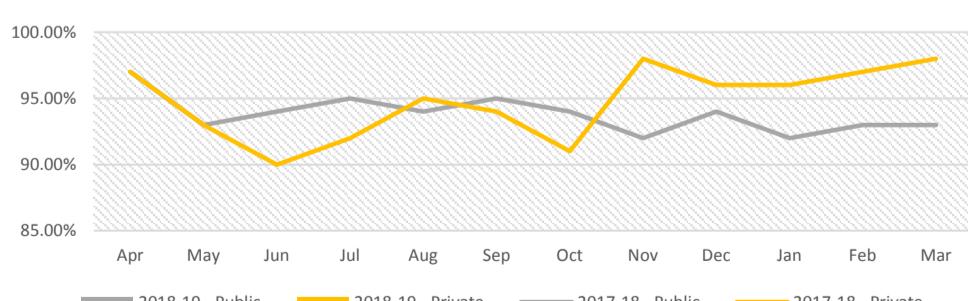
Adaptations completed within timescales

Measurement: In month, Polarity: Higher

17-18 YE: 93.00%

Target	Feb 18	Mar 18	Apr 18	Rating
Public	95.00%	93.00%	93.00%	0.00% Red
Private	95.00%	97.00%	98.00%	0.00% Red

Adaptations completed within timescales

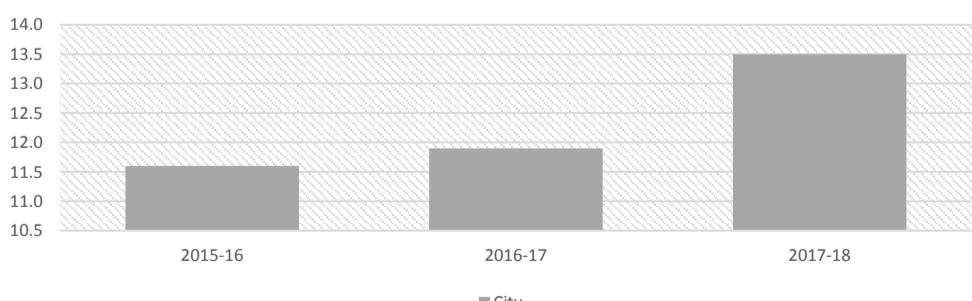


Households in fuel poverty (low income high costs)

Measurement: In year Polarity: Lower

Leeds	2013	2014	2015	Rating
Leeds	11.6%	11.9%	13.5%	Red

Percentage of households in fuel poverty (axis shows year of reporting which is two years in arrears)

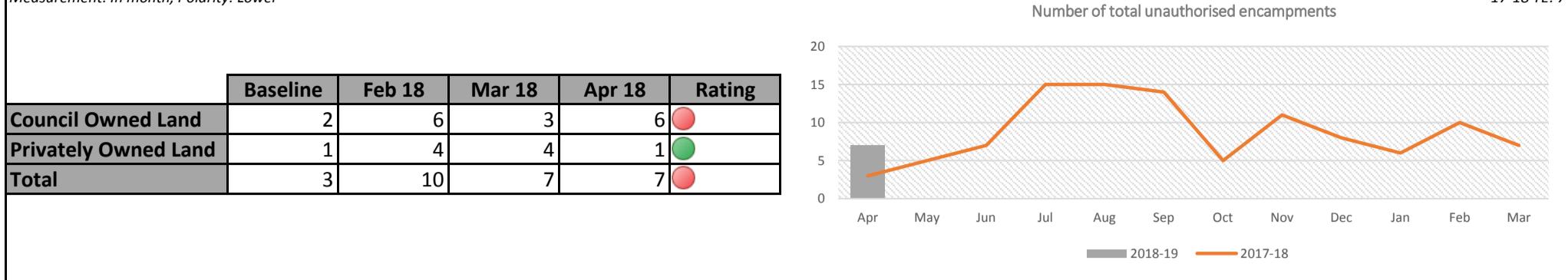


Reported annually in June two years in arrears

Unauthorised encampments

Measurement: In month, Polarity: Lower

17-18 YE: 7



HOUSING CONSUMER STANDARDS

Target references target set for service or contractor. Baseline references same position in previous financial year.

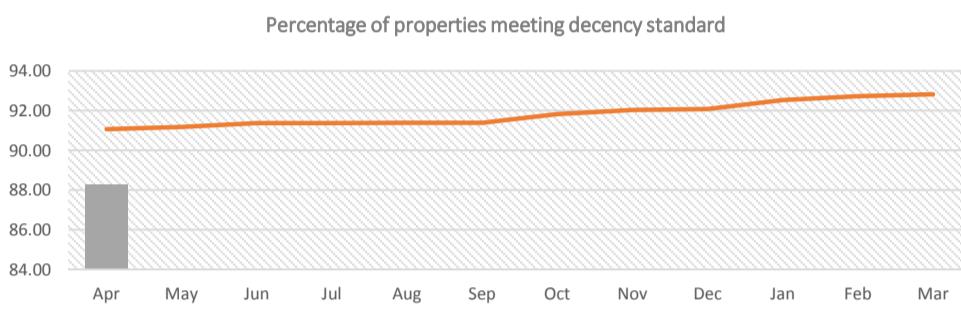
Housing Consumer Standards narrative

HOME STANDARD

Properties meeting the Decency Standard

Measurement: In month, Polarity: Higher 17-18 YE: 92.82%

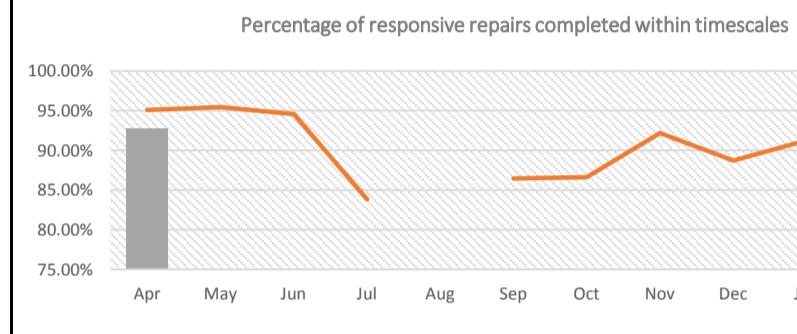
Baseline	Feb 18	Mar 18	Apr 18	Rating
91.06%	92.72%	92.82%	88.25%	●



Responsive repairs completed within timescales

Measurement: In month, Polarity: Higher 17-18 YE: 0.9103%

Percentage	Target	Feb 18	Mar 18	Apr 18	Rating
99.00%	99.00%	93.33%	91.03%	92.72%	●
Total jobs			16511	16372	16016
Jobs competed			15409	14904	14850

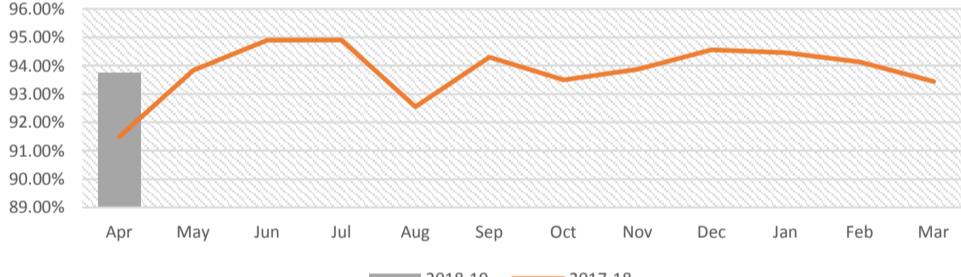


Responsive repairs completed right first time

Measurement: In month, Polarity: Higher 17-18 YE: 0.9344%

	Target	Feb 18	Mar 18	Apr 18	Rating
Percentage	90.50%	94.13%	93.44%	93.75%	●
Total jobs		12229	11591	11680	
Jobs competed		11511	10831	10950	

Percentage of responsive repairs completed right first time



Excludes adaptations

Satisfaction with responsive repairs completed

Measurement: In month, Polarity: Higher 17-18 YE: 0.915%

Percentage	Target	Feb 18	Mar 18	Apr 18	Rating
90.00%	90.00%	91.67%	91.50%	90.42%	●
Total surveys		468	494	428	
Positive responses		429	452	387	

Percentage satisfied responses for responsive repairs completed



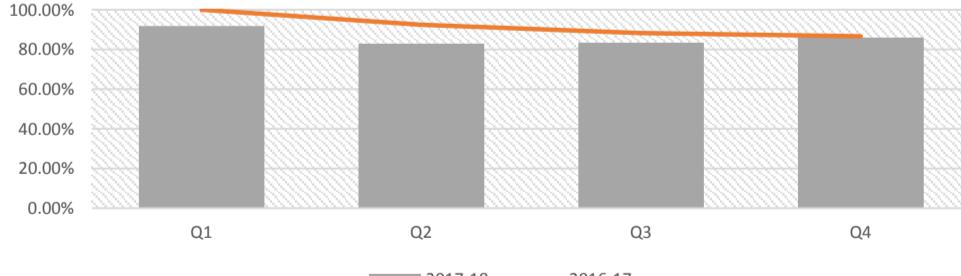
Excludes BITMO and adaptations

Satisfaction with capital works completed

Measurement: In quarter, Polarity: Higher 16-17 YE: 86.67%

	Target	17-18 Q2	17-18 Q3	17-18 Q4	Rating
Percentage	90.00%	82.89%	83.38%	85.99%	●
Total surveys		76	668	257	
Positive responses		63	557	111	

Percentage satisfied responses for capital works completed



Gas services completed on time

Measurement: In month Polarity: Higher 17-18 YE: 99.62%

Percentage	Target	Feb 18	Mar 18	Apr 18	Rating
99.78%	99.78%	99.76%	99.62%	99.73%	●
Dwellings with gas		44617	44739	44659	
Dw. with valid cert.		44512	44567	44539	

Percentage of gas services completed on time



TENANCY STANDARD

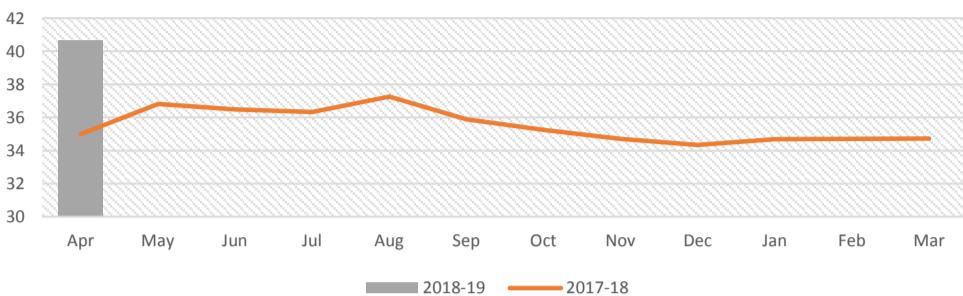
Satisfaction with advice and guidance whilst moving home indicator is being developed and will be reported under the tenancy standard

Average relet times

Measurement: In month Polarity: Lower 17-18 YE: 34.7

Target	Feb 18	Mar 18	Apr 18	Rating
30.0	34.7	34.7	40.7	Red

Average days taken to relet empty properties



Mutual exchanges

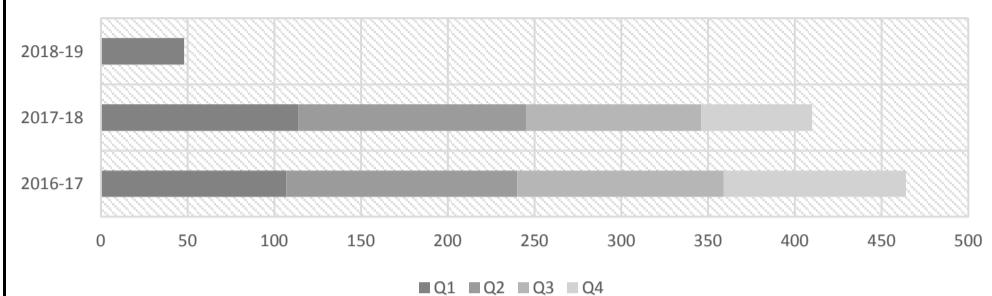
Measurement: In quarter and cumulative, Polarity: Higher

16-17 YE: 464

17-18 Q2	17-18 Q3	17-18 Q4
131	101	64

17-18 YTD
410

Number of mutual exchanges



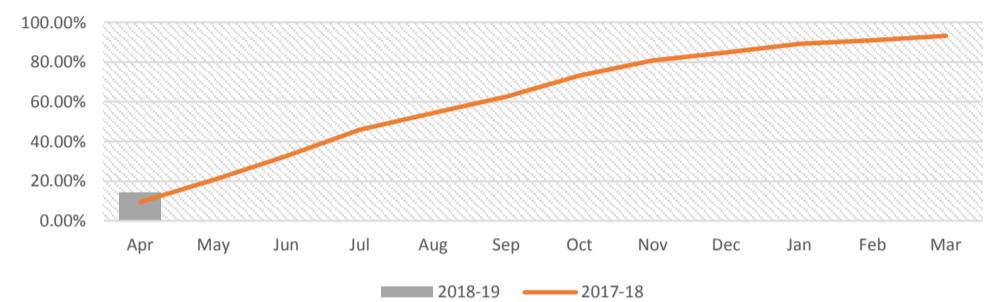
Annual Home Visits

Measurement: Cumulative, Polarity: Higher

17-18 YE: 93.19%

	Target	Feb 18	Mar 18	Apr 18	Rating
Percentage	13.00%	90.97%	93.19%	14.18%	Green
Total jobs		54877	54776	54691	
Jobs competed		49922	51048	46935	

Percentage of Annual Home Visits carried out



NEIGHBOURHOOD AND COMMUNITY STANDARD

Estate walkabouts completed indicator is being developed and will be reported under the neighbourhood and community standard.

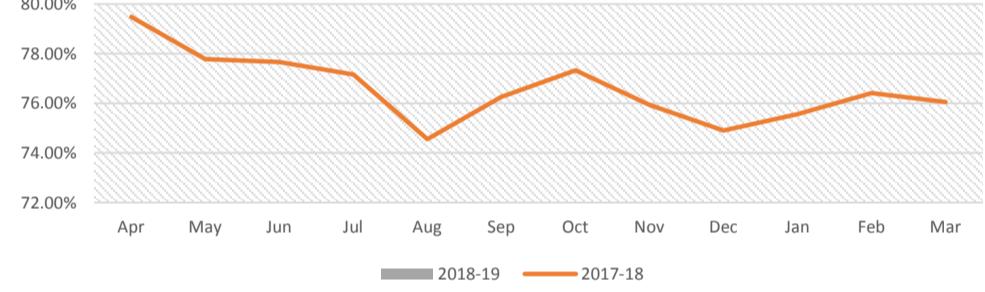
Overall satisfaction with ASB Services

Measurement: Cumulative, Polarity: Higher

17-18 YE: 76.05%

Baseline	Feb 18	Mar 18	Apr 18	Rating
79.49%	76.42%	76.05%	0.00%	Red

Percentage overall satisfied responses with ASB services



TENANT INVOLVEMENT AND EMPOWERMENT STANDARD

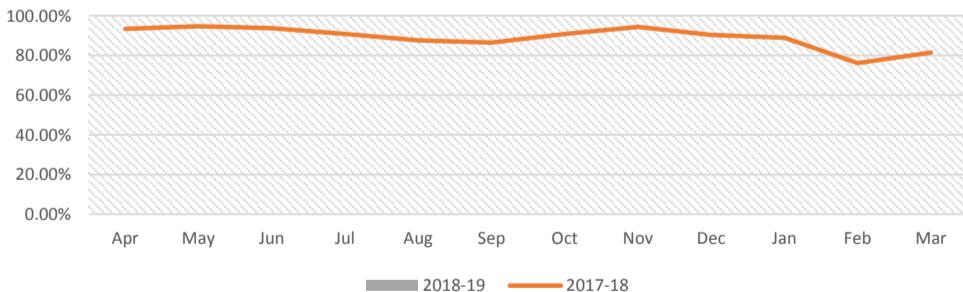
Complaints responded to within timescale

Measurement: Cumulative, Polarity: Higher

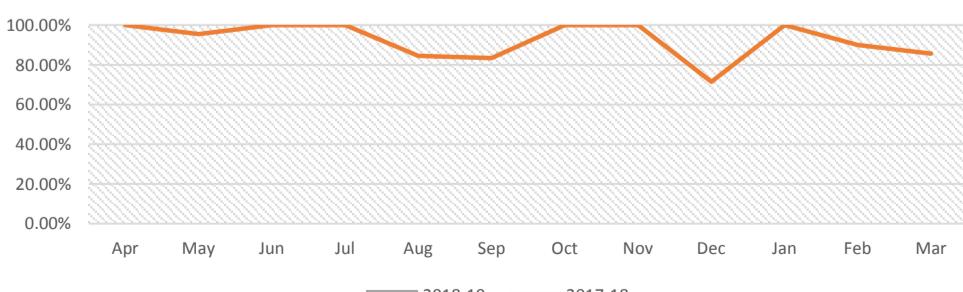
17-18 YE: 81.48%

	Target	Feb 18	Mar 18	Apr 18	Rating
Complaints received		155	162	0	
Responded to on time		118	132	0	
Stage 1	95.00%	76.13%	81.48%	0.00%	Red
17-18 YE: 85.71%					
Complaints received		20	21	0	
Responded to on time		18	18	0	
Stage 2	95.00%	90.00%	85.71%	0.00%	Red

Percentage of stage 1 complaints responded to within timescale



Percentage of stage 2 complaints responded to within timescale



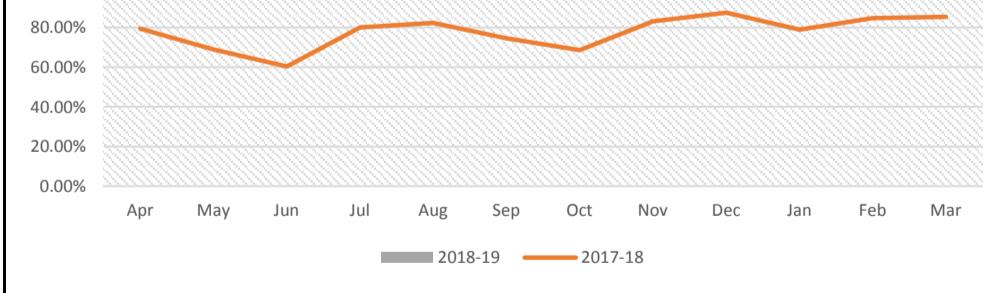
Calls answered at the contact centre

Measurement: In month, Polarity: Higher

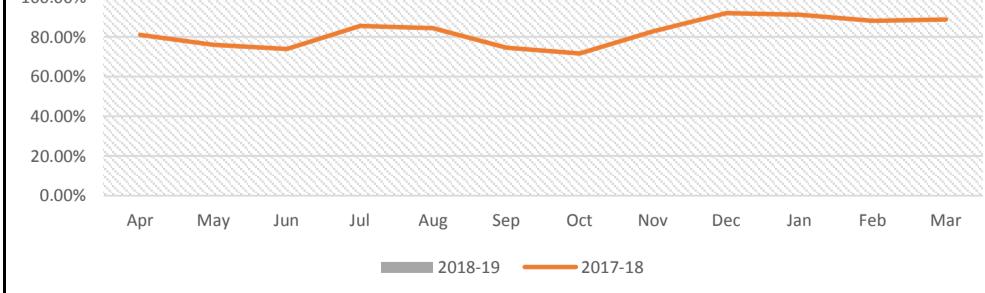
17-18 YE: 85.42%

	Target	Feb 18	Mar 18	Apr 18	Rating
Calls received		10106	10581	0	
Calls answered		8552	9038	0	
Housing Line	90.00%	84.62%	85.42%	0.00%	Red
17-18 YE: 88.69%					
Calls received		9154	11030	0	
Calls answered		8068	9782	0	
Repairs Line	90.00%	88.14%	88.69%	0.00%	Red

Percentage of calls answered on the housing line



Percentage of calls answered on the repairs line



APPENDIX 2 – Community Safety Performance Information (latest available 2018)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																													
Anti-social behaviour / nuisance concerns	Partnership quarterly report card and monthly service level data	BCP – Resilient Communities – Decrease in reporting anti-social behaviour / nuisance concerns.	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Apr-16 to Mar-17</th> <th>Apr-17 to Mar-18</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Youth Related</td> <td>6,436</td> <td>7,568</td> <td>1,132</td> <td>18%</td> </tr> <tr> <td>Neighbour Related</td> <td>3,379</td> <td>3,354</td> <td>-25</td> <td>-1%</td> </tr> <tr> <td>Nuisance Motorcycle</td> <td>2,493</td> <td>2,228</td> <td>-265</td> <td>-11%</td> </tr> <tr> <td>Anti-Social Behaviour</td> <td>17,807</td> <td>19,727</td> <td>1,925</td> <td>11%</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> Recent increases in recorded anti-social behaviour were observed in City & Hunslet (City), Gipton & Harehills and Pudsey. These wards reported an annual change in excess of 25%. 12 month high volume wards include City & Hunslet 'City' (1,543 ASB incidents), Killingbeck & Seacroft (1,431 ASB incidents) and Gipton & Harehills (1,155 ASB incidents). Partnership reports for high volume Anti-Social Behaviour wards predominantly highlighted issues connected to youth nuisance. Areas within Gipton and Harehills ward were highlighted as being of high demand with complex ongoing issues. 	Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%	Youth Related	6,436	7,568	1,132	18%	Neighbour Related	3,379	3,354	-25	-1%	Nuisance Motorcycle	2,493	2,228	-265	-11%	Anti-Social Behaviour	17,807	19,727	1,925	11%				
Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%																												
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Neighbour Related	3,379	3,354	-25	-1%																												
Nuisance Motorcycle	2,493	2,228	-265	-11%																												
Anti-Social Behaviour	17,807	19,727	1,925	11%																												

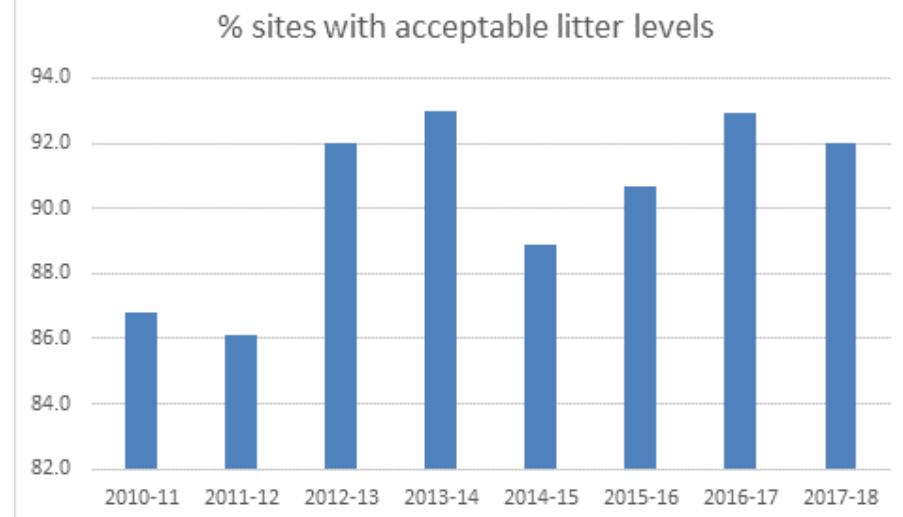
Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																							
Hate Incidents	Partnership quarterly report card and monthly service level data	BCP – Resilient Communities – Hate incidents.	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Apr-16 to Mar-17</th> <th>Apr-17 to Mar-18</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Race Hate Incidents</td> <td>1,541</td> <td>1,892</td> <td>351</td> <td>23%</td> </tr> <tr> <td>Sexuality Hate Incidents</td> <td>229</td> <td>280</td> <td>51</td> <td>22%</td> </tr> <tr> <td>Disability Hate Incidents</td> <td>135</td> <td>258</td> <td>123</td> <td>91%</td> </tr> <tr> <td>Faith Hate Incidents</td> <td>98</td> <td>168</td> <td>70</td> <td>71%</td> </tr> <tr> <td>Transgender Hate Incident</td> <td>19</td> <td>51</td> <td>32</td> <td>168%</td> </tr> <tr> <td>Hate Incidents</td> <td>2,192</td> <td>2,432</td> <td>240</td> <td>11%</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> The number of Hate incidents reported to Police in Leeds has increased by 11% in the 12 months to March 2018; 2,432 incidents were reported in the period. High volume wards include City & Hunslet (City), Burmantofts & Richmond Hill, and Gipton & Harehills. 	Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%	Race Hate Incidents	1,541	1,892	351	23%	Sexuality Hate Incidents	229	280	51	22%	Disability Hate Incidents	135	258	123	91%	Faith Hate Incidents	98	168	70	71%	Transgender Hate Incident	19	51	32	168%	Hate Incidents	2,192	2,432	240	11%				
Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%																																						
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Transgender Hate Incident	19	51	32	168%																																						
Hate Incidents	2,192	2,432	240	11%																																						
Increased self-reporting of domestic violence and abuse incidents	Partnership quarterly report card and some police data	BCP – Resilient Communities – Increased self-reporting of domestic violence and abuse incidents.	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Apr-16 to Mar-17</th> <th>Apr-17 to Mar-18</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Domestic Incidents</td> <td>18,785</td> <td>20,434</td> <td>1,649</td> <td>9%</td> </tr> <tr> <td>Repeat Victim Rate</td> <td>43%</td> <td>46%</td> <td>3%</td> <td>-</td> </tr> <tr> <td>Victim Self-Reported Rate</td> <td>32%</td> <td>30%</td> <td>-2%</td> <td>-</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> The volume of domestic incidents reported to Police in Leeds increased by 9% in the 12 months to March 2018; 20,434 domestic incidents were reported with a repeat victim rate of 46%. The 12 month victim self-reporting rate was 30%, and this is an indication of victim confidence to report domestic abuse. 	Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%	Domestic Incidents	18,785	20,434	1,649	9%	Repeat Victim Rate	43%	46%	3%	-	Victim Self-Reported Rate	32%	30%	-2%	-																			
Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%																																						
Domestic Incidents	18,785	20,434	1,649	9%																																						
Repeat Victim Rate	43%	46%	3%	-																																						
Victim Self-Reported Rate	32%	30%	-2%	-																																						

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																													
Serious Acquisitive Crime	Partnership quarterly report card and burglary ward performance overview	BCP – Resilient Communities –Reduced rate of Serious Acquisitive Crime	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Apr-16 to Mar-17</th> <th>Apr-17 to Mar-18</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Burglary</td> <td>9,810</td> <td>10,314</td> <td>504</td> <td>5%</td> </tr> <tr> <td>Theft From Motor Vehicle</td> <td>5,457</td> <td>5,172</td> <td>-285</td> <td>-6%</td> </tr> <tr> <td>Theft of Motor Vehicle</td> <td>2,077</td> <td>1,930</td> <td>-147</td> <td>-7%</td> </tr> <tr> <td>Serious Acquisitive Crime</td> <td>18,334</td> <td>18,709</td> <td>375</td> <td>2%</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> Recent increases in recorded Burglary were observed in City & Hunslet 'Not City', and Headingley, both wards reported an annual change in excess of 60%. 12 month high volume wards include City & Hunslet 'Not City' (552 burglary offences), City & Hunslet 'City' (504 burglary offences) and Headingley (466 burglary offences). Partnership reports for high volume burglary wards highlighted that methods to gain entry included unsecured doors/windows, smashed windows, and 'snap lock'. Offences typically occurred during the evening and overnight, peaking between 22:00 and 04:00. Laptops continue to be the most common item of property stolen, particularly Apple MacBook's. Recent increases in recorded Theft from Motor Vehicle were observed in Cross Gates & Whinmoor and Headingley, both reporting an annual change in excess of 40%. 12 month high volume wards include City & Hunslet (659 Theft from Motor Vehicle offences), and Armley (307 Theft from Motor Vehicle offences). Partnership reports for high volume wards highlight that offences primarily occurred overnight. 	Annual Comparison	Apr-16 to Mar-17	Apr-17 to Mar-18	Change	%	Burglary	9,810	10,314	504	5%	Theft From Motor Vehicle	5,457	5,172	-285	-6%	Theft of Motor Vehicle	2,077	1,930	-147	-7%	Serious Acquisitive Crime	18,334	18,709	375	2%				
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APPENDIX 3 – Waste & Environment Performance Information (2018)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																																																																																															
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Report author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Financial Health Monitoring - Budget Update

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<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 purpose of this report is to provide Board Members with information with regard to the financial health for areas aligned with the Boards terms of reference. For this purpose the Scrutiny Board has been provided with the Executive Board reports due to be considered on 27 June 2018.
2. This is the first opportunity for the Scrutiny Board to consider the outturn summary for the financial year 2017/18. Information appended to this report provides information relating to budget provision and actual spend. Appendix 1 is amended to reflect information relevant to this Scrutiny Board (for City Development this is with regard to assets relating to the provision of front line services and of community value only). The financial update for the current financial year 2018/19 is also provided.
3. Representatives from financial management support have been invited to present the budget reports and address any further questions from the Board.

Recommendations

4. Members are asked to:
 - (a) note the financial report for 2018/19 and the outturn summary for the financial year 2017/18.
 - (b) make recommendations as deemed appropriate.

(c) to identify areas of concern which may require further Scrutiny focus during 2018/19

Background documents - None¹

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

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 27th June 2018

Subject: Financial Performance - Outturn Financial year ended 31st March 2018

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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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		

Summary of main issues

1. The purpose of this report is to inform members of the final outturn for the financial year 2017/18. The pre-audited accounts will be presented to the Corporate Governance and Audit Committee at its meeting on the 26th June 2018.
2. As set out below, the final position on the General Fund shows an underspend of £6.95m after the creation of a number of earmarked reserves. This is a reduction in the underspend of £0.9m when compared to the provisional outturn position received at Executive Board in April.
3. The Council received a payment of £7.3m from HMRC relating to overpaid output VAT in respect of admission charges at the Council's sporting facilities in 2017/18, of which £6m will transfer to the Council's general reserve, contributing significantly to this final underspend position. The 2017/18 budget assumed a contribution from the general reserve of £1.4m. However the final outturn underspend results in a net contribution to the general reserve of £5.6m, including this VAT refund.
4. The Housing Revenue Account outturn reflects a surplus of £1.4m.
5. As at April 2017 the level of General Reserve was £20.1m. As per table 3 at paragraph 5.1 the amount of General Reserve at 31st March 2018 is £25.6m.

Recommendations

5. Members of the Executive Board are asked to:
 - a. Note the outturn position for 2017/18 and to agree the creation of earmarked reserves as detailed in paragraphs 3.16 and 5.3 and delegate their release to the Chief Officer Financial Services.
 - b. Note that the Chief Officer Financial Services will be responsible for the implementation of these actions following the 'call in' period.

1. Purpose of this report

- 1.1 This report sets out for the Board the Council's financial outturn position for 2017/18 for both revenue and capital. It also includes the Housing Revenue Account and expenditure on schools.
- 1.2 The report also highlights the position regarding other key financial health indicators including Council Tax and Business Rates collection statistics, sundry income, reserves and the prompt payment of creditors.
- 1.3 It should be noted that, in accordance with proper accounting practice, any significant event which occurs prior to the audit sign-off of the accounts in September 2018 could impact on the Council's final published outturn position and hence the level of reserves. This is known as a post balance sheet event and, should such an event occur, it will be reported back to this Board at the earliest opportunity.

2. Main Issues

- 2.1 The 2017/18 general fund revenue outturn position, after the creation and transfer of a number of earmarked reserves as detailed in paragraph 5.3, is an underspend of £6.95m. The Council received a payment of £7.3m from HMRC relating to overpaid output VAT in respect of admission charges at the Council's sporting facilities in 2017/18, of which £6m will transfer to the Council's general reserve, contributing significantly to this final underspend position.

Table 1 - summary outturn position

Directorate	Director	Staffing	Total Expenditure	Income	Total (under)/overspend
		£000	£000	£000	£000
Adults & Health	Cath Roff	(637)	1,106	(1,106)	0
Children and Families	Steve Walker	(2)	1,793	(1,812)	(19)
City Development	Martin Farrington	(604)	5,659	(5,309)	351
Resources & Housing	Neil Evans	(4,278)	318	(375)	(57)
Communities & Environment	James Rogers	2,698	6,070	(6,095)	(25)
Strategic	Doug Meeson	(20)	(594)	(6,609)	(7,203)
Total		(2,843)	14,353	(21,306)	(6,953)

2.2 Full details of the directorate variations, budget action plans and risk areas for the year can be found in the financial dashboards attached at Appendix 1. The main directorate issues contributing toward the outturn position are as follows:-

2.3 **Adults and Health** - The directorate has achieved a balanced position at the financial year-end.

Variations in staffing across the directorate have delivered a £0.6m saving. This is primarily related to slippage in appointing to vacant posts.

There is a net £0.5m underspend on demand led budgets. Higher than budgeted care home and home care fees, the effect of the increase in the use of supported accommodation and slippage on savings plans have been more than offset by a combination of one-off savings within Learning Disability and lower than expected uptake of Direct Payments.

Income is £1.1m higher than budgeted for. This is as the result of a combination of betterment of income in Learning Disability which relates to several Ordinary Residence cases, additional income for Public Health and the Leeds Plan team which contribute towards offsetting lower than anticipated service user contributions.

The extent of one-off savings has provided an appropriate source of funding for expenditure incurred that would otherwise have been met through prudential borrowing, including the refurbishment of the 3 Recovery Hubs commissioned by the CCG. This not only reduces pressure on the capital programme, but also has the added benefit of delivering recurrent revenue savings to the Adults & Health budget in future years.

The directorate received the first year of a three year funding stream, referenced as the Spring Budget monies. Of the £14.7m received £5.6m has been carried forward within reserves; this sum is committed to specific schemes approved by the

Health and Wellbeing Board. Slippage in CCG funded Public Health schemes (i.e. not the Public Health Grant) and underspends within safeguarding have been carried forward within earmarked reserves.

£0.3m of reserves, for commissioning services related to drugs and the prison service, have been transferred into the directorate from the Resources and Housing directorate. The Health and Social Care reserve was increased by £0.8m to address anticipated pressures in respect of residential placements and increased cost pressures on commissioned care contracts. Other variations across the net £204.2m budget show a saving of £0.3m.

2.4 Children and Families – The directorate faced another challenging year in keeping spend within the approved budget. The main budget pressures were on both demand-led budgets, particularly Children Looked After (CLA), and the achievement of some income targets. The number of CLA increased over the year as a result of continuing demographic pressures. In recognition of this an increase of £4.1m to the CLA budget was approved during the year, funded from a number of different sources including reserves. An additional £1.95m of DfE innovation grant was also used to support the budget in advance of its planned use. The determination of the Council's updated Medium Term Financial Strategy, which is timetabled to be received at July's Executive Board, will need to recognise that this sum has been used in 2017/18.

At outturn, as a result of these actions, the directorate spent within the approved budget. Without these actions the directorate would have faced an overspend of just over £6m. The outturn position is an improvement against provisional outturn which projected an overspend of £0.4m. The main reason for the improved position is a reduction in the overall spend on transport and staffing.

After taking account of the revisions to the approved budget, detailed above, there was an overspend of £1m against the revised CLA budget. At the year-end there were 66 children in External Residential (ER) placements and 190 in Independent Fostering Agency (IFA) placements against the revised budgeted position of 54 and 182 respectively. The number of children in IFA placements fell gradually during the year whilst the number in ER placements increased from 55 at the start of the year to 66 at the end of the year. This was the main reason for the overspend on the CLA budget together with an overspend of £0.4m on adoption, Special Guardianship Orders and Residence Orders placements.

Spend against the home to school and home to college transport budget, which overspent by £1.3m in 2016/17, was slightly below budget in 2017/18. Spend on staffing was also within budget.

Other major variations included a shortfall on income from children centres, net of savings on staffing, of £1.1m. There was a shortfall in traded income of £0.6m although this was partly offset by additional income from the partnership agreement with Kirklees MC and additional income from the Dedicated Schools Grant (DSG).

It has previously been reported that there are significant pressures on the High Needs Budget (HNB) of the DSG. The directorate led a review of this budget, and following extensive consultation with partners, have developed a five year plan to

bring spend in line with funding and to repay the accumulated deficit balance on the DSG. The overall outturn deficit on the DSG is £2.9m, a reduction of £0.7m from the deficit brought forward from 2016/17. The deficit balance will be carried forward to 2018/19. This deficit is included within the total schools reserves shown in Table 2 below.

2.5. City Development – In overall terms the Directorate overspent by £0.35m.

Severe weather episodes in December and January followed by the arrival of the ‘Beast from the East’ in February 2018, culminated in a £0.8m overspend on the Directorate’s £1.3m Highways winter maintenance budget.

Income pressures of £1.2m within Asset Management largely reflected slower than anticipated growth within the Directorate’s commercial asset portfolio and shortfalls against the stretch target for advertising income.

These income pressures within Asset Management were, however, more than offset by the successful recovery of £1.2m of VAT for sport admissions and continued buoyancy within Planning and Building Control services which generated surplus income of approximately £0.7m.

Primarily through careful vacancy management, the Employment and Skills service delivered an underspend of £0.1m to assist in offsetting other Directorate pressures.

The Directorate’s outturn position was supported by bringing approximately £0.7m of S106 balances into account from the balance sheet, recognising that specific obligations pertaining to historic agreements have been satisfied.

2.6 Communities and Environment - The overall outturn position for 2017/18 is an underspend of £25k. The main variations across the individual service areas are as follows:

Within Customer Access there has been an overspend of £0.7m, which is mainly in respect of staffing resources required for the delivery of the Community Hub programme and the additional cost of providing security arrangements at a number of Hub sites and the Central Library. This has been partially offset by additional income from the Interpreting and Translation team.

The main pressure within Welfare & Benefits during the year has been the level of income receivable from Housing Benefit (HB) overpayments which has been impacted upon by a reduction in the number and average value of HB overpayments. After providing for an appropriate level of bad and doubtful debts, there was a £1.9m shortfall against the budget of £8.4m, although this has been partially offset by HB expenditure/subsidy variations of £0.8m and savings of £0.4m in other areas, resulting in an overall overspend of £0.7m.

Within the Refuse Service, the delay in implementing the collection route efficiency programme has resulted in a pressure of £1m. However, this has been offset by a saving of £0.5m in respect of business rates at the Recycling and Energy Recovery Facility (RERF), savings of £0.6m in respect of disposal costs and recycling income

and further one-off savings of £0.5m identified within the service. Overall the Waste Management Service has underspent by £0.6m.

There has been an overall underspend of £0.5m within Car Parking Services, mainly reflecting staffing and expenditure savings. Overall, income was £0.1m higher than budgeted with shortfalls in on-street income of £0.4m and Bus Lane enforcement income of £0.1m being offset by additional income from off-street car parks (£0.1m), PCNs (£0.4m) and all other types of income (£0.1m).

There have been other net savings of £0.3m across the directorate including Community Safety and Environmental Health, which mainly reflects staffing savings in those areas.

2.7 Resources and Housing – The Directorate had a small underspend of £57k on a £73m net budget. (<1%)

Resources underspent by £1m, primarily arising from savings in Shared Services (£1.6m), Strategy and Improvement (£0.35m) and Legal and Democratic services of (£0.25m). These were offset by shortfalls in income in finance court fees of £0.4m, an overspend of £0.5m in Human Resources due to a combination of the non-achievement of the £0.3m savings assumed in the budget strategy relating to training budgets and the loss of school income. An additional £0.2m had to be incurred in the Digital Information Service relating to remedial work on the Council's network to ensure it qualifies for the Public Services network certificate. However, overall the Council's Support Services functions successfully delivered its budgeted saving target of £5m.

The Housing and Property division overspent by £0.2m. Spend on Corporate Property Maintenance was £0.5m in excess of the budget. The pressures in this service have been recognised in the 2018/19 revenue budget where an additional £0.5m has been provided for. Within the Sustainable Energy team £0.2m has been transferred to an earmarked reserve for use in 2018/19 to deliver work on air quality. There was an underspend of £0.5m in Strategic Housing Partnerships mainly arising from vacant posts and turnover.

Leeds Building Services had a budget surplus of £8.4m to deliver; an increase of £1.8m compared to the previous year's budget. In total a surplus of £7.8m has been achieved. Delays in the implementation of the Total Mobile system meant that not all of the efficiencies were delivered in year.

Civic Enterprise Leeds (CEL) had a small overspend of £0.1m. Pressures in catering, particularly around schools income and rising food costs, totalled £0.5m and were managed down by savings and additional income of £0.4m across other parts of CEL, namely Fleet Services, Cleaning and Security.

2.8 Strategic and Central Accounts - overall, the strategic & central budgets underspent by £7.2m. There are a number of key variations within this figure.

The Council has received a payment of £7.3m from HMRC relating to overpaid output VAT in respect of admission charges at the Council's sporting facilities. Of this sum £0.6m relates to the period April 2017 to September 2017 and this sum

has been incorporated into City Development's outturn position. It is proposed that a further £0.7m be transferred to a new earmarked 'Sport Maintenance Backlog Reserve' to contribute towards addressing backlog maintenance requirements at the Council's sports facilities. The balance of the HMRC repayment, £6m, will transfer to the Council's general reserve.

An underspend of £1.7m on costs associated with the Council's debt portfolio is largely due to accrued income on a deferred developer contribution and to capitalisation of interest costs relating to assets which were under construction at the year end.

There are income pressures of £2.1m on S278 (income from developers) due to lower levels of development activity and New Homes Bonus grant received is £1.8m below budget due to the impact of changes announced in the Budget. However, these are largely offset by additional S31 grant (business rates) of around £3.6m, of which £3.2m recompenses the Council for the reduction in business rate income resulting from reliefs announced after the Council's budget was set. In addition the levy payment to the Business Rates Pool is £0.6m below budget.

A small surplus of £0.3m, largely as a result of a review of the level of insurance provision required, has been taken to the General Insurance reserve.

Other variations include pressures of £0.3m on Prudential Borrowing recharges and a £0.4m shortfall in regard to PPPU income.

2.9 Early Leaver's Initiative

The Council has operated a voluntary retirement and severance scheme since 2010/11 which has contributed to a reduction in the workforce and subsequent savings which have contributed towards the Council being able to deliver balanced budget positions. In 2017/18 approval has been given for 117.53 FTE's to leave the Authority through the Early Leaver's Initiative and this will generate savings of £12.2m over the five year period up to and including 2022/23.

The council set aside a reserve to fund the future up-front costs of the Early Leavers Initiative. However, due to new flexibility in the use of capital receipts subsequently introduced by the government, the council has been able to fund some of its in-year early leavers costs with capital receipts, enabling it to continue to carry forward this reserve for use in future years. Capital receipts totalling £1.8m have been utilised in 2017/18.

3. Housing Revenue Account (HRA)

- 3.1 Following finalisation of the HRA, the outturn for the year is a surplus of £1.4m when compared against the 2017/18 budget.
- 3.2 Total income received was in line with budgeted expectations, although there are a number of variations to report. An increased level of Right to Buy sales (508 sales compared to the budget of 350 sales) resulted in lower rental income of £0.4m, but

this is partially offset by the additional sales generating one off fee income of £0.2m

- 3.3 Service charge income was £0.1m less than budgeted.
- 3.4 Additional income of £0.3m was received through arrangements with the Council's external maintenance contractors whereby the Council shares in the benefit of external contract costs being less than the initial target cost.
- 3.5 External funding contributions from activities such as catering, and charges for sundry items such as lost key fobs generated £0.1m more than budgeted. This additional income has offset reduced income on capitalised salaries due to vacant posts of £0.1m
- 3.6 The budget for disrepair was overspent by just under £1m. This was largely as a result of a combination of resolving an increased number of disrepair cases. The potential for a further overspend was mitigated by taking a more pro-active approach to avoid expensive claims in the future.
- 3.7 Against a budget of £43.5m, expenditure on maintaining and repairing the Council's housing stock was £1m underspent. £0.5m of this was due to successful renegotiation of contracts with external suppliers.
- 3.8 Savings of £1.2m on employees costs arose due to a combination of posts being held vacant awaiting the implementation of new structures and staff secondments to the Housing ICT project.
- 3.9 Premises costs were approximately £0.1m higher than budgeted for. This was principally due to an overspend on utility costs of £0.3m. However £0.2m of this has been offset by savings on Commercial Asset Management, solar panel maintenance and office running costs.
- 3.10 Net savings of £0.4m have been realised in relation to Supplies and Services. This is due to reduced bank transaction charges (£0.2m), a review of Printing requirements (£0.1m) and a range of other minor variations totalling (£0.1m).
- 3.11 An increase in Fire Prevention work has resulted in an overspend of £0.4m for charges for services commissioned from the Council. Increased internal legal costs, as a result of higher levels of Disrepair, have been offset by savings on other internal services from the Council
- 3.12 Following a review in the level of tenant arrears there was a reduction in the provision for doubtful debts of £0.6m, along with minor variations on remaining budget headings totalling £0.2m.
- 3.13 The Enhanced Income Team was budgeted to be funded through a contribution from an earmarked reserve. This has not been utilised in 2017/18 allowing the work of the team in helping tenants to maximise their income to extend into 2020/21 when the effect of Universal Credit may be more fully known. The impact of this is a £0.5m variation on the 17/18 appropriation account.
- 3.14 Additional capital spend of £1.7m expenditure on the Environmental Improvement Programme has been funded through the use of the balance on of the earmarked

reserve.

- 3.15 The Capital charges underspend of £0.6m is largely due to a revision to the timetable for the capital contribution from the Council to the contractor delivering the PFI contracts in Little London, Beeston Hill and Holbeck. This £0.6m is offset by adjustments within the PFI Unitary Charge of £0.2m.
- 3.16 The surplus on the Housing Revenue Account is £1.4m. It is recommended that earmarked reserves are created for;
- £0.4m to fund the extension of the Concierge service in Multi-Storey flats in order to reduce the impact that Anti-Social behaviour has on both the building, the residents and their visitors and improve levels of customer satisfaction.
 - £0.29m to replace furniture and carpets in sheltered housing schemes.

- 3.17 The balance of the in year surplus of £0.7m will be transferred to the HRA Capital Reserve to offset some of the pressure that the Sprinkler programme has imposed on the capital programme. This allows some of the projects which have been deferred because of it to proceed.

4. Schools

- 4.1 The 2017/18 outturn position for schools is shown in table 2 below;

Table 2

Outturn	£m
Schools Reserves	
Balance Brought Forward	20.6
Net Contribution From Reserves	-2.6
Balance Carried Forward	18.0
Extended Services & Partnerships	
Balance Brought Forward	9.0
Net Contribution From Reserves	-1.6
Balance Carried Forward	7.4
Dedicated Schools Grant	
Balance Brought Forward	-3.6
Net Contribution To Reserves	0.7
Balance Carried Forward	-2.9

- 4.2 As schools are funded from the Dedicated Schools Grant (DSG) their reserves are ring fenced and must be carried forward. At 31st March 2018, mainstream school reserves stand at £18.0m.

In accordance with previous decisions, the development costs of School PFI and BSF funded schemes are initially met by borrowing from the overall level of school reserves which is then repaid over a period of time and at the close of the year

£0.3m was still outstanding. In addition, there is outstanding borrowing against school reserves for school VER costs totalling £0.7m together with a further £4.0m to support early intervention and preventative services in Children's Services in 2013/14.

After netting the above items from the £18.0m, the net mainstream schools reserves position totalled £13.0m as at 31st March 2018. There is also a further ring-fenced school reserve of £2.3m specifically relating to the carry forward of in year PFI scheme balances, giving overall school reserves of £15.3m as at 31st March 2018.

- 4.3 Extended Services & Partnerships reserves amount to £7.4m as at 31st March 2018. These include balances held by Area Inclusion Partnerships and Clusters.
- 4.4 At the start of 2017/18 the ring fenced DSG reserve was a deficit of £3.6m. During 2017/18 there has been an overall underspend on DSG services of £0.7m, which is as a result of an underspend on the Schools Block (£0.7m) and the Early Years Block (£2.4m) partly offset by an overspend on the high needs block (£2.4m). In total a deficit balance of £2.9m will be carried forward to 2018/19. This position will be reported to Schools Forum in June. The Children and Families Directorate completed a review of the High Needs Block during 2017/18 to address the pressures and the deficit DSG balance. The deficit balance on general DSG is £3.4m, this is partly offset by a surplus balance of £0.4m on the de-delegated DSG.

5. Reserves

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

Table 3

Reserves	Balance at 31.3.16 £m	Transfer to/(from) £m	Balance at 31.3.17 £m
General Fund:			
General reserve	20.1	5.6	25.6
Earmarked reserves	18.0	7.9	25.9
Ring-fenced & grant reserves	11.0	(5.9)	5.1
Total	49.1	7.5	56.6
Schools:			
Ring-fenced reserves	22.5	(2.9)	19.6
Housing Revenue Account:			
General reserve	6.6	(0.1)	6.5
Earmarked reserves	52.0	(2.9)	49.0
Total	58.6	(3.1)	55.5
Total Reserves	130.2	1.6	131.8

General Reserve

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

Table 4

General Fund Reserve	£m
Opening Balance 1st April 2017	20.1
Budgeted usage	(1.4)
In-year underspend	6.9
Closing Balance 31st March 2018	25.6

5.3 Creation of New Earmarked Reserves

It is recommended that the following are created;

- A Prisons Reserve **£0.2m** to carry forward CCG funding for social work in prisons
- A Drugs Reserve **£0.13m** to carry forward external income earmarked for drug and alcohol priorities
- A Transforming Care Reserve **£1.7m** to mitigate against costs associated with the NHS England led transfer of care packages to a community setting, in accordance with the 2017/18 budget report
- A Social Care Development Reserve **£0.6m** to meet costs associated with development of social care models, for example the Recovery Model, in accordance with the 2017/18 budget report
- A Resilience Reserve **£1m** to mitigate against unforeseen demand pressures in Adult Social Care such as the impact of cold winters or flu outbreaks, in accordance with the 2017/18 budget report
- A Spring Budget Reserve **£5.6m** to carry forward Spring Budget monies from MHCLG
- A Skills for Care Reserve **£0.2m** to provide funding for training of Care Workers
- A Winter Monies Reserve **£0.6m** funding received from the Leeds CCG to reduce delays in transferring people out of hospitals into community based care

- A Sport Maintenance Backlog Reserve **£0.7m** to contribute towards addressing backlog maintenance requirements at the Council's sports facilities
- A Sustainable Energy & Air Quality Reserve **£0.2m** to deliver work on air quality.

6. Capital Programme

6.1 The actual capital expenditure for General Fund and HRA in 2017/18 is £318.0m, an underspend of £25.3m or a 7.4% variation against the February 2018 Capital Programme projected outturn.

General Fund

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

General Fund	Feb 18 Estimate	Apr 18 Outturn		Variation	
		£m	£m	£m	%
Adults & Health	4.3	1.6	(2.7)	(62.8%)	
Strategic and Central	36.7	31.3	(5.4)	(14.7%)	
City Development	82.6	80.1	(2.5)	(3.1%)	
Children & Families	89.6	80.7	(8.9)	(9.9%)	
Resources & Housing	32.5	26.1	(6.4)	(19.7%)	
Communities & Environment	13.3	12.4	(0.9)	(6.8%)	
Total Spend	259.0	232.2	(26.8)	(10.4%)	
Financed by					
General Fund Borrowing	132.5	121.0	(11.5)	(8.7%)	
General Fund Capital Receipts	3.1	1.7	(1.4)	(45.2%)	
General Fund Specific Grants and Contributions	123.4	109.5	(13.9)	(11.3%)	
Total Funding	259.0	232.2	(26.8)	(10.4%)	

- 6.3 A full breakdown of the net variations is detailed in Appendix 3. Comments are also provided for schemes that have a material variation of greater than +/-£250k.
- 6.4 The general fund borrowing variation is £11.5m or 8.7% of the expected spend on borrowing. The treasury outturn position is presented as a separate report to this Executive Board.
- 6.5 The General Fund capital programme delivered £232.2m of expenditure including major works on our Annual maintenance programmes, Highways planned maintenance to our roads and streets network, Flood Alleviation, City Cycle Connect, East Leeds Orbital Road, Leeds Public Transport Investment Programme, Strategic Investment Fund, Change in the Workplace, Learning Places programme, the Social Emotional Mental Health programme, Schools

Capital maintenance, provision of Adaptations grants, District Heating Network and vehicle replacement programme underpinning the council's emissions reduction programme and the essential services technology and customer access programmes.

Housing Revenue Account

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

HRA	Feb 18 Estimate	Apr 18 Outturn	Variation	
	£m	£m	£m	%
Council Housing Growth Programme	13.4	14.6	1.2	9.1%
Housing Leeds Council House Programme	69.0	69.3	0.3	0.4%
BITMO Council House Programme	1.9	1.9	0.0	0%
Total Spend	84.3	85.8	1.5	1.8%
Financed by				
HRA Self-Financing	70.4	70.7	0.3	0%
HRA Capital Receipts RTBs	11.2	11.4	0.2	2%
HRA Specific Grants and Contributions	2.7	3.7	1.0	35%
Total Funding	84.3	85.8	1.5	1.7%

- 6.7 The HRA capital programme delivered £85.8m of expenditure including £14.6m on our Council Housing Growth Programme and £71.2m on the refurbishment of our council house properties.

Capital Programme Resources

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

	Feb 18 Estimate £m	Apr 18 Outturn £m	Variation £m	
Net Capital Spend	343.3	318	(25.3)	(7.4%)
Financed by				
General Fund Borrowing	132.5	121.0	(11.5)	(8.7%)
General Fund Specific Grants and Contributions	123.4	109.5	(13.9)	(11.3%)
General Fund Capital Receipts	3.1	1.7	(1.4)	0%
HRA Self-Financing	70.4	70.7	0.3	0%
HRA Capital Receipts RTBs	11.2	11.4	0.2	2%
HRA Specific Grants and Contributions	2.7	3.7	1.0	37%
Total Funding	343.3	318.0	(25.3)	(7.4%)

- 6.9 Capital receipts of £1.75m have been utilised in 2017/18 to fund expenditure capitalised under the government's temporary flexibility for funding transformational change via capital receipts. In line with existing accounting policy £3.6m of receipts have been utilised to fund PFI liabilities and £8.2m have been used to repay debt,

and borrowing of £2.9m has been undertaken in lieu of section 278 contributions.

- 6.10 HRA Council Housing Growth Programme, Housing Leeds and BITMO have utilised £70.7m of self-financing funding, £3.7m of external contributions and have utilised £11.4m of Right to Buy receipts.
- 6.11 The net borrowing of the Council as at 31st March 2018 is £1954.0m. Further details of this and the debt financing costs will be presented in the 2017/18 Outturn Treasury Management report to this Executive Board.

7. Other Financial Performance.

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

	2010/11 Leeds Actual	2011/12 Leeds Actual	2012/13 Leeds Actual	2013/14 Leeds Actual	2014/15 Leeds Actual	2015/16 Leeds Actual	2016/17 Leeds Actual	2017/18 Leeds Actual
Council tax	96.7%	96.6%	96.6%	95.7%	95.7%	95.9%	96.1%	96.1%
Business Rates	97.9%	97.5%	97.6%	97.1%	97.3%	97.8%	97.5%	98.0%

- 7.2 Following the introduction of the Council Tax support scheme in 2013/14 a 19% contribution scheme was implemented for working age claimants and this was increased to 26% for 2014/15 but has then been set at 25% for the years between 2015/16 and 2017/18. The collection position at the end of March was as follows:

- Council tax in-year collection rate – 96.1% (also 96.1% last year). The in-year collection rate target for 2017/18 year was 96.1%. £32.7m has been collected in respect of 2017/18 bills, an increase of £18.9m compared to the previous year.
- Collection rate for those affected by Council Tax Support scheme – 74.4% (73.9% last year)
- Collection rate for those previously getting 100% Council Tax benefit – 64.7% (64.3% last year)
- The collection of non-domestic rates for the year is 97.99% of the current net debit of £380.0m. This represents an increase of 0.45% in comparison to 2016/17.
- Discretionary Business Rate Relief Scheme – against a budget of £350k in 2017/18 some £586k of local discounts were approved under the scheme to support the creation of employment and economic growth and to increase the business rates base.

Prompt Payment of Creditors

- 7.3 The prompt payment result at the year-end was 87.96% of undisputed invoices processed within 30 days. This was against a target of 92%. The prompt payment performance for this year has been adversely affected by a significantly large number of late invoices being received from directorates, coupled with staff turnover within the Accounts Payable team. Both issues have now been addressed and current performance is running at 95.45%.

8. Corporate Considerations

- 8.1 Consultation and Engagement - This is a factual report and is not subject to consultation.
- 8.2 Equality and Diversity / Cohesion and Integration - The Council's revenue budget for 2017/18 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 22nd February 2017.
- 8.3 Council Policies and Best Council Plan - The 2017/18 budget targeted resources towards the Council's policies and priorities. This report comments on the financial performance against this budget in support of our Best Council ambition to be an efficient and enterprising organisation.
- 8.4 Resources and Value for Money- This is a financial report and all financial implications are detailed in the main body of the report.

8.5 Legal Implications, Access to Information and Call In

There are no legal implications arising from this report.

8.6 Risk Management

Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans was put in place for 2017/18.

9. Recommendations

- 9.1 Members of the Executive Board are asked to:

- a. Note the outturn position for 2017/18 and to agree the creation of earmarked reserves as detailed in paragraphs 3.16 and 5.3 and delegate their release to the Chief Officer Financial Services.

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

10. Background Documents¹

10.1 There are no background documents relating to this report.

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

Appendix 1

CITY DEVELOPMENT 2017/18 BUDGET FINANCIAL DASHBOARD - OUTTURN

The Outturn Financial Dashboard contains a number of significant budget pressures and mitigating actions. Overall the Directorate is projecting a £351k overspend mainly due to increased costs of £747k from due to the pressure on the Highways winter maintenance budget. This was recognised as a key risk within the Council's risk-based reserves strategy which includes £300k provision against a potential worst case budget pressure of £600k.

Planning and Sustainable Development are projecting a £343k pressure on expenditure due to Inspection and Planning Appeals legal costs. This is offset by the £692k additional projected income from Planning Fees and Building Control Fees and Charges, resulting in a £349k saving to support the overall Directorate position.

In Economic Development the overspend of £688k is due to income and expenditure pressures of £734k at Kirkgate Market. In addition to a £276k pressure from granting a 7 month (01/07/17 - 01/01/18) 20% discount on rental charges to all Kirkgate Market traders (allowing them to invest in their businesses and, therefore, contribute to the market's long term viability), income pressures of £163k, £146k and £56k relate to the indoor market, the new Covered Daily Market (CDM) and the new Events Space respectively. These are new target income streams following completion of the major capital refurbishment scheme. Whilst some of this is due to the lead in times required for developing and delivering new trading and events, it is acknowledged that some of the budgeted income targets need to be revised down to reflect current trading and operating conditions. The 2018/19 budget strategy therefore includes proposals to address this. These pressures are partially offset by a £178k saving on borrowing costs.

In the last 18 months Asset Management have acquired a number of significant investment properties to add to the authority's portfolio and deliver new income streams. However a £1m pressure on net income (gross rental income - prudential borrowing annuity) against the budget action plan target has crystallised. The investment policy requires that any investment and acquisition should contribute to and support the Council's ambitions and values, and be financially robust. Market activity and contractual lead times indicate that it is unlikely any further significant investments will be completed in 2017/18. The £386k pressure on Advertising income, which assumes all current sites will be fully utilised, remains unchanged. Options are currently being evaluated to address this pressure in 2018/19.

Predominantly via careful vacancy management, Employment and Skills are projecting an underspend of £101k to assist in offsetting other Directorate pressures.

The winter maintenance pressure of £747k Highways and Transportation resulted in an overspend of £72k however the £676k of Section 106 balances brought in at year end and the £200k income for Bridgewater Place reduces this to an underspend of £304k.

Sport and Active Lifestyles have pressures of £217k due to Public Health funding reductions, the failure of the Aquatics Centre moveable pool floor, and the net impact of part closure, refurbishment, and contractor delays at Aireborough Leisure Centre. A further pressure of £199k is due to the notable downturn in income at John Smeaton Leisure Centre due to 2 new budget gyms opening in close proximity. Savings of £118k have been identified at from across the service to mitigate this budget pressure. The EU ruling on VAT for sports admissions has not been challenged by HMRC which means that £1.2m of VAT is estimated to be recovered in this financial year which will assist in mitigating Directorate pressures.

In Arts and Heritage the £445k overspend reflects the shortfall in income in respect of the Town Hall and Lotherton Hall Estate and the £160k Carnival and Reggae overspend.

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	8,698	(6,322)	2,376	(16)	(89)	(137)	(11)	394	0	0	0	0	141	(560)	(419)
Economic Development	5,319	(4,666)	653	1	189	1,089	(10)	(255)	0	(142)	0	0	872	(184)	688
Asset Management & Regeneration	13,506	(15,441)	(1,935)	(42)	265	(155)	(4)	(288)	0	4	0	0	(219)	1,239	1,020
Employment & Skills	4,127	(2,378)	1,749	(103)	0	250	(2)	105	0	0	0	0	250	(351)	(101)
Highways & Transportation	58,836	(41,779)	17,057	(398)	1,334	1,304	1,153	144	0	0	0	0	3,537	(3,841)	(304)
Arts & Heritage	18,600	(9,050)	9,550	48	(77)	1,132	60	93	22	(115)	49	0	1,212	(767)	445
Sport & Active Lifestyles	24,506	(19,132)	5,374	(33)	(6)	(148)	7	70	(34)	45	0	39	(60)	(842)	(902)
Resources & Strategy	1,022	(628)	394	(61)	1	16	(1)	(28)	0	0	0	0	(73)	(2)	(75)
Total	134,614	(99,396)	35,218	(604)	1,617	3,350	1,192	236	(13)	(207)	49	39	5,659	(5,309)	351

Appendix 1

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Forecast Variation against Plan/Budget
A. Budget Action Plans		Lead Officer	Additional Comments		£'000	£'000
1.	Planning and Sustainable Development	Tim Hill	Reduction in the net cost of service via increased income generation.	G	562	(419)
2.	Economic Development		Increased income and running cost savings	G	295	(46)
3.	Asset Management and Regeneration	Angela Bamicle	Strategic Investment Income and additional fee income.	R	2,827	436
4.	Highways and Transportation	Gary Bartlett	Additional income from fees and developers.	G	1,396	(233)
5.	Arts and Heritage	Cluny MacPherson	Savings via increased income opportunities, not hosting the Tour de Yorkshire in 2017, and minor restructure.	R	810	285
6.	Employment and Skills	Sue Wynne	Staffing and commissioning savings.	G	240	(101)
7.	Sport and Active Lifestyles	Cluny MacPherson	Reduction in the net cost of service via efficiency savings, staffing savings and increased income generation.	A	652	81
8.	Resources and Strategy	Ed Mylan	Directorate wide additional savings requirement.	G	158	0
Total Budget Action Plan Savings					6,940	
B. Other Significant Variations						
1.	Asset Management	Angela Bamicle	Shortfall in Advertising income.		386	
2.	Economic Development		Kirkgate Market income pressures - 7 month 20% rent discount for all traders and then phasing out over 3 months (£276k), vacant units in the Indoor Market (£163k), Covered Daily Market (£146k), George Street shops (£59k), and Event Space (£56k), Open/Outdoor Market (£93k) , partially offset by a saving of £178k on borrowing costs.		734	
3.	Sport and Active Lifestyles	Cluny Macpherson	Income pressures from reduced Public Health funding, JCCS pool floor failure, and Aireborough refurbishment.		217	
4.	Arts and Venues	Cluny Macpherson	Carnival and Reggae overspend		160	
5.	Sport and Active Lifestyles	Cluny Macpherson	Sport VAT ruling		(1,200)	
6.	City Development	All	Use of Section 106 balances to mitigate pressures		(676)	
7.	Asset Management	Angela Bamicle	Changing the Workplace/Merrion House		198	
8.	Highways and Transportation	Gary Bartlett	Winter Maintenance - impact of the Beast from the East and the Pest from the West		747	
9.	Highways and Transportation	Gary Bartlett	Bridgewater Place - increase in income accrual to reflect number of road closures		(200)	
10.	Resources and Strategy	Ed Mylan	General savings across the Service.		(18)	
City Development Directorate - Outturn Variation					351	

Appendix 1

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR																																
Outturn position																																
Overall Position (-£25k below budget)																																
Communities (+£167k over budget)																																
The variation mainly reflects an in-year wellbeing expenditure variation of +£125k which would normally be funded from the earmarked reserve generated from previous years' underspends. However, as the directorate overall has budget savings, the variation has been contained within the directorate's annual revenue budget.																																
Customer Access (+£717k over budget)																																
The main area of overspend is staffing in Community Hubs where staff in post exceeded the budget by £690k. This is largely due to delivery of the Community Hub programme which has required additional resource and management/supervision to be put in place. The cost of providing static guards at a number of sites, including the Central Library, due to safety concerns, was an additional £271k. These pressures have been largely offset by additional income (net £279k) in the Interpreting and Translation Team from the provision of translation services to the NHS.																																
Elections, Licensing and Registration (+£46k over budget)																																
The service has an overall overspend of +£46k, mainly due to costs of £229k incurred in preparation of the 18/19 local elections and a minor net shortfall within births, deaths and marriages of £7k. These have been partially offset by the improved net position of Entertainment Licensing which achieved a surplus of (£120k) and Local Land Charges (£35k).																																
Welfare & Benefits (+£669k over budget)																																
The main pressure during the year was the level of income from Housing Benefit overpayments. HB overpayment income, before providing for a level of bad debts, was £9.3m, compared to the budget of £8.4m. However, after providing a bad debts provision of £2.8m, there was a net £1.9m shortfall. This has been offset by HB expenditure/subsidy variations of £0.8m and savings of £0.4m in other areas including additional grant income and staffing/expenditure variations.																																
Parks & Countryside (-£11k below budget)																																
There was an overall variance at Cafe/Retail and Attractions of +£288k, which includes a significant shortfall in income at both Lotherton Hall and Tropical World. In addition there has been a reduction in income from Golf of £39k. Other savings, mainly within bereavement services and income from Public Rights Of Way, have offset these variations.																																
Environmental Action:																																
Car Parking (-£504k below budget)																																
Staffing was under budget by (£167k) due to delays in recruitment. Overall income was £75k higher than budgeted. Significant shortfalls in both on-street income +£414k and Bus Lane offences throughout the city +£91k were offset by additional off-street (£77k), PCN income (£433k) and all other income types (£70k). Other savings across all expenditure headings totalled (£259k).																																
Cleaner Neighbourhoods Teams (-£59k below budget)																																
The outturn underspend reflects staffing savings from delayed recruitment to the new structure, partially offset by additional costs of overtime and hired sweepers.																																
City Centre (£1k below budget)																																
The minor variance at outturn is due to in-year staffing savings whilst recruitment was ongoing to fill the new structure, offset by the ongoing usage of overtime and costs of covering City Centre events.																																
Environmental Health (-£216k below budget)																																
The outturn variance is mainly due to savings from delayed recruitment (£143k). Variations in Pest control expenditure and income were +£54k, offset by other expenditure/income variations across the service of (£127k).																																
Waste Management:																																
Refuse (+£1,076k over budget)																																
Within the Refuse Service, the delay in implementing the collection route efficiency programme resulted in a pressure of +£1,033k. Additional staffing expenditure in relation to backup, sickness cover and union support to the route collection programme was largely offset by other staffing and one-off savings within the service.																																
HWSS & Infrastructure (+£9k over budget)																																
Additional net expenditure of £18k was incurred in respect of HWSS overtime/sickness cover and HWSS Plant Operator training, partially offset by savings in respect of transport and prudential borrowing. A shortfall in budgeted income of £115k due to the delayed introduction of inert building waste charges at Household Waste sites was offset by additional weighbridge income of £124k.																																
Waste Strategy & Disposal (-£1,670k below budget)																																
The year end underspend reflects a saving of £470k in respect of business rates at the Recycling and Energy Recovery Facility (RERF), net disposal savings of £526k (mainly Household Waste Sites), £203k additional income (mainly scrap metal, textiles) and other one-off savings of £471k identified within the service.																																
Community Safety (-£249k below budget)																																
The underspend mainly reflects staffing savings of £279k due to vacant posts within CCTV, LABST and delays in recruiting to the new Domestic Violence structure, partially offset by a shortfall in CCTV income of £39k and additional expenditure/income variations of (£9k).																																
Budget Management - net variations against the approved budget;																																
Summary By Service																																
Expenditure Budget			Income Budget		Latest Estimate		Staffing		Premises		Supplies & Services		Transport		Internal Charges		External Providers		Transfer Payments		Capital		Appropriation		Total Expenditure		Income		Total (under)/overspend			
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				
Communities	16,758	(11,413)	5,345	25	(18)	(638)	15	342	416	(17)	(17)	117	263	(96)	167																	
Customer Access	22,751	(3,072)	19,079	1,478	169	440	19	100																								
Elections, Licensing And Registration	4,700	(5,004)	(304)	459	327	794	(2)	4																								
Welfare And Benefits	268,094	(266,616)	1,478	80	3	606	1	28																								
Car Parking Services	4,895	(13,392)	(8,407)	(190)	(22)	(228)	(12)	22																								
Community Safety	7,645	(6,251)	1,394	(320)	12	(173)	(8)	(56)																								
Waste Management	40,576	(7,388)	33,188	1,436	(54)	(1,178)	(33)	(124)																								
Parks And Countryside	29,552	(23,728)	5,824	253	(138)	1,010	(89)	261																								
Environmental Action (City Centre)	1,099	(463)	1,536	(37)	(4)	88	(13)	18																								
Environmental Health	2,107	(566)	1,541	(152)	(5)	(29)	(11)	(4)																								
Cleaner Neighbourhood Teams	12,282	(4,253)	8,029	(332)	12	(30)	201	(4)																								
Other variations																																
Total	411,359	(342,746)	68,613	2,698	284	668	88	587	573	1,387	66	(281)	6,070	(6,095)	(25)																	

Appendix 1

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Variation against Plan/Budget
		Lead Officer	Additional Comments		£m	£m
A. Key Budget Action Plans						
1.	Re-design Refuse collection rounds	Tom Smith	Net saving of £1.6m budgeted (£1.38m in the directorate, £0.25m in strategic debt budget)	R	(1.38)	1.03
2.	Implement charging for replacement wheeled bins	Andrew Lingham	Implemented May 2017	G	(0.24)	0.05
3.	Implement charging for inert building waste	Andrew Lingham	Implemented February 2018	A	(0.14)	0.12
4.	Environmental Action staffing savings	Helen Freeman	Restructure now agreed	G	(0.71)	0.00
5.	Implement charging for Bulky Waste	Helen Freeman	Implemented May 2017	G	(0.15)	0.00
6.	Car Parking - review of tariffs	Helen Freeman	includes on street, Sun/Eve, Bank Holiday and Woodhouse Lane	G	(0.50)	0.00
7.	Undertake works for Housing Leeds, assumed to be within environmental action	All COs	Not restricted to environmental action, works may be undertaken by other services	G	(0.30)	0.00
8.	Reduce front line horticultural staff	Sean Flesher	Service to identify posts to be held vacant	G	(0.40)	0.00
9.	Development of visitor attractions/increase admission prices	Sean Flesher	1st phase of Tropical World complete, DCRs required for other sites	G	(0.33)	0.00
10.	Increase Bereavement charges to eliminate subsidy	Sean Flesher	To be increased by 2% above inflation.	G	(0.12)	0.00
11.	Stretched income target across Parks & Countryside	Sean Flesher	To be achieved across all income generating areas	G	(0.16)	0.00
12.	Reduction in Community Safety area co-ordinators	Sam Millar	Achieved through redeployment	G	(0.18)	0.00
13.	Generate CCTV/Security income of £2.1m	Sam Millar	Estimated £200k of unsecured income	G	(0.20)	0.04
14.	Community Safety - secure £1.1m income from WYPCC	Sam Millar	WYPCC agreed to fund PCSOs in Leeds	G	(1.10)	0.00
15.	Communities Teams savings	Shaid Mahmood	Review Management & Leadership, review grants & contributions to 3rd sector	G	(0.20)	0.00
16.	Communities Well Being	Shaid Mahmood	Further reductions to Community Ctees	G	(0.18)	0.00
17.	Community Centres - restrict free lets	Shaid Mahmood	Target to restrict to 75% of present level	G	(0.08)	0.00
18.	Contact Centre staffing savings	Lee Hemsworth	Includes channel shift savings, reducing service failure and reviewing out of hours service	A	(0.53)	0.13
19.	Customer Services Business Support staffing savings	Lee Hemsworth	Includes reducing helpdesk function and merging support and development functions	G	(0.25)	0.00
20.	Libraries efficiencies	Lee Hemsworth	Savings from staffing/running costs/income	G	(0.40)	0.00
21.	Reprovision of mobile library service	Lee Hemsworth	Subject to Executive Board report	A	(0.12)	0.09
22.	Welfare and Benefits - reduction in off-site processing	Andy Cameron	Introduction of e-claims	G	(0.20)	0.00
23.	Local Welfare Support Scheme	Andy Cameron	Reduce scheme by 30%	G	(0.30)	0.00
24.	Welfare and Benefits - additional grant income	Andy Cameron	FERIS, New Burdens. Additional £540k budgeted for in 17/18 on top of £290k in base	G	(0.54)	(0.12)
25.	Registrars	Steve Coupe	Charging /income proposals	G	(0.08)	0.00
B. Other Significant Variations						
1.	Waste Disposal Costs	Andrew Lingham	Saving includes Business Rates saving at RERF, disposal savings and one off income	G		(1.67)
2.	Community Hubs	Lee Hemsworth	Staffing overspend projected - see comments above	A		0.69
3.	Housing Benefits	Lee Hemsworth	Shortfall in overpayments income, net of HB expenditure/subsidy variations	R		1.10
4.	All other services		All other variations	G		(1.48)
Communities & Environment - Variation (0.03)						

RESOURCES AND HOUSING FINANCIAL DASHBOARD - 2017/18 FINANCIAL YEAR OUTTURN

Overall

The directorate achieved a small underspend of £57k at the year end. There were a number of pressures within CEL, Leeds Building Services being offset in by savings in Resources (Support Services) and parts of Housing services to deliver this position.

Resources

The budget had assumed Support Services savings of £5m and by underspending at £1m, a total of £6m has been achieved. Shared Services underspent by £1,641k primarily as a result of savings against the staffing budget due to vacant posts. Strategy and Improvement and Legal and Democratic both achieved savings against of £350k and £252k respectively. The HR budget overspent by £446k due to a combination of the non achievement of the £300k savings assumed in the budget strategy through the authority wide consolidation of training budgets and the loss of school income partially offset by savings against the staffing budget. There was an overspend of £138k against the PPPU budget (savings against staffing more than offset by a shortfall in income) and a £466k overspend in Finance mainly due to a £365k shortfall against court fees income. DIS were £212k overspent mainly due to the £205k expenditure to enable remedial work to be undertaken to mobile devices, the network, patch and configuration and to strengthen access control so that the Council can qualify for the Public Services Network certificate.

Leeds Building Services

LBS realised a surplus of £7.8m compared to the budgeted assumption of £8.4m. Delays in the full implementation of the new Total Mobile system meant that not all of the efficiencies this would realise were delivered in year (£1.2m). These pressures were partially offset by savings in overhead costs, over provision of 16/17 accruals and also due to the return additional in year turnover (£1.9m turnover above budget).

Housing and Property Services

Housing and Property Services had an overspend of £150k mainly explained by a £541k overspend in Corporate Property Maintenance predominantly due to overspend against the responsive repairs budget partially offset by a £97k income surplus for a Refit scheme and £51k savings against staffing. Within the Sustainable Energy team, £200k has been transferred to an earmarked reserve for low carbon/ air quality work in which is a key priority for the Council in 2018/19.

The Supporting People contracts budgeted savings target of £350k was achieved through the renegotiation and reprocurement of 3 sets of contracts. In addition to this, the revision of smaller contracts achieved a further saving of £91k. There was an underspend of £0.5m in Strategic Housing Partnerships mainly arising from vacant posts and turnover.

Civic Enterprise Leeds

Civic Enterprise Leeds were £142k overspent for the year mainly due to Primary School catering achieving £1.6m of the £2.1m budgeted surplus. This shortfall in the surplus is as a result of the marginal financial impact of the reduced number of school feeding days in the 2017/18 calendar, the effect of snow days experienced in March 2018 and inflationary pressure on food costs. The shortfall in Catering was partially offset by savings in Cleaning and Security of £0.2m mainly as a result of over achievement against the income budget. Fleet Services were £157k underspent and Facilities Management achieved a £118k underspend.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES															Total (under) / overspend
	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		
Resources	99,138	(39,289)	59,849	(3,418)	(22)	412	(27)	(235)	0	0	0	(391)	(3,681)	2,699	(982)	
LBS	46,989	(55,369)	(8,380)	(593)	(15)	3,407	(137)	(97)	0	0	0	0	2,565	(1,932)	633	
Housing & Property	26,230	(12,428)	13,802	(752)	768	(507)	48	(803)	21	0	0	1,028	(277)	427	150	
CEL	71,505	(63,811)	7,694	485	407	853	(103)	65	0	0	4	0	1,711	(1,569)	142	
Total	243,862	(170,897)	72,965	(4,278)	1,138	4,165	(219)	(1,150)	21	0	4	637	318	(375)	(57)	

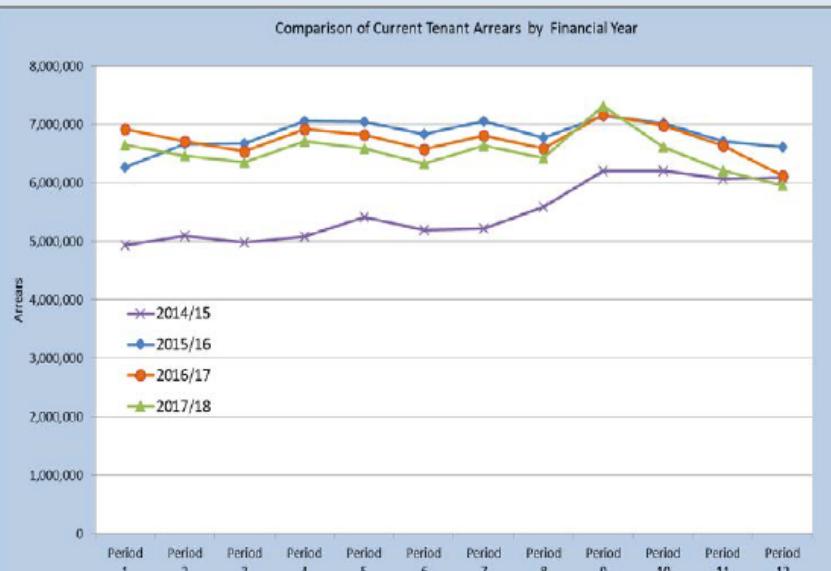
Appendix 1

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Forecast Variation against Plan/Budget		
	Lead Officer	Additional Comments			£m	£m		
A. Key Budget Action Plans								
Efficiencies								
1	Specialist Admin	Helena Phillips	Further efficiencies by consolidating "specialist" admin staff under one professional lead	G	(1.00)	(1.64)		
2	ICT, IM &T & Intelligence	Dylan Roberts	Introduce a new operating model to deliver staffing efficiencies.	G	(0.90)	0.00		
3	ICT, IM &T & Intelligence	Mariana Pexton	Introduce a new operating model to deliver staffing efficiencies.	G	(0.20)	0.00		
4	Workforce Development	Lorraine Hallam	Consolidation of training budgets.	A	(0.30)	0.30		
5	PPPU	David Outram	Identify savings through a portfolio approach including development of prioritisation model	A	(0.30)	0.14		
6	Financial Services	Doug Messon	Savings to be delivered through staffing efficiencies.	G	(0.90)	0.10		
7	Human Resources	Lorraine Hallam	Staff savings through continuing to implement new ways of working.	G	(0.30)	0.47		
8	Strategy & Improvement	Marianna Pexton	Further staff savings and efficiencies within Communications, Marketing and Emergency Planning.	G	(0.10)	(0.35)		
9	Financial Services	Doug Messon	Additional traded income.	G	(0.20)	0.00		
10	Legal & Democratic Services	Catherine Witham	Staffing efficiencies to fund cost of pay award.	G	(0.10)	(0.25)		
11	LBS - Consolidation of Construction/Property Maintenance	Simon Costigan	Savings through staffing, both management and support functions and a targeted reduction in running costs. Roll out of Total Mobile software will deliver efficiencies which will result in the reduction in use of sub contractors.	A	(1.80)	0.60		
12	Strategic Housing - integration of functions	Jill Wildman	Closer working arrangements within the different functions will facilitate a reduction in the number of budgeted posts.	G	(0.10)	0.00		
13	Housing related support - reduction in contract payments	Jill Wildman	Savings to be realised through ongoing review and retendering of contracts.	G	(0.40)	(0.09)		
14	Strategic Housing - review of charging arrangements	Jill Wildman	Adaptations review charges to both the capital programme and Housing Leeds.	G	(0.20)	0.00		
15	Cleaning Savings	Sarah Martin	Efficiencies to be realised through expanding mobile cleaning, changing times and frequency of cleaning resulting in a reduction of the number of staff required.	G	(0.50)	(0.19)		
16	Management Staff reductions	Sarah Martin	Reduction in level of JNC management support, delivered through a reconfiguration of roles and responsibilities.	G	(0.20)	0.00		
17	Facilities Management Savings	Sarah Martin	Planned realignment of the service to be delivered through a restructure.	G	(0.10)	(0.12)		
18	Fleet	Sarah Martin	Combination of maximising existing external income streams whilst developing new ones together with the aim of reducing costs.	G	(0.10)	(0.16)		
19	Commercial Catering	Sarah Martin	Based on internalising commercial catering for some of the services within the Civic Quarter and expanding retail offer.	G	(0.10)	0.00		
B. Other Significant Variations								
1	Financial Services	Doug Meeson	Shortfall against court fees income.	A		0.37		
2	CEL	Sarah Martin	Net shortfall against Catering income, offset by savings in FM & Cleaning	A		0.56		
3	DIS	Dylan Roberts	DIS pressure to secure Public Service Network certificate	A		0.21		
4	CPM	Simon Costigan	Pressure against repairs budget	A		0.54		
5	Strategic Housing	Jill Wildman	Savings in staffing and other costs; net of c/f grant	A		(0.50)		
6	Human Resources	Lorraine Hallam	Schools income	A		0.14		
7	All other variations	Dir Wide	Review of other spend / income not covered in items above.	G		(0.19)		
Resources and Housing Directorate - Forecast Variation								
(0.06)								

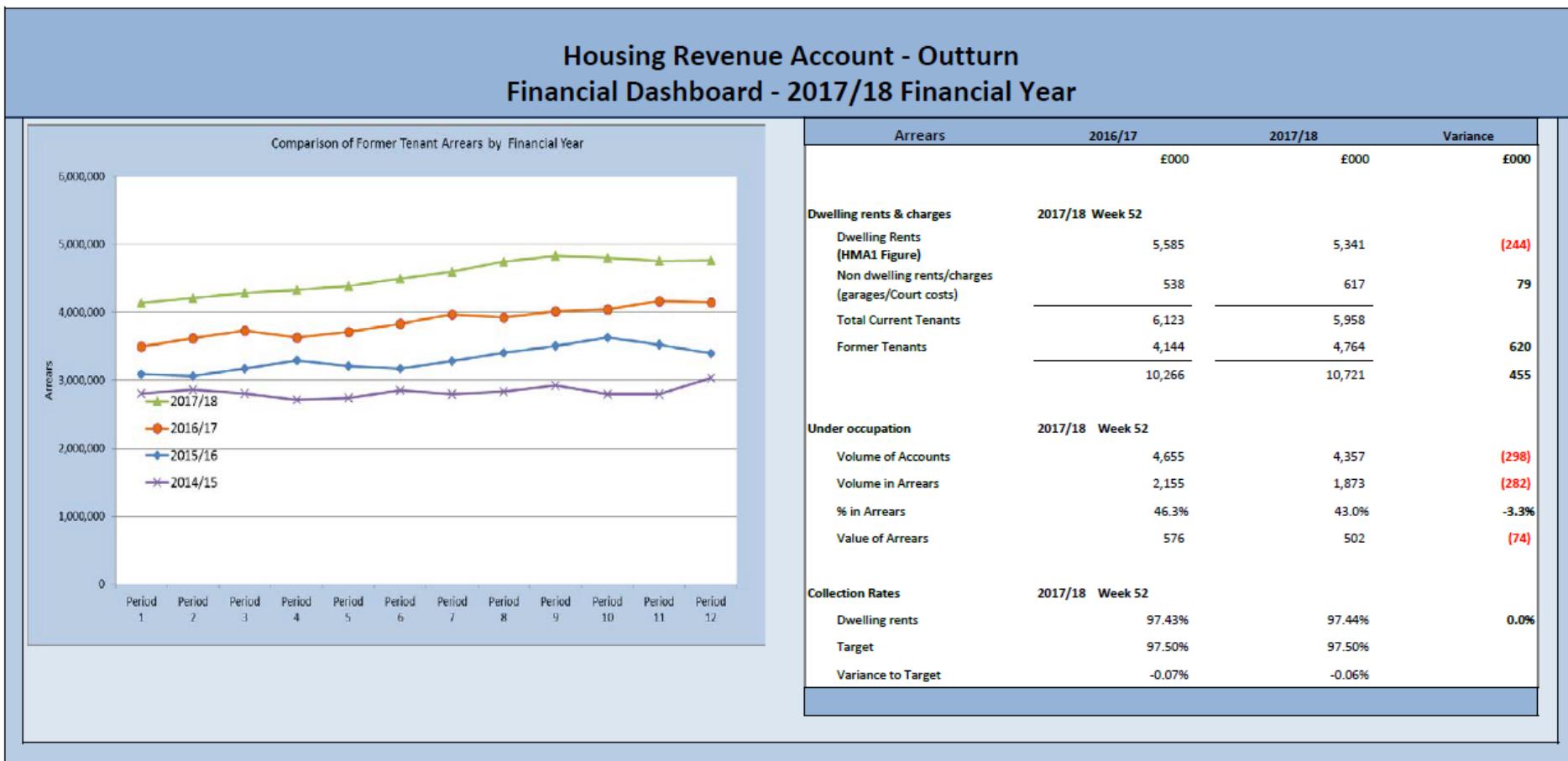
Housing Revenue Account - Outturn Financial Dashboard - 2017/18 Financial Year

Summary of projected over / (under) spends (Housing Revenue Account)				Comments	Period 11 variance £000
Directorate	Current Budget £000	Actual Spend £000	Variance to budget £000		
Income					
Rents	(215,352)	(214,907)	445	Rent lower than budget due to lower stock numbers from increased RTB sales. The void level is at 0.98% which is above the 2017/18 target	400
Service Charges	(6,968)	(6,898)	70	Community Links furniture offset by saving in supplies and services.	134
Other Income	(30,409)	(30,922)	(513)	Increased fee income from projected RTB sales (£205k), KPI income (£88k), Wharfedale View catering income (£34k) (offset by an increase in internal charges), PFI income streams: interest, PTC, key fob contribution (£88k). Court income (£37k), Capitalised salary costs £87k, Tenant insurance £37k (offset by savings in Supplies and Services), Mears and insurance refunds (£174k), Other various (£11k).	(176)
Total Income	(252,728)	(252,726)	2		358
Expenditure					
Disrepair Provision	1,000	1,996	996	Disrepair compensation and fees	896
Repairs to Dwellings	43,548	42,509	(1,039)	Savings on external contracts and internal supplier	(123)
Council Tax on Voids	754	713	(41)	Reflects spend in year	(40)
Employees	26,314	25,085	(1,229)	Savings due to vacant posts and temporary staff secondments (£1,498k). This saving is offset by Disrepair agency staff £247k, Severance and pension costs to date £50k. Other smaller savings identified following a review of budgets (£27k).	(1,204)
Premises	7,362	7,432	70	Utilities following resolution of billing issues £262k, Commercial Asset Management repairs savings (£121k), Saving on solar panel maintenance (£17k), Office savings (£42k), Other various savings (£12k)	(120)
Supplies & Services	4,377	3,993	(384)	Community Links furniture savings balanced by reduction in service charge income (£91k), Savings following a review of printing/leaflet requirements (£93k), Bank Charges (£178k), Tenant incentive mobility scheme (£63k), Tenant Insurance (£38k), Other savings following review of budgets (including housing office project budgets) (£166k), Savings used to offset sheltered furniture £160k, Tenancy Agreement review £57k and other small variances £8k. Changing the Workplace £20k funded through appropriations	(387)
Internal Services	40,604	40,893	290	Additional Fire Safety work £323k, Additional out of hours and concierge service £61k, Disrepair legal costs £294k and Increased costs of RTB due to higher number of sales £69k. Underspend on PFI project management (£27k), PPPU reduction in charge following structure changes (£315k), and savings on other internal charges (£115k).	12
Capital Programme	72,001	73,709	1,708	Transfer from reserves to fund Environmental Programme £1,707k (balanced by appropriation entry)	-
Unitary Charge PFI	8,860	9,065	205	PFI Scheme Adjustments: Unitary Charge (£210k), Insurance refund (£247k), Pass Through Costs £150k, PFI year-end accounting adjustment £484k, Other adjustments £28k.	(284)
Capital Charges	45,106	44,548	(558)	PFI accounting adjustment (£484k), Other savings on interest payable to general fund (£71k).	55
Other Expenditure	6,976	6,091	(885)	Bad debt provision following review of requirements (£587k), LTF saving (£21k), Transport savings (£30k), Community Payback £95k, BITMO management fee £18k, HAPs underspend (£300k) balanced by reduction in use of reserves, DHP saving (£40k).	(678)
Total Expenditure	256,901	256,034	(867)		(1,873)

Appendix 1

Housing Revenue Account - Outturn Financial Dashboard - 2017/18 Financial Year																																		
Net Position	4,173	3,308	(865)	(1,515)																														
Appropriation: Sinking funds	(3,139)	(2,739)	400	402																														
Appropriation: Reserves	(1,034)	(1,973)	(940)	1,113																														
(Surplus)/Deficit	0	(1,405)	(1,405)	0																														
Proposed New Reserves	680	680	-	-																														
Transfer to Capital Reserve	725	725	-	-																														
Total Current Month	0	0	0	0																														
Unitary Charge on PFI funded by sinking fund Use of reserves to fund: Transfers to capital programme (£1,707k), Changing the workplace (£20k) and Community payback (£95k). Transfer to reserves: Wharfedale View sinking fund £10k Not utilised reserves for: Income Team £474k, HAPS £300k, Local Initiatives £100k. Proposed reserves for: Concierge Programme £400k and Sheltered Housing Furniture and Carpets £280k. Transfer year end surplus to capital reserve																																		
																																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #a6c9ff;">Change in Stock</th> <th style="background-color: #a6c9ff;">Budget</th> <th style="background-color: #a6c9ff;">Actual</th> </tr> </thead> <tbody> <tr> <td>Right to Buy sales*</td> <td>350</td> <td>508</td> </tr> <tr> <td>New Build (PFI)</td> <td>0</td> <td>0</td> </tr> <tr> <td>New Build (Council House Growth)</td> <td>(101)</td> <td>(101)</td> </tr> <tr> <td>Total</td> <td>249</td> <td>407</td> </tr> </tbody> </table> <p>* actual sales as at the end of Period 12: 508</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #a6c9ff;">Right to Buy Receipts</th> <th style="background-color: #a6c9ff;">2016/17 Actual</th> <th style="background-color: #a6c9ff;">2017/18 Actual</th> </tr> </thead> <tbody> <tr> <td>Total Value of sales (£000s)</td> <td>25,983</td> <td>26,356</td> </tr> <tr> <td>Average Selling Price per unit (£000s)</td> <td>50.4</td> <td>51.9</td> </tr> <tr> <td>Number of Sales*</td> <td>516</td> <td>508</td> </tr> <tr> <td>Number of Live Applications</td> <td>1,165</td> <td>1,417</td> </tr> </tbody> </table>					Change in Stock	Budget	Actual	Right to Buy sales*	350	508	New Build (PFI)	0	0	New Build (Council House Growth)	(101)	(101)	Total	249	407	Right to Buy Receipts	2016/17 Actual	2017/18 Actual	Total Value of sales (£000s)	25,983	26,356	Average Selling Price per unit (£000s)	50.4	51.9	Number of Sales*	516	508	Number of Live Applications	1,165	1,417
Change in Stock	Budget	Actual																																
Right to Buy sales*	350	508																																
New Build (PFI)	0	0																																
New Build (Council House Growth)	(101)	(101)																																
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Right to Buy Receipts	2016/17 Actual	2017/18 Actual																																
Total Value of sales (£000s)	25,983	26,356																																
Average Selling Price per unit (£000s)	50.4	51.9																																
Number of Sales*	516	508																																
Number of Live Applications	1,165	1,417																																

Appendix 1



**Housing Revenue Account - Outturn
Financial Dashboard - 2017/18 Financial Year**

	Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
		£000	£000	£000	£000
HRA General Reserve		(6,631)	136	0	(6,495)
Earmarked Reserves					
Environmental Works		(1,668)	1,668		0
Insurance - large claims		(137)			(137)
Welfare Change		(1,782)			(1,782)
Housing Advisory Panels		(699)	459	(300)	(540)
Sheltered Housing (Committed in capital programme)		(3,238)			(3,238)
Holdsforth Place - land purchase		(64)			(64)
Early Leavers' Initiative		(408)			(408)
Changing the Workplace		(353)	21		(332)
eFiles Box-It Project		(262)			(262)
Proposed Earmarked Reserves					
Wharfedale View Sinking Fund		0		(10)	(10)
Concierge Pilot		0		(400)	(400)
Sheltered Housing Furniture and Carpets		0		(280)	(280)
		(8,610)	2,148	(990)	(7,452)
PFI Reserves					
Swarcliffe PFI Sinking Fund		(10,343)	2,933	0	(7,410)
LLBH&H PFI Sinking Fund		(2,515)	0	(195)	(2,710)
		(12,858)	2,933	(195)	(10,120)
Capital Reserve					
MRR (General)		(14,960)	62,475	(71,000)	(23,485)
MRR (New Build)		(12,540)	8,282	0	(4,258)
MRR (HRA RCCOs)		(3,003)		(725)	(3,728)
		(30,502)	70,757	(71,725)	(31,470)
Total		(58,601)	75,974	(72,910)	(55,538)

Appendix 2

Directorate	Description of Reserve	Balance 1st April 2017	Actual	Balance at	Reason for the Reserve
			Transfers To & From Reserve	Outturn 2017/18	
		£k	£k	£k	
GENERAL FUND					
		(20,070)	(5,564)	(25,634)	
Adults & Health	S256 funding for health inequalities	(3,615)	674	(2,941)	Specific funding from Leeds South and East CCG for tackling health inequalities.
Adults & Health	Health and Social Care (CCG)	(1,991)	(758)	(2,749)	To fund Health and Social Care priorities
Adults & Health	Safeguarding (Adults)	(94)	(120)	(214)	Independent Safeguarding Board - carry forward of partner contributions.
Adults & Health	Prisons Reserve	0	(205)	(205)	CCG funding for social work in prisons
Adults & Health	Drugs Reserve	0	(133)	(133)	Carry forward of external income for drug and alcohol priorities
Adults & Health	Transforming Care	0	(1,700)	(1,700)	Provision to mitigate against costs associated with the NHS England led transfer of care packages to a community setting, in accordance with 2017/18 budget report
Adults & Health	Social Care Development Reserve	0	(600)	(600)	Provision to meet costs associated with development of social care models e.g. Recovery Model in accordance with 2017/18 budget report
Adults & Health	Resilience Reserve	0	(1,000)	(1,000)	Provision to mitigate against unforeseen demand pressures e.g. caused by hot summers, cold winters flu outbreaks etc., in accordance with 2017/18 budget report
Adults & Health	Spring Budget	0	(5,602)	(5,602)	Carry forward of Spring Budget monies from DCLG.
Adults & Health	Skills for Care	0	(196)	(196)	To provide funding for training of Care Workers
Adults & Health	Winter Monies	0	(600)	(600)	Funding received from Leeds CCG to reduce delays in transferring people out of hospitals back into community based care
Children & Families	Health Innovations	(1,248)	(429)	(1,677)	Monies given by Health Service for a number of joint initiatives around commissioning & children's centres
Children & Families	Safeguarding (Children's)	(201)	32	(169)	Independent Safeguarding Board - carry forward of partner contributions to fund serious case reviews
City Development	HS2	(156)	0	(156)	To support the costs of developing and progressing master planning for the Southbank; including HS2 planning.
City Development	Sport Maintenance Backlog Reserve	0	(700)	(700)	Contribution towards addressing the backlog of maintenance requirements at the council's sports facilities.
Communities & Environment	Casino License	(435)	258	(177)	Reserve for creation of Social Inclusion Fund as per licence bid and to fund LCC inclusion team.
Communities & Environment	Economic, Social and Environmental Wellbeing fund	(349)	0	(349)	Carry forward balances on the wellbeing budgets of Community Committee.
Communities & Environment	Parks Special Project - Temple Newsam	(81)	58	(23)	To cover cost of repairing fire damage at Temple Newsam Home farm.
Communities & Environment	Communities Innovation Fund	(80)	33	(47)	To fund work with the 3rd Sector to develop future financial sustainability in the sector.
Communities & Environment	Immigration Advice	(60)	60	0	Fund to assist Chapeltown Citizens Advice Bureau to provide immigration advice to clients
Resources & Housing	Homelessness Prevention Fund	(120)	(689)	(809)	To fund Homelessness prevention
Resources & Housing	Business Transformation	(48)	48	0	Siebel review (system of customer facing communication etc)
Resources & Housing	Lord Mayor	(35)	(13)	(48)	Balance of budget carried forward.
Resources & Housing	Armed Forces Day	(30)	24	(6)	Funding for Armed Forces Days 2017/18
Resources & Housing	Members club	(8)	0	(8)	Surplus on the Members Club.
Resources & Housing	Sustainable Energy & Air Quality	0	(200)	(200)	To support delivery of work on Air Quality
Strategic	Capital reserve	(3,372)	3,372	0	Direktorate contributions towards borrowing costs of capital schemes. Contributions received over life of asset and released back to revenue to cover debt costs over life of loan. Reserve now exhausted.
Strategic	General Insurance	(2,659)	(273)	(2,932)	To help fund cost of future insurance claims
Strategic	Mutual Municipal Insurance	(11)	0	(11)	Reserve to fund potential claw backs of past insurance receipts from MMU
Strategic	ELI Reserve	(2,000)	0	(2,000)	Reserve carried forward to support 18/19 base: ELI severance now funded by capital receipts in line with Council agreed policy.
Strategic	Invest to Save	(1,000)	392	(608)	Fund to get projects off the ground to generate future revenue savings.
Strategic	Demographic and Demand	(380)	380	0	Reserve to help fund future demographic demands.
Strategic	Legal Cost of VAT claims	(63)	0	(63)	Funds set aside from £8.4m VAT claim refund received in 10/11 (originally £100k) to help fund legal costs for remaining VAT cases
Strategic	Energy Efficiency Reserve - LCC	(4)	0	(4)	Energy efficiency reserve to fund invest to save energy efficiency initiatives.
	Sub-total Earmarked Reserves	(18,040)	(7,887)	(25,927)	
	Total non-ring fenced Reserves	(38,110)	(13,451)	(51,561)	

Appendix 2

Directorate	Description of Reserve	Balance 1st April 2017	Actual Transfers To & From Reserve	Balance at Outturn 2017/18	Reason for the Reserve
		£k	£k	£k	
Schools	Extended Schools Balances	(9,017)	1,639	(7,378)	Surpluses on extended school activities carried forward
Schools	School Balances	(17,159)	1,935	(15,224)	Schools balances net of VER, Children's Services and BSF PFI borrowing
Schools	Dedicated Schools Grant	3,633	(678)	2,955	Carry forward of ring fenced DSG funding.
Resources & Housing	Taxi & Private Hire Licensing Surplus	(314)	301	(13)	Ring fenced reserve for taxi and private hire licensing service.
Strategic	Energy Efficiency Reserve - Salix	(158)	(109)	(267)	Energy efficiency reserve to fund invest to save energy efficiency initiatives.
Strategic	Revenue grants	(10,497)	5,726	(4,771)	Revenue grants carried forward as per IFRS requirements (see note 1 below)
	Sub-total GF ring fenced reserves	(33,512)	8,814	(24,698)	
Note 1: Revenue Grants					
Adult Social Care		0	(122)	(122)	Public Health grant carried forward
Children & Families (Partners in Education (Re-Imagining Children Services for the 21st Century))		(7,318)	6,051	(1,267)	£7.318m DfE Partners In Practise funding received in 16/17 to be used in 17/18 and 18/19.
Children & Families (Other)		(274)	(1,423)	(1,697)	Revenue grants carried forward
City Development		(1,378)	19	(1,359)	Revenue grants carried forward
Communities & Environment		(44)	(83)	(127)	Revenue grants carried forward
Resources & Housing		0	(99)	(99)	Revenue grants carried forward
Strategic Accounts (Flood)		(1,483)	1,383	(100)	Flood relief scheme for businesses
	Sub-total Revenue Grants	(10,497)	5,726	(4,771)	
HRA RING FENCED RESERVES					
HRA General Reserve		(6,631)	136	(6,495)	
Environmental Works		(1,668)	1,668	0	To fund environmental works in the Swarcliffe PFI area
Insurance (Large Claims)		(137)	0	(137)	To fund the cost of insurance claims
Welfare Change		(1,782)	0	(1,782)	To fund pressures arising from welfare reform.
Housing Advisory Panels (HAPs) Reserve		(699)	158	(541)	To fund projects identified by Housing Advisory Panels which benefit the tenants and residents in the community they represent.
Sheltered Housing		(3,238)	0	(3,238)	To fund investment in sheltered housing schemes which will contain shared bathing facilities and fund improved access for people with mobility issues.
Holdsforth Place (Land Purchase)		(64)	0	(64)	To fund the purchase of land at Holdsworth Place
Early Leavers' Initiative		(408)	0	(408)	To fund the cost of approved severance payments
Changing the Workplace		(353)	21	(332)	To fund the cost of 'new ways of working' for staff in Housing Leeds as office moves are completed.
eFiles Box It Project		(262)	0	(262)	Principally to fund the scanning of Housing Management paper files to electronic files - to assist the Housing Service in the preparation for moving to Community Hubs.
Wharfedale View SF		0	(10)	(10)	Contribution from shared owners towards future costs of replacing furniture and carpets at Wharfedale View Extra Care facility
Concierge Service to Multi Storey Flats		0	(400)	(400)	To fund the extension of the Concierge service in Multi-Storey flat areas in order to reduce the impact of Anti-Social behaviour
Sheltered Housing Furniture & Carpets		0	(280)	(280)	To replace furniture and carpets in sheltered housing schemes
Swarcliffe PFI		(10,343)	2,933	(7,410)	PFI Sinking Fund
LLB&H PFI Sinking fund		(2,515)	(195)	(2,710)	PFI Sinking Fund
Major Repairs Reserve		(30,501)	(969)	(31,470)	Ring-fenced to fund capital expenditure or redeem debt.
	Sub-total HRA reserves	(58,601)	3,062	(55,539)	
	Total ring fenced Reserves	(92,113)	11,876	(80,237)	
	TOTAL RESERVES	(130,223)	(1,575)	(131,798)	

CAPITAL PROGRAMME - 2017/18 GENERAL FUND OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2018 and the final 2017/18 outturn.

The variations are based on those programmes/schemes with significant variations both over/under > £250k.

Directorate	Programme/ Scheme	02.02.18	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Adults & Health	Services for older people	2,368.9	1,065.1	(1,303.8)	Non-recurrent In year savings were used to fund building refurbishments, including those required for the delivery of the Intermediate Care/Recovery Beds commissioned by the CCG. These schemes (£1.4m) were due to be funded via prudential borrowing. As a result there will be ongoing recurrent revenue savings for Adults and Health.
	Digital Information Services	1,371.8	517.8	(854.0)	The 10 schemes within Business Intelligence, Digital Transformation and schemes to be delivered in partnership with the NHS have slipped to 2018/19. A&H are in the process of finalising plans for their IT based schemes for this and the next two years.
	Public Health	543.9	0.0	(543.9)	No suitable property identified for our residential rehab and detox service. The scheme involved the purchase and refurbishment of a property to develop the service. This grant is now due to be paid back to govt.
		4,284.6	1,582.9	(2,701.7)	

Directorate	Programme/ Scheme	02.02.18	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Strategic & Central	General Capitalisations, Transformational Change & Interest	7,786.5	7,358.0	(428.5)	Year end exercise to assess capital and revenue expenditure resulting in increased capitalisations from directorate revenue of £1m. The transformational change programme (£1.4m) came in under the provision needed for 2017/18 early leaver initiative severance costs and the balance will be carried forward to 2018/19.
	Changing the Workplace	27,032.7	22,079.0	(4,953.7)	Merrion refurbishment works including tenants enhancements, new Merrion generator and furniture and equipment (£3m) less than anticipated at the setting of the programme in February. The recycling of furniture has enabled continuous savings within the programme. Civic Hall, remaining phase 1 projects and other small enabling moves came in under by (£1.2m). St Georges House (£0.7m) level 3 fit out has commenced and is due to complete July
	Other schemes	1,831.3	1,847.3	16.0	No material variances on the remaining schemes within Strategic and Central.
		36,650.5	31,284.3	(5,366.2)	

Directorate	Programme/ Scheme	02.02.18	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
City Development	Highways	63,122.6	57,914.8	(5,207.8)	Highways accounts for almost 72% of the 2017/18 City Development programme. Unexpected scheme delays on our major programmes account for (£5.8m) of the variance including East Leeds Orbital Road (£2.0m) and Cycle City Ambition Ph2 (£1.4m) which can be explained by the liquidation of the contractor Carillion. Major programmes which encountered unexpected delays (£1.4m) including Claypit Lane (site issues), Temple Green Park and Ride (remedial works less than expected), adoption of highways in PFI area (weather conditions March) and City Centre Vehicle restrictions (procurement issues). The city wide bridges and structures programme (£1m) have seen delays on site due to contractor procurement issues. This has been offset by additional spend on Highways Maintenance capitalisations £0.6m. Other highways schemes within the 390+ schemes delivered in year that have over and underspends have no material variances to explain within this
	Heritage Asset Programme	3,032.7	1,802.4	(1,230.3)	The Heritage Asset programme will carry forward the balance of (£1.2m) to 2018/19. Conditional surveys are being carried out to inform future provision that will be needed to our Heritage Assets.
	Culture and Sport	4,346.6	2,531.2	(1,815.4)	The Grand Theatre refurbishment achieved practical completion on August 2017 however the defects liability period finishes in Aug 2018 and any retention monies (£0.7m) will be paid then. Airborough Sports centre and overall sports maintenance schemes (£0.7m) encountered delays due to the discovery of asbestos in several areas. Other remaining schemes within Culture and Sport have no material variances to explain within this report.
	Economic Development	5,495.4	4,932.9	(562.5)	No material variances in the 46 Economic Development schemes.
	Regeneration	1,639.4	1,013.0	(626.4)	Lower Kirkgate THI (£0.8m) project has a contrasting mix of ownership types in the area, the majority of projects are gaining momentum as the project enters its final 2 years. A total of £500k is ring-fenced for the First White Cloth Hall, which has recently gained planning permission and listed building consent. The grant has been agreed by EB subject to post tender details being agreed by the Director of City Development. Start on site is planned for late summer 2018 and the programme will last approximately 1 year. This is offset by capitalisations within the regeneration team £0.2m for developments to future transformational schemes.
	* Other City Development	13,159.5	11,928.7	(1,230.8)	* These figure includes the March EB approval of the strategic investment fund acquisition £8.4m which was finalised in March 2018. No other material variances on the remaining 40+ schemes within City Development.
		90,796.2	80,123.0	(10,673.2)	

Directorate	Programme/ Scheme	02.02.2018	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Childrens & Families	Social Emotional and Mental Health Programme	29,419.3	27,458.6	(1,960.7)	All 3 SEMH sites have seen some delays; North - (£1.4m) Costs certified but not yet paid, plus works were re-sequenced to maintain access to building to enable construction of Multi Use Games Area (MUGA), resulting in the lower than anticipated spend. South - (£0.3m) Revised completion date for external works due to bad weather, plus delays in billing, delays to groundworks at front of site due to siting of cabins. East (£0.2m) - Highways works delays causing slippage in programme - works have been rescheduled to May half term in order to maintain school access.
	Learning Places	41,458.4	36,579.0	(4,879.4)	The (£4.9m) variance within the 80+ schemes delivered in our learning places programme is primarily due to:- schemes at Park Spring, Iveson, Hovingham, Brudenell, Fieldhead Carr, Greenside, Cockburn, Roundhay and Shakespeare with the main reasons being the unexpected weather and resequencing of works, with the knock on effect in delayed works and the impact on spend in 2017/18. There were no other material variances within the 70 schemes delivered as part of the learning places programme.'
	Schools Capital Maintenance	10,725.0	9,332.9	(1,392.1)	Numerous roofing works deferred. The combined LEP and Kitchen Ventilation works final account savings with client contingency not required. NW SILC Green Meadows & Bradford Road sites fire scheme charges final account savings, plus net savings on other minor works.
	Other Children's Services Schemes	7,977.9	7,310.6	(667.3)	No material variances on remaining 84 schemes within Children's Services.
		89,580.6	80,681.1	(8,899.5)	

Directorate	Programme/ Scheme	02.02.2018	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Resources & Housing General Fund	Energy Efficiency programme	3,779.8	2,036.9	(1,742.9)	There are a lot of interdependencies and mitigating factors, within the District Heating Network programme which has led to this (£1.5m) variance at outturn, there are major risks with a high reliance on external stakeholders in order to be able to deliver this project. These major risks will take time to mitigate and reduce down to a manageable level such as the renewable energy certificates (ROCS), wayleaves and securing and finalising heat customers. There are no other material variances on the remaining
	Corporate Property Management - Main works to Corporate buildings	3,736.7	2,058.1	(1,678.6)	Of the variance at outturn (£1.7m) 80% will be completed by end of June 2018. CPM have identified a number of schemes 16/17 (£0.4m) carried forward where approval had been granted in previous years where work was not going to proceed. This has now been released and put back into the annual programme. A number of schemes which were due to be delivered in 2017/18 are now going through a value for money review.
	CPM - Demolitions	1,778.2	426.8	(1,351.4)	Previous years programme delayed to ensure that correct governance in place within City Development to declare asset surplus to requirements. Delays to Grafton Centre (£0.25m) approved for demolition then held for potential school use. Some delays encountered due to ecological surveys, this process to be reviewed to avoid any future instances. No works took place on the asbestos removal scheme (£0.2m). All proposed known demolitions not completed in 2017/18 are now approved and planned for demolition in Q1 (£0.8m).
	CPM - Fire Risk Assessment Remedial works	1,222.9	700.0	(522.9)	Main reason for underspend due to delays getting schemes to design freeze, with Civic Hall issues ongoing with design consultants.
	Vehicle Replacement Programme	2,968.5	2,455.7	(512.8)	Waste Management Vehicles not replaced (£327k) along with a number of other cross directorate vehicles which will now be part of the 2018/19 programme.
	Digital Information Services and	6,942.8	6,613.3	(329.5)	No material variances on the 20 Digital Information Services and Finance schemes.
	Private Sector renewal including adaptations to private sector	10,386.4	10,780.2	393.8	The Holbeck group repair scheme £0.4m had a higher than expected sign up of private sector owners in year leading to higher group repair works than expected.
	Other Resources and Housing Schemes	1,676.4	1,027.4	(649.0)	Civic Hall backlog maintenance (£0.25m) is committed and will now be spent in 2018/19. No other material variances in the remaining R&H schemes.
		32,491.7	26,098.4	(6,393.3)	

Directorate	Programme/ Scheme	02.02.2018	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Communities & Environment	The Arium	2,251.6	2,823.8	572.2	Against the original scheme estimate the current overspend of £572.2k has been funded from borrowing to cover essential variations at outturn 2017/18 that were incurred to promote further commercial development and revenue growth.. Further essential variations in 2018/19 are likely to be required when the scheme completes. This will then be reported in a future capital programme
	Parks Main Programme	5,376.3	4,390.6	(985.7)	Replacement of machinery and equipment due to be purchased in 2017/18 £0.4m will now arrive in 2018/19. Of the remaining 100+ schemes within Parks & Countryside there are no other material variances.
	Community HUBS	2,413.7	2,158.2	(255.5)	The transfer of (£0.2m) at year end to a scheme within asset management as best use of resources accounts for the majority of the variance within Community Hubs.
	Waste Operational	1,043.2	730.5	(312.7)	No material variances in the 18 schemes delivered within the Waste Management Programme.
	Other E&H General Fund	2,269.4	2,279.1	9.7	No other material variances on remaining schemes within Communities and Environment.
		13,354.2	12,382.2	(972.0)	

Total General Fund Variances	267,157.8	232,151.9	(35,005.9)
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CAPITAL PROGRAMME - 2017/18 HRA, HOUSING LEEDS & BITMO OUTTURN VARIATIONS

The following table highlights main scheme variations between the estimates in February 2018 and the final 2017/18 outturn.

The variations are based on those programmes/schemes with significant variations both over/under > £250k.

Directorate	Programme/ Scheme	02.02.2018	2017/18 Actual £000s	Variation Under (-)/ Over £000s	Reason for variation
Resources and Housing HRA	Council Housing Growth Programme	13,665.3	14,621.1	955.8	A £1m injection into the CHGP was actioned in March 2018 as the result of the correct capture of staffing within the Housing Growth team for previous years. This has also allowed us to utilise additional RTB receipts to part fund this scheme which would otherwise have been lost to the programme.
	Housing Leeds	69,000.0	69,268.0	268.0	Some overs and unders within the 200 schemes delivered but no material variances overall.
	BITMO	1,871.7	1,913.7	42.0	No material variances
Total HRA Variances		84,537.0	85,802.8	1,265.8	
Total Capital Program Variances		351,694.8	317,954.7	(33,740.1)	

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Report author: Doug Meeson

Tel: 88540

Report of the Chief Officer Financial Services

Report to Executive Board

Date: 27th June 2018

Subject: Financial Health Monitoring 2018/19 – Month 2 (May 2018)

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<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 purpose of this report is to inform the Executive Board of the financial health of the authority in respect of both the revenue budget and the Housing Revenue Account for the first two months of the financial year.
2. The 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 first 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. At this early stage of the financial year, it is clear that the majority of these actions are on track to be delivered, however this report highlights a potential overall overspend of £2.2m and measures will be required to be identified and implemented so that a balanced budget position can be delivered.

5. At Month 2, the Housing Revenue Account is projecting a balanced budget position.

Recommendation

6. Executive Board are asked to note the projected financial position of the authority.

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 2.
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations after the first two months of the year.

2. Background information

- 2.1 Executive Board will recall that the net budget for the general fund for 2018/19 was set at £510.9m.
- 2.2 Following the closure of the 2017/18 accounts, an underspend of £7.0m was achieved and this has been added into the Council's general reserves. This contribution to the Council's reserves had not been budgeted for in 2016/17.
- 2.3 The balance of general reserves at the end of March 2017 was £20.1m and when taking into account the budgeted use of £1.4m in 2016/17, and the contribution from the underspend in 2017/18, this leaves a balance at March 2017 of £25.6m.
- 2.4 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.
- 2.5 This first monitoring report in 2018/19 is intended to highlight any known variations to the approved budget at an early stage in the financial year. A more detailed quarter 1 report, including financial dashboard information for all directorates, will be presented to the July meeting of the Executive Board.
- 2.6 Looking beyond 2018/19 a report is timetabled to be considered at Executive Board in July and this will provide an update to the medium-term financial strategy. This will take account of the final year of the government's 4-year funding settlement, the move to greater business rate retention, potential increasing funding from local taxation and income, the impact of increasing demand and cost pressures and ultimately what actions and decisions will need to be taken in order to stay within the anticipated financial resources.

3. Main Issues

- 3.1 After two months of the financial year an overspend of £2.2m is projected, as shown in Table 1 below.

Table 1

Summary Position - Financial Year 2018/19

Reporting Period Month 2

Directorate	Director	(Under) / Over spend for the current period				Total (under)/overspend
		Staffing £000	Total Expenditure £000	Income £000		
Adults & Health	Cath Roff	(819)	(367)	367		0
Children and Families	Steve Walker	12	812	100		912
City Development	Martin Farrington	(1,404)	(665)	665		0
Resources & Housing	Neil Evans	(1,485)	(775)	775		0
Communities & Environment	James Rogers	12	(25)	25		0
Strategic	Doug Meeson	0	585	700		1,285
Total Current Month		(3,684)	(435)	2,632		2,197

- 3.2 The major variations are outlined below;

- 3.2.1 **Children and Families** – Whilst still early in the financial year there are a number of budget pressures that mean it will be challenging for the directorate to contain spend within the approved budget without additional saving proposals being identified, agreed and implemented. The projected year-end position is an overspend of £0.9m. This is significantly lower at this stage than in recent years and reflects the increases made to the Children and Families budget, particularly demand-led budgets, over the last two years.

As in previous years the main budget pressure is likely to be on the demand led budgets of Children Looked After (CLA) and transport. Whilst the CLA budget has been increased by £8m over the last two years there are still significant demand and demography pressures on this budget that are resulting in an upward pressure in terms of costs. External Residential (ER) and Independent Fostering Agency (IFA) placements are both currently higher than the budgeted assumptions although the variance is much lower than in previous years. The directorate has agreed a number of actions including reviewing ER placements in order to ensure that placements are still appropriate. The number of children in ER placements has already reduced from 66 to 62 from the start of the financial year. The ER budget is projected to overspend by £0.8m but there remains a risk that numbers do not reduce as assumed.

The current projection assumes that spend on transport will be within budget but there is a risk that continuing demographic pressures contribute to an overspend on this budget.

The 2018/19 budget included savings of £5m. All the actions are being implemented and are expected to deliver the required level of savings.

3.2.2 **Strategic & Central Accounts** - At Month 2, the Strategic & Central budgets have a projected overspend of £1.3m. The key variations are:

- a projected overspend of £0.6m in debt costs, mainly due to higher interest rate assumptions than those assumed at the time the budget;
- a projected net shortfall of £0.4m in S31 grant income for business rates, due to changes in the calculation methodology after the 2018/19 budget had been set, offset by estimated additional S31 grant income; and
- a projected shortfall of £0.3m in New Homes Bonus.

3.3 **Other Financial Performance**

3.3.1 **Council Tax**

The Council Tax in-year collection rate at the end of April was 10.27% which is in line with the performance in 2017/18. At this early stage the forecast is to achieve the 2018/19 in-year collection target of 96.1% collecting some £338m of income.

3.3.2 **Business Rates**

The business rates collection rate at the end of April was 10.86% which is 0.22% behind the performance in 2017/18. The forecast is to achieve the 2018/19 in-year collection target of 97.7% collecting some £384m of income.

The total rateable value of business properties in Leeds has increased from £921.06m at 1st April to £923.25m at the month end, growth of £2.19m. 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 £204.86m, which is slightly below budgeted expectations.

3.3.3 **Business Rates Appeals**

The opening appeals provisions for 2018/19 is £21.5m which is 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 1st April 2018, there were 2,628 appeals outstanding against the 2010 ratings list. During April 87 appeals have been settled, of which 50 have not resulted in changes to rateable values, and 7 new appeals have been received. 7 new appeals were received in April, the low number received reflecting that appeals

are no longer accepted against the 2010 list except in very specific circumstances. At 30th April there are 2,548 outstanding appeals in Leeds, with 23.5% 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.

4. Housing Revenue Account (HRA)

- 4.1 At the end of month 2 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 21st 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.

6. Recommendations

- 6.1 Executive Board are asked to note the projected financial position of the authority.

7. Background documents¹

- 7.1 None

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



Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 28 June 2018

Subject: Work Schedule

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input 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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

1 Purpose of this report

- 1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

2 Main issues

- 2.1 A draft work schedule is attached for consideration. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve recommendation tracking of work previously undertaken, which now comes under the remit of this Scrutiny Board; performance monitoring reports and any Budget and Policy Framework Plans.
- 2.2 Members are also requested to reflect on all the information presented during today's meeting and the discussion with those present at the meeting to draw up a list of potential areas for Scrutiny for the forthcoming municipal year.

3. Recommendations

- 3.1 Members are requested to;
- Consider and approve the work items already reflected within the attached draft work schedule.
 - Reflect on all the information presented during today's meeting and the discussion with those present at the meeting to draw up a list of potential areas for Scrutiny for the forthcoming municipal year.

- (c) Request that the Chair and the Principal Scrutiny Advisor consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a more detailed work programme.

4. Background papers¹

4.1 None used

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

Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

June	July	August
Meeting Agenda for 28th June 2018	Meeting Agenda for 26th July 2018	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB)	Air Quality Solution for Leeds – current position and consultation (PDS)	
Financial health monitoring (PM)	Revised Safer Leeds Plan 2018/19 (PDS)	
Performance Update (PM)	<p><i>Tenant Scrutiny Board final inquiry report into Anti-Social Behaviour (PSR)</i></p> <p><i>Inquiry into Leeds' response to Grenfell – Formal response and update (RT)</i></p> <p><i>Refuse Collection Re-routing (date?)</i></p>	
Working Group Meetings		
Site Visits		

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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 (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

September	October	November
No Scrutiny Board meeting scheduled	Meeting Agenda for 3rd October	Meeting Agenda for 28th November 2018
	<p><i>Waste and Recycling Strategy</i></p> <p><i>Horticultural Maintenance in Cemeteries – Response and Tracking(RT)</i></p> <p><i>Standards in Private Rented Sector (Consultation Aug - Oct)</i></p>	<p><i>Locality Working Update</i></p> <p><i>Development of Community Hubs – Update position and Recommendation Tracking</i></p>
Working Group Meetings		
Site Visits		

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 (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled.	Meeting Agenda for 11th January 2019	No Scrutiny Board meeting scheduled.
	Performance report (PM) Financial Health Monitoring (PSR) 2019/20 Initial Budget Proposals (PDS) <i>Standards in Private Rented Sector (pre-decision depending on Exec Board date)</i>	
Working Group Meetings		
Site Visits		

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 (Environment, Housing and Communities) Work Schedule for 2018/2019 Municipal Year

March	April	May
Meeting Agenda for 13th March 2019	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
<i>Reducing Repeat Customer Contacts (RT)</i> <i>Impact of Universal Credit (dependent on roll out)(PSR)</i>		
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response