



SCRUTINY BOARD (ADULTS,HEALTH & ACTIVE LIFESTYLES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 7th January, 2020 at 1.30 pm

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

MEMBERSHIP

Councillors

- C Anderson - Adel and Wharfedale;
J Elliott - Morley South;
N Harrington - Wetherby;
H Hayden (Chair) - Temple Newsam;
M Iqbal - Hunslet and Riverside;
C Knight - Weetwood;
G Latty - Guiseley and Rawdon;
S Lay - Otley and Yeadon;
D Ragan - Burmantofts and Richmond Hill;
A Smart - Armley;
P Truswell - Middleton Park;
A Wenham - Roundhay;

Co-opted Member (Non-voting)

Dr J Beal - Healthwatch Leeds

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

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

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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 DISCLOSABLE PECUNIARY INTERESTS

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

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 26 NOVEMBER 2019

1 - 8

To approve as a correct record the minutes of the meeting held on 26 November 2019.

7

PERFORMANCE UPDATE - ADULT SOCIAL CARE, PUBLIC HEALTH AND ACTIVE LIFESTYLES

9 - 32

To consider a joint report from the Director of Adults and Health and the Director of City Development

8

FINANCIAL HEALTH MONITORING 2019/20 - MONTH 7 (OCTOBER)

33 - 66

To consider a report from the Head of Democratic Services that introduces information regarding the projected 2019/20 financial health position of those service areas that fall within the Board's remit at Month 7 (October 2019).

9		INITIAL BUDGET PROPOSALS FOR 2020/2021	67 - 132
		To consider a report from the Head of Democratic Services that introduces the Executive Board's initial budget proposals for 2020/21 for consideration, review and comment on matters and proposals that fall within the Scrutiny Board's remit.	
10		BEST COUNCIL PLAN REFRESH 2020/21 TO 2024/25	133 - 144
		To consider a report from the Head of Democratic Services that introduces proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25 and provides an opportunity for the Scrutiny Board to consider and comment on any specific aspects that fall within the Board's remit.	
11		FUTURE PROVISION OF MENTAL HEALTH SERVICES FOR ADULTS AND OLDER PEOPLE IN WETHERBY	145 - 206
		To consider a report from the Head of Democratic Services that introduces a range of information in relation to the future provision of mental health services for adults and older people in Wetherby; and the associated engagement and consultation activity undertaken.	
12		CHAIR'S UPDATE	207 - 210
		To receive an update from the Chair on scrutiny activity since the previous Board meeting, on matters not specifically included elsewhere on the agenda.	
13		WORK SCHEDULE	211 - 232
		To consider the Scrutiny Board's work schedule for the 2018/19 municipal year.	
14		DATE AND TIME OF NEXT MEETING	
		Tuesday, 11 February 2020 at 1:30pm (pre-meeting for all members of the Scrutiny Board at 1:00pm).	

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

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SCRUTINY BOARD (ADULTS, HEALTH & ACTIVE LIFESTYLES)

TUESDAY, 26TH NOVEMBER, 2019

PRESENT: Councillor H Hayden in the Chair

Councillors C Anderson, Dr John Beal,
J Elliott, N Harrington, M Iqbal, C Knight,
G Latty, S Lay, D Ragan, A Smart,
P Truswell and A Wenham

Co-opted Member present - Dr J Beal

57 Appeals Against Refusal of Inspection of Documents

There were no appeals.

58 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:

That Appendix 2 to the report at Item 8 titled 'The Quality of regulated services operating in the Leeds City Council boundary and CQC inspection outcomes May 2019 to September 2019' be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained within Appendix 2 relates to the financial or business affairs of the Council.

59 Late Items

There were no late items.

60 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

61 Apologies for Absence and Notification of Substitutes

There were no apologies for absence submitted.

62 Minutes - 22 October 2019

Draft minutes to be approved at the meeting
to be held on Tuesday, 7th January, 2020

RESOLVED – That the minutes of the meeting held 22 October 2019 be approved as an accurate record.

63 The Quality of regulated services operating in the Leeds City Council boundary and CQC inspection outcomes May 2019 to September 2019

The Director of Adults and Health submitted a report that set out details of the quality of regulated services operating in the Leeds City Council boundary, alongside the work being undertaken to ensure improvements in the quality of services are being maintained.

The Care Quality Commission (CQC) Inspection Outcomes May 2019 to September 2019 were appended to the report. Appendix 2 was exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3).

The following were in attendance:

- Caroline Baria, Deputy Director, Integrated Commissioning, Adults and Health
- Mark Phillott, Head of Commissioning (Contracts and Business Development), Adults and Health Directorate

The Deputy Director, Adults and Health, introduced the report, providing an overview of the CQC inspection outcomes and some of the key trends and challenges, as well as ongoing targeted work to support care providers.

Members discussed a number of matters, including:

- *Communication with families regarding CQC ratings.* Members queried the approach taken to ensuring service users, families and carers were made aware when care homes had received a 'requires improvement' or 'inadequate' rating. Members were informed that if the service is deteriorating, providers are required to hold a quality meeting with families and carers to inform them of the current challenges and their plans for improvement; with the entire communication process overseen by commissioners.
- *Care home top-up fees.* Members queried the number of service users / families providing top-up fees to care homes rated 'requires improvement' or 'inadequate' by CQC, and were advised that families were informed and supported to either remain in the home, or to consider other care options. The Deputy Director noted that contract suspension prevents new residents from moving into a home, which means that ultimately, the home may no longer be financially viable. The Council's preferred approach is to work with providers to identify the right steps and measures to improve quality.
- *Recruitment and retention of registered nurses.* Members noted that the recruitment and retention of registered nurses in the care sector was a national problem, and therefore considered the possibility of pursuing this with the Department of Health and Social Care, the Local

Government Association, and the Royal College of Nursing to seek guidance and detail around plans to address this matter.

- *Home First – Leeds Plan Priority.* Members questioned how current provision and quality of that provision (particularly in relation to homecare), supported the ambitions of the Leeds Plan, and as a priority of the Leeds Health and Care System, this required and system approach and response.
- *Home Care.* Members remained concerned at the quality of primary and framework providers of homecare; and queried the length of the current contract arrangements. Members were advised the homecare providers market remains fragile and that current contract arrangements were due to run until July 2021. Members were also advised that a consideration was being given to potential future models of homecare provision across the City. The Chair requested an update on progress and highlighted the importance of early engagement and input from the Scrutiny Board around potential future options.
- *South Leeds Hub.* Members commented that the South Leeds Hub was the only 'outstanding' rated Working Age Adults Care Home provider in Leeds, and should be commended for maintaining such a high standard of care. The Deputy Director confirmed that the message would be passed on to the staff at South Leeds Hub.
- *Leadership Academy.* Members requested that future reports include more detail around Leeds Health and Care Leadership Academy and how that is helping to address quality issues across social care.
- *Reporting style.* Members requested that future reports include trend data (for at least three years) to show the longer-term progress of care quality; alongside comparative data for other authorities (i.e. core cities and/or statistical neighbours).

RESOLVED –

- a) That the contents of the report and appendices, along with Members comments, be noted.
- b) That the Scrutiny Board be provided with a more detailed update on any future models of homecare provision under consideration.

Councillor M Iqbal left the meeting at 14:35 p.m. during discussion of this item.

64 Leeds System Resilience Plan 2019/20

The Head of Democratic Services submitted a report that introduced the Leeds System Resilience Plan 2019/20.

The following details were appended to the report:

- Leeds System Resilience – Terms of Reference 2019/21
- Leeds System Resilience – Winter 2018-19 Evaluation
- Winter Resilience 2018-2019 Communications Plan
- Leeds System Resilience Plan 2019/20 Risks Register

Draft minutes to be approved at the meeting
to be held on Tuesday, 7th January, 2020

The following were in attendance:

- Debra Taylor-Tate, Head of Unplanned Care, NHS Leeds CCG
- Shona McFarlane, Deputy Director, Social Work and Social Care, Leeds City Council

The Head of Unplanned Care, NHS Leeds CCG, introduced the report and provided an overview of each of the documents appended to the report, along with further detail of plans for the winter period.

Members discussed a number of matters, including:

- *Elective surgery.* Members sought clarity around plans to cancel elective surgery to manage the winter pressure, and were informed that cancellations had been planned so that patients could be notified as soon as possible;
- *Preparations for leaving the European Union.* Members discussed the arrangements being put in place; and requested that commissioners and providers shared such plans with the Scrutiny Board.
- *Governance structure.* The Chair commented that the current governance structure as set out within the terms of reference did not include the Scrutiny Board as a key oversight body, and requested that this be amended.

RESOLVED –

- a) That the contents of the report and appendices, along with Members comments, be noted.
- b) That the Governance structure chart be amended to recognise the role of the Scrutiny Board in providing oversight and challenge as an integral part of the Leeds Health and Care system.
- c) That a further report reviewing the effectiveness of the resilience plans over the winter period be presented to the Scrutiny Board as early as possible in 2020.

65 Urgent Treatment Centres - Update

The Head of Democratic Services submitted a report that introduced an update from Leeds Clinical Commissioning Group regarding its progress in delivering five urgent treatment centres (UTCs) across Leeds.

The following were in attendance:

- Debra Taylor-Tate, Head of Unplanned Care, NHS Leeds CCG
- Shak Rafiq, Communications Manager, NHS Leeds CCG

The Head of Unplanned Care introduced the report, providing Members with an update on the progress and further development of current provision, along with future provision and engagement plans.

Members discussed a number of matters, including:

- *Engagement with ward members.* There was some discussion amongst members around the ongoing involvement and engagement with local ward members. Members encouraged CCG colleagues to visit Community Committees to discuss future plans;
- *Dental services.* In response to a query, members were informed that out-of-hours dental services are not currently located in UTCs, as dental care is currently commissioned by NHS England rather than the CCG. However, conversations were ongoing with NHS England around potential dental provision in the future. The Scrutiny Board emphasised its support for this approach, highlighting that service provision needed to reflect the needs of local communities rather than being determined by organisational boundaries or arrangements.
- *Promotion of new services.* In response to a query, members were advised that new UTCs would mainly be promoted locally to help services to become established in local communities and help manage short-term demand at the initial launch and mobilisation.
- *Future Plans.* Members queried the timescales for addressing urgent care needs in the East of the City – particularly referencing the potential development of the UTC in Seacroft.

RESOLVED – That the contents of the report and appendices, along with Members comments, be noted.

66 Referral to the Scrutiny Board: Aireborough Leisure Centre

The Head of Democratic Services submitted a report that introduces a referral made to the Scrutiny Board in relation to the Aireborough Leisure Centre.

The referral letter from Councillors G Latty, P Latty and P Wadsworth was appended to the report.

The following were in attendance:

- Councillor Graham Latty, Guiseley and Rawdon ward
- Councillor Pat Latty, Guiseley and Rawdon ward

Councillor G Latty outlined his fellow ward members concerns. Councillor G Latty referred to the long delays to completion of the renovation of Aireborough Leisure Centre, which started in May 2016 and was due to be opened again in May 2018. The leisure centre opened to the public in September 2019 (with a few brief closures since), almost a year and a half after the original completion date.

The Guiseley and Rawdon Councillor's concerns were predominantly related to procurement and project management, and Councillor G Latty noted that the performance of staff at the leisure centre was not part of the scrutiny referral. Members were informed that the prolonged close of the leisure centre

deprived the community of access to sport and activity. Councillor P Latty added that this included pupils from local schools, who used the facilities for school swimming lessons. In addition to the delays, Councillor G Latty raised concerns around the excess costs of £750,000 associated with the project.

Members discussed a number of matters, including:

- *Impact on neighbouring wards.* It was noted that the renovation delays also impacted on residents from neighbouring wards, including Otley and Yeadon, who provided swimming facilities for schools who would ordinarily use the pool at Aireborough Leisure Centre. It was also noted that ward members from neighbouring wards were not provided with project updates, and relied upon receiving information from Guiseley and Rawdon ward members.
- *Input from other Scrutiny Boards.* Although the referral was related to access to active lifestyles, Members felt that the procurement and project management issues were areas that other Scrutiny Boards would be able to provide valuable input, and therefore suggested that representatives from relevant Boards be invited to future discussions.

RESOLVED –

- (a) That the request presented to the Scrutiny Board be accepted and included in the overall work programme.
- (b) That representatives from other relevant Scrutiny Boards be invited to participate in any further consideration of the matters outlined in the request.

Councillor D Ragan left at 16:00 p.m. during discussion of this item.

67 Chair's Update - November 2019

The Head of Democratic Services submitted a report that provided an opportunity for the Chair of the Scrutiny Board to outline some areas of work and activity since the previous Scrutiny Board meeting in October 2019.

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

- A meeting held to discuss dental services with representatives from NHS England held 31 October 2019;
- The West Yorkshire Joint Health Overview and Scrutiny Committee meeting held 19 November 2019.

In particular, the Chair highlighted the following matters:

- The need to work with our Health Care leads in Leeds in order to strengthen awareness and understanding of the implications of the work happening at a West Yorkshire level at local placed based areas – i.e. implications for Leeds.

- Specific matters around waiting times, highlighted from the discussion around dermatology and different explanations being provided to patients around the cause of delays.
- Various intelligence suggesting there are significant waiting times in other specialist areas.

RESOLVED – That the contents of the report be noted and the matters highlighted be incorporated into the Boards future work schedule.

Councillors S Lay and C Knight left the meeting at 16:10 p.m. during discussion of this item.

68 Work Schedule

The Head of Democratic Services submitted a report which invited Members to consider the Board's work schedule for the remainder of the 2019/20 municipal year. The Principal Scrutiny Adviser introduced the report and outlined the areas within the work schedule.

RESOLVED – That, with the addition of the requests made during the meeting, the report and outline work schedule presented be agreed.

69 Date and Time of Next Meeting

Tuesday, 7 January 2020 at 1:30 p.m. (Pre-meeting for all Board members at 1:00 p.m).

The meeting ended at 16:15 p.m.

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Report author: Peter Storrie /
Rachel Bethell / Chris Shillito /
Elaine Rey
Tel: 07891 277 053

Joint Report of the Director of Adults and Health and the Director of City Development

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

Date: 7 January 2020

Subject: Performance update – Adult Social Care, Public Health and Active Lifestyles

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

Summary of main issues

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

Recommendations

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

- a) Assurance that current performance is visible, understood and responded to.
- b) How this information informs scrutiny work over the coming year.
- c) The nature and content of future performance updates, these happen June/July and December/January.

1 Purpose of this report

- 1.1. This report is an overview of citizen outcomes and service performance related to the council priorities and services within the remit of the Adults and Health Scrutiny Board. It provides updates and visibility of key performance measures reflective of stated local and national priorities.

2. Background information

- 2.1. This report is based on currently available performance material

- Best Council Plan indicators relevant to this committee, these are referenced in the report.
- 2018-19 results for the national Adult Social Care Outcomes Framework.
- Public Health Report for quarter 2 of 2019-20 that relates to population health outcomes and to the use of services commissioned by local authority public health teams in Leeds.
- Updates on Active Travel and Active Lifestyles, including latest active lifestyle survey results and council support for promoting healthy, physically active lifestyles.

- 2.2. This report is the latest iteration of updates that have been presented to previous boards and working groups. Feedback is welcomed on this report and on the content of future reports.

3. Main issues

3.1 Adults Social Care Outcomes Framework

- 3.1.1 Social Care in Leeds provides a range of care and support services to help meet the needs of older people, people with a learning disability, those with mental health issues and people with a physical impairment. These services range from those available on a direct access basis for preventative support through to residential and nursing care, when this is the right option. Services can be provided directly and through commissioning and funding arrangements. In 2018/19, Adult Social Care in Leeds provided long term support to over 11,000 people, nearly 7,000 of whom were aged 65 and over. At the end of March 2019 7,000 people has been in receipt of long term support for over 12 months, 3,700 of whom were aged 65 or over. Despite the financial challenges faced, in relation to demand and demographic growth and reductions in funding to local authorities, the budget available for Adult Social Care services has been maintained or increased to meet these ongoing demand pressures.

- 3.1.2 The Leeds approach to Adult Social Care is informed by the Better Lives Strategy and its themes of better conversations, better living and better connections.

- 3.1.3 Better Conversations – this reflects a reformed social work model that enables an improved front door, rapid response and ‘talking points’; ensuring the right conversations at the right time. Less paperwork more working with people is implicit in this.

- 3.1.4 Better Living – supporting carers and enabling people to have control through direct payments and ensuring that they are in the right place with the right housing and placement solutions of the right quality.
- 3.1.5 Better Connections – make the most of partnership at all levels, in communities, at city level, across authorities and nationally. Working with all partners including business, educational and community organisations; promoting asset based approaches and realising the benefits that technology can have.
- 5.1.6 The Better Lives Strategy sets out a ‘strengths-based’ social care approach one that is based on working more collaboratively with people, looking first at what they can do with their own skills and resources and equally what those around them can do, within their relationships and community. For further information: <https://betterlivesleeds.wordpress.com/>

3.2 ASCOF

3.2.1 A key way of assessing if our strategy is making a difference is through consideration of the Adult Social Care Outcomes Framework (ASCOF). This is a national framework for all local authorities. ASCOF is based on financial years, this report presents 2018-19 results, and these were published nationally in October. The Framework is based on the four domains:

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

3.2.2 ASCOF measures are calculated from a number of statutory national government returns, these include the Short and Long Term Services Return (SALT) and the Safeguarding Adults Return (SAR). Measures are also extracted from the results of an annual survey of services users and a bi-annual survey of carers. The Adult Social Care Survey is a national survey of care users based on sampling people over 18, with an open social work case and who use adult social care about their experiences. This questionnaire is run every year, the carers survey runs every 2 years, 2018/19 was a survey year. The carers survey is based on carers identified in open social work cases, work is ongoing with Carers Leeds around appropriate data sharing that would enable reaching a broader cohort of carers who are supported by Leeds City Council. In addition measures relating to delayed transfers of care (DTC) and people supported from hospital draw from national health data sets. For assessing comparative performance a group of CIPFA defined nearest neighbour authorities is used alongside regional and national figures.

3.2.3 The national surveys are administered by the council but have nationally defined processes including the selection and size of cohorts. These surveys are for existing Adult Social Care service users including people living in their own homes and those in nursing and care provision. The samples include over 65s and working age adults including those with learning difficulties. The Carers survey happens every two years, and took place in 2018-19. Working with Carers Leeds we were able to expand the cohort, from which the sample for this survey can be taken, to include some of their clients. We will continue to work with Carers Leeds to expand the cohort for the next survey, addressing the requirements for appropriate information sharing.

3.2.4 2018-19 results for ASCOF indicate a positive and largely stable situation building on the good results of previous years, these are presented in appendix 1. Of the 29 measures 19 are stable or improving, in comparative terms Leeds has 5 measures in the top quartile of local authorities, 9 in the second and nine in the third with 6 in the fourth or bottom quartile. A table which includes direction of travel along with national, regional and CIPFA nearest 15 local authority neighbour ranking is included in appendix 1. Where available results by male, female and by adults 18-64 and 65+ are included.

3.3 Domain 1: Enhance quality of life for people with care and support needs

3.3.1 Pleasingly Leeds has maintained a strong top quartile result for the overall **quality of life** score for social care service users. This is based survey results covering the eight areas of control, dignity, personal care, food and nutrition, safety, occupation, social participation and accommodation. Leeds is ranked 16th nationally and equal top in the CIPFA comparator group.

3.3.2 While Leeds compares well in terms of top quartile survey results for people in receipt of care having as much **social contact** as they would like, the fact that this is just over half of people (51.6%) means that reducing social isolation remains a continued focus. 41.9% of respondents said they had adequate or some social contact, 6.5% said they felt socially isolated. With carers 32.4% said they had as much social contact as they would like, Leeds is in the second quartile of local authorities. 53% of carers said they has some social contact with 15% of respondents saying they had little contact and feel socially isolated.

3.3.3 The **carer's quality of life** score Leeds is in line with the England result. Adult Social Care is working with partners to ensure Leeds as a city supports carers, this includes ensuring information and advice is easily available, helping better balance care and work and helping carers find time for themselves. Information, advice and support services for carers have been re-procured on behalf of Leeds City Council and NHS Leeds Clinical Commissioning Group (CCG). Better Care Funding has enabled Carers Leeds to work with more employers, through the 'Leeds Working Carers Employers Network' to improve support for staff balancing work with caring. Support for breaks has been remodelled with additional funding to support community based short breaks. Also through the Better Care Fund the council and the CCG have provided additional funding to increase the number of carers who receive a Time for Carers grant. The Leeds Commitment to Carers has resulted in a range of teams and organisations undertaking activities to support carers. New recurrent funding was distributed by Carers Leeds to support carers with the increased costs of caring in winter months

3.3.4 Results for adults in contact with **secondary mental health services** have seen good improvements in respect to employment levels and the proportion of people living independently. Nationally there have been concerns over this data and efforts to improve. The employment measure for people with **learning disabilities** has improved and the proportion of people with a learning disability living in their own home or with family is also rising.

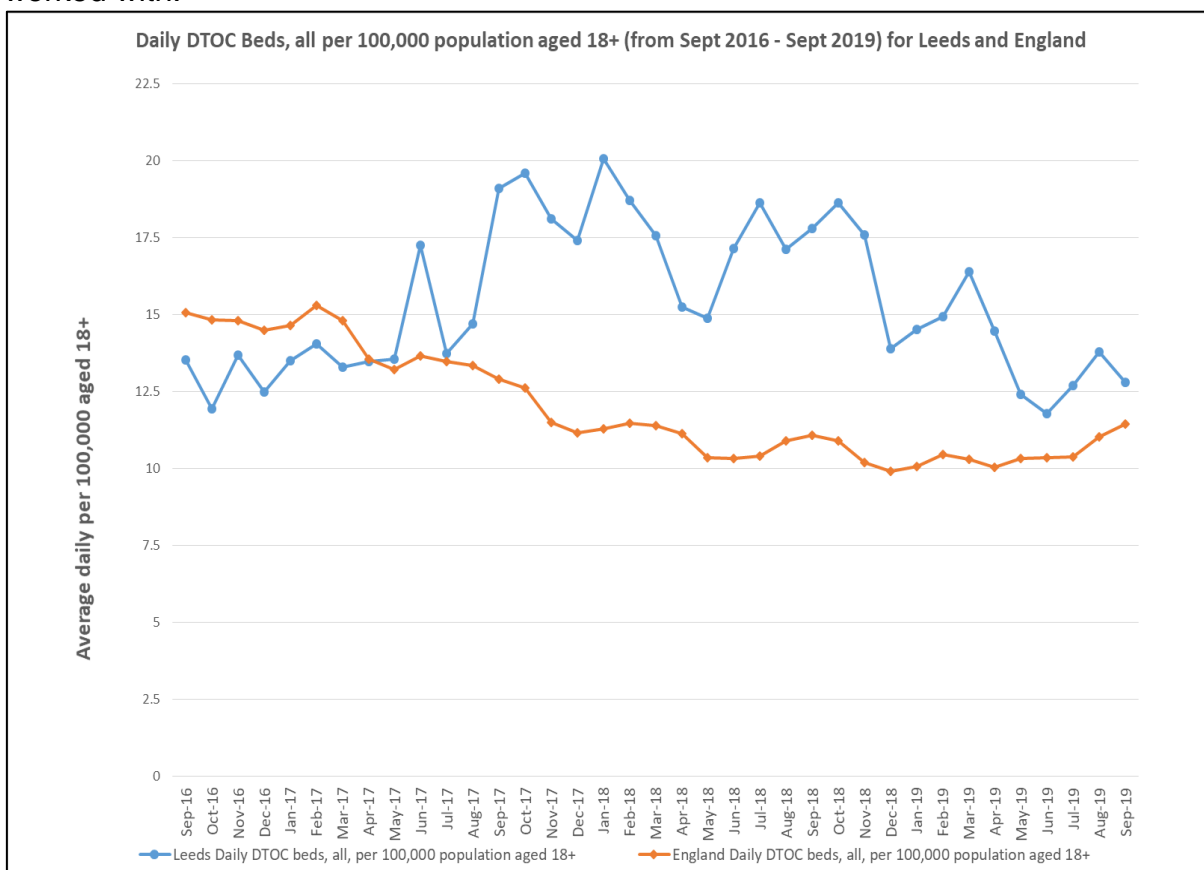
3.3.5 Promoting people's independence and control through enabling and promoting the greater use of **direct payments** remains an area for improvement. This will be supported through new processes designed to make it easier to use payment cards

and to employ personal assistants. The introduction of the Community Catalyst Project in Leeds provides an opportunity to connect people to their local communities and have care and support in a more bespoke way than traditional home care support. The cohorts the direct payments measure is based on increased this year due to greater accuracy in respect to service users with mental health needs receiving commissioned support, this had an impact on performance.

3.4 Domain 2: Delay and reduce the need for care and support

- 3.4.1 The Leeds rate of adults over 65 (Best Council Plan BCP measure) who best have their needs met through **admission to nursing and care homes** continues to reduce in line with our strategy. Rates of admission by existing social care service users are falling more than new service users. Our annual rate for 2018-19 was below national, and regional rates with Leeds in the ranked in the second quartile of Local Authorities. For adults aged 18-64 age range (BCP measure) 2018-19 saw an increase in the admission rate but Leeds rates remain below England and other comparator rates. This measure is affected by small numbers of people with highly specialised needs and there is a connection with reducing delays in the transfer of care from hospitals.
- 3.4.2 **Delayed Transfers of Care (DToC)** from hospital remain a national priority and while performance in Leeds remains a challenge there are positives, particularly for cases that are the responsibility of adult social care. For 2018/19 the overall Leeds rate was 16.4 daily beds per 100,000 a slight improvement from the previous year. As the graph below shows there has been further improvement in 2019/20 with Leeds performance closing the gap to England and the rate for September 2019 being markedly better than September 2018, reflective of a collective city effort to improve. For September 2019 Leeds ranked 106th out of 151 local authorities for delayed transfers overall, 128th for delays attributable to both the NHS and social care and 32nd for delays solely attributable to social care.
- 3.4.3 For 2018/19 delayed transfers of care attributable to just adult social care reduced to on average 1.1 daily beds per 100,000 population this was better than comparator averages. While the rate for delays attributable to both social care and NHS moved in the opposite direction there was year on year improvement in all rates involving adult social care.
- 3.4.4 The graph below reflects the board's previous request to see trends over 3 years. In interpreting this it is important to understand the impact on Leeds figures due to changes in how Leeds York Partnership Foundation Trust reported data in the latter half of 2017. Leeds continues to have a comparatively small proportion of delays from what is termed acute care, this is Trusts that provide services such as accident and emergency departments, and inpatient and outpatient medicine and surgery. In October 2019 46% of delays were from acute compared to 65% nationally. Delays from mental health trusts are classed as non-acute.
- 3.4.5 Leeds performance remains similar to England in terms of the proportion of older people who are provided with **short term support from hospital** that enables them to remain at home 91 days later. At the end of March the Leeds annual figure was 82.2%, and the England average was 82.4%. There has been a small improvement in the **sequel to reablement** measure with 60.6% of people achieving independence. This is in the context of client numbers increasing by over a third, with 2,366 new users and a greater proportion of these people accessing reablement

following discharge from hospital. These measures will continue to be closely monitored in relation to service effectiveness and the appropriateness of cohorts worked with.



3.5 Domain 3: Ensure that people have a positive experience of care and support

3.5.1 There has been a small improvement in the overall **satisfaction of people with their care and support** but a decrease in satisfaction with people with finding information about their support. Carer’s satisfaction with social services has fallen slightly but pleasingly there have been improvements in both the proportion of carers who feel they were included in discussions on the person they care for and in that they find it easy to find formation about services. Leeds performance is consistent with national and comparator groups averages across the measures in this domain.

3.6 Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting them from harm

3.6.1 Survey results for **how safe people feel** are positive. Over 91% of respondents say their services have helped them to feel safe and secure with 73% of respondents saying overall they feel safe. Both rates are above England averages and place Leeds in the top quartile of local authorities.

3.6.2 Best Council Plan measures not included in ASCOF but relevant to Adult Social Care include the results of Care Quality Commission (CQC) inspections of local provision. These results continue to improve with 83.4% of Leeds providers rated as good or better at the end of September 2019, accepting care home performance is stronger than domiciliary and nursing home provision. Improvement is based on a clear commitment to work with the sector to ensure the quality of provision.

Safeguarding inquiries are monitored with a high percentage 93.7%, at quarter 2, of people having their needs fully or partially met when being the subject of a safeguarding inquiry.

3.7 Public Health population outcomes and service impact and usage

3.7.1 The following information provides an update on population health outcomes and the use of services commissioned by local authority public health teams in Leeds, this focuses on recent updates. Appendix 2 contains the broader set of population and service measures for Public Health. Annual updates covered in this report include: Breastfeeding initiation and breast feeding continuation at 6-8 weeks; Percentage of adults 19+ who do under 30 minutes of moderate exercise per week, Late diagnosis of HIV. A number of quarterly updates have also been made, Quarterly updates include: Drug and alcohol dependency completion rates, NHS Health Checks, Chlamydia detection rates, Recorded diabetes type 1 and 2 rates, Excess weight in adults. Time series comparisons between Leeds and Deprived Leeds populations are provided for updated indicators. Deprived Leeds refers to neighbourhoods considered in the 10% most deprived nationally.

3.8 Population indicators

3.8.1 **Adults over 18 that smoke** in Leeds has remained the same, with some small fluctuations in the smaller deprived Leeds population. This is against a long term trajectory of reductions in smoking across Leeds.

3.8.2 **Excess weight in adults who have a BMI >30 has** risen steadily since 2012/13 but has fallen this quarter for both Leeds and deprived Leeds; the large gap between Leeds and deprived Leeds remains. The rate has fallen from 22.8% in Q1 to 22.6% in Q2 across Leeds with a decrease in deprived Leeds from 27.3% in Q1 to 26.9% in Q2.

3.8.3 (The percentage of physically inactive adults (aged 19+) with under 30 minutes moderate intensity exercise per week is reported in the appendix 2. It is also referenced below. While based on the same survey source there are two national methodologies applied to the data. This does not alter the overall positive trends and positive performance but does result in small differences in the percentages stated. This explains the difference in the public health figures in Appendix 2 and those quoted in section 5.15 below).

3.9 Operational indicators

3.9.1 **Breastfeeding Initiation rates** continue to rise very gradually for both the whole of Leeds and the more deprived population, though the gap persists and rates remain marginally lower than rates for England.

3.9.2 **Breastfeeding Maintenance rates at 6-8 weeks** remain higher than national rates and have been fairly stable over the last three years. The Leeds Breastfeeding Plan 2016-2021 contains a vibrant programme of partnership activities to promote breastfeeding, including the Leeds is Breastfeeding Friendly initiative which promotes breastfeeding to businesses, and Unicef Baby Friendly accreditation which has been achieved by both LTHT and LCH (which achieved 'Gold' accreditation in 2018), whilst Leeds children's centres continue to work towards BFI accreditation in 2021. Currently, Leeds City Council is updating its Infant Feeding Policy which covers staff, clients and visitors.

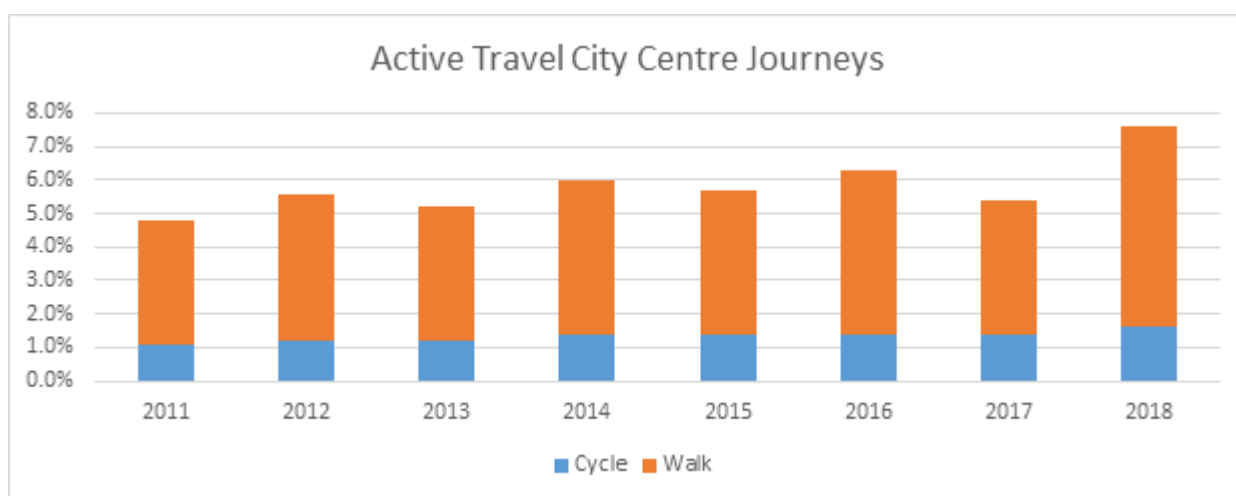
- 3.9.3 **Uptake of NHS Health Check** The rolling year to Q2 has seen an increase in the completion rate for eligible patients offered an NHS Health Check. The impact of the new GP Confederation contract has been positive in targeting key groups of people to attend.
- 3.9.4 **Increase in successful completions of drug dependency treatment** – The increase in successful completions for those in treatment for drug dependency, from 344 in Q1 2019/20 to 397 in Q2, is the result of Forward Leeds now having a specific focus on improving outcomes for opiate users – the largest drug cohort in the service. In addition, Forward Leeds has recently introduced a new service, called Positive Challenge, for ‘entrenched users’, which seeks to address the needs of service users who are five years or more in treatment, who are recognised as needing dedicated support through the Recovery Co-ordinators and the prescribing team.
- 3.9.5 **Increase in successful completions of alcohol dependency treatment** – There has been a slight increase in successful completions for those in treatment for alcohol dependency, from 853 in Q1 2019/20 to 865 in Q2. This follows a recent trend, where such completions have reached a plateau, following several years of increases.
- 3.9.6 **Recorded Diabetes (type 1 and type 2)** rates are increasing for both Leeds and deprived Leeds; this is expected. The changes for Leeds and Leeds deprived are very small in both cases. Diabetes prevalence per 100 000 persons in deprived Leeds has gone up from 8967 in Q1 2019/20 to 9077 in Q2, in Leeds overall the increase is from 6338 to 6430.
- 3.9.7 **HIV late diagnosis** has fallen from 53.2% in 2015-17 to 52.5% in 2016-18, this is a small change in the positive direction. The percentage of HIV diagnoses made at a late stage of infection in Leeds remains slightly higher (worse) than the England rate, which exceeds the PHE target of below 25%. However as a city with higher HIV prevalence rates, Leeds has increased both its testing and its opportunistic screening in a range of settings including termination services, community testing with most at risk groups, new registrants into primary care in high prevalence areas and in A&E and acute medical admissions. This additional proactive screening which aims to diagnose those who are unaware of their HIV status and who are not presenting with clinical indicators for HIV is impacting on the city’s late diagnosis rates, as more positive cases are found and treated.
- 3.9.8 **Chlamydia detection rate (15-24 year olds) (per 100,000)** has fallen very slightly from 3475 in 2016/17 to 3385 in 2017/19. Leeds detection rate continues to far exceed the 2300/100,000 target set by Public Health England, indicating that those most at risk of infection are being tested and diagnosed through our extensive targeted community testing activity. National figures show Leeds continues to perform better than England and is the highest performing Core City. The recent slight fall in the detection rate can be seen as a positive sign of decreasing infection prevalence as cases are identified and treated.

3.10 More adults are active: Active Lives and Active Travel

3.10.1 Active Travel

Priorities	Best Council Plan KPI	2019/20 Target	Q2 Result	RAG
Health & Wellbeing Supporting healthy, physically active lifestyles	Annual KPI Percentage of active travel city centre journeys (walking and cycling)	>7.6% active travel journeys (2018)	Due April 2020	N/A

3.10.2 Leeds has an ambition to be the Best City to be Active In and to increase levels of physical activity - particularly in those areas which experience the greatest health inequalities. There is a strong evidence base to show that Active Travel has a key role to play in increasing and sustaining physical activity levels in Leeds and an important part to play in shaping the transport response to the Climate

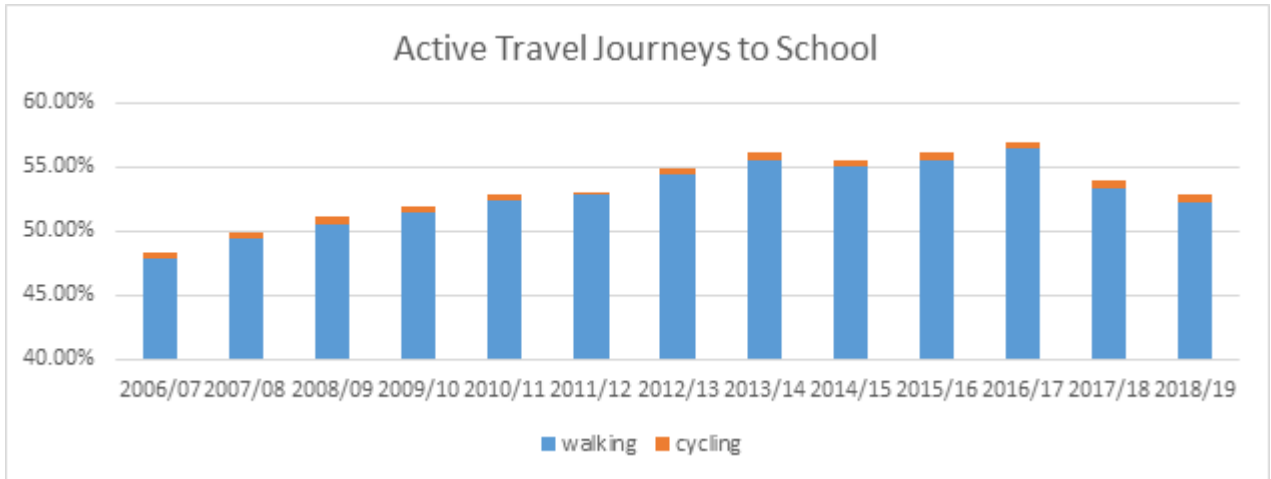


Emergency. Active Travel forms part of Connecting Leeds' ambition to transform all modes of travel for people who live, work in and visit Leeds and contributes to improving the sustainability of our transport system. Active Travel means making journeys, or part of a journey, in a physically active way - such as walking or cycling instead of using motorised transport. Active Travel journeys can be made for any purpose and can also make up part of a longer trip that involves other modes of transport, for example walking or cycling to the train or bus station. Other modes of transport including scooting, skateboarding, roller skating, or using an electric bicycle (where physical effort is still required to complete the journey) are all classed as Active Travel.

3.10.3 The annual percentage of Active Travel city centre journeys for 2019 will not be available until Spring 2020, however, given this is a new indicator to be reported to the Board, the percentage for 2018 has been included (which will act as a target for 2019/20). In 2018, 7.6% of city centre journeys were made via Active Travel (walking and cycling), compared to 5.4% in 2017. This equates to an increase of 2.2%. The graph above shows Active Travel city centre journeys between 2011-2018 - highlighting an increase over the 7 years.

3.10.4 Active Travel has many benefits. It supports the mental and physical health and wellbeing of individuals, including healthy weight management. It also benefits the road network by reducing motorised traffic and congestion; helps to improve air quality; and improves journey times and reliability. Additionally, active travel benefits

local communities as it can improve community cohesiveness for example by reducing the number of school pick-ups/drop-offs, increasing the number of pedestrians and cyclists on our streets, and through community events such as Clean Air Day and Let's Ride Leeds. The installation of cycling infrastructure, Play Streets road closures and the Streets for People project help to support the urban realm and green space.



- 3.10.5 In terms of Active Travel journeys to school, figures show that over half of all journeys are made by cycling or walking and these methods of transport continue to be promoted across all Leeds schools. In 2019, as part of a pilot project, 11 streets outside schools were closed temporarily for Clean Air Day under the Play Street initiative. This initiative involved partnership working with schools, ITB, Active Leeds, Active Schools, West Yorkshire Combined Authority (WYCA) and Living Streets. A range of play activities were delivered outside schools such as yoga, scooter and cycling skills. The ITB team are developing a program for 2020 following the pilot (funding dependant).
- 3.10.6 The Air Quality Primary School Toolkit was launched in 2019, the programme includes scooter training to pupils and over 30 schools participated in the first year (funded until June 2020). A further 24 schools participated in Scootember to promote scooting to school rather than travelling by car, raise road safety awareness and encourage a healthy and active lifestyle. The DfT awarded £264k in October 2019 to provide cycle training for over 9,100 children in 2019/20. Further work is required to target schools where travel to school journeys are made by car, however parental choice and school places sometimes results in children travelling further afield, often beyond walking or cycling distance and as a result there has been a slight decrease in travel by sustainable modes.
- 3.10.7 Working with Active Leeds, the Highways & Transportation service plays a key role in the promotion of Active Travel through its strategies, policies and localised travel plans; the Sustainable Education Travel Strategy is available on the LCC website and some schools make their Travel Plans available on their own websites. In addition, Travel Plans secured through the development process are available during the consultation stage. A dedicated Influencing Travel Behaviour Team works directly with businesses, schools and local communities to deliver a programme of interventions, promotional campaigns and engagement events to promote walking, cycling and scooting as viable modes of travel. These activities complement and enhance the value of new capital investment which funds

improvements to walking and cycling infrastructure as part of the Connecting Leeds programme, along with the programmes promoted and supported through WYCA.

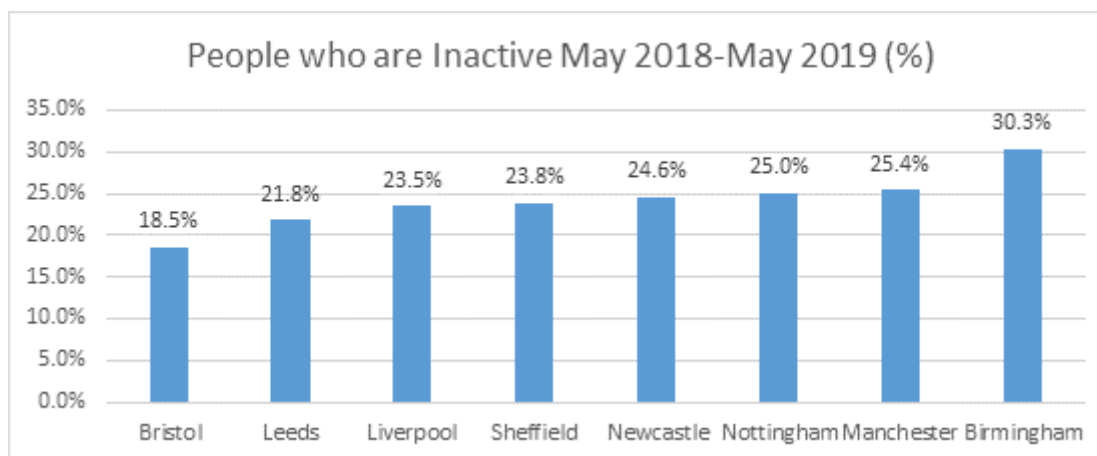
- 3.10.8 National campaigns such as Walk to School Week, Walk to Work Day, Bike Week and Scootember are promoted alongside the promotion of safe cycling and walking-friendly routes. Other work includes developing new initiatives such as the Schools Yorkshire Tour and the Air Quality Scooter Programme in schools, as well as supporting and promoting the 'Lets Ride' mass participation cycle event, Clean Air Day and City Connect. Road safety promotion and training is a key complement to active travel work and includes road safety training for pedestrians, cyclists and those scooting. Other road safety interventions have a beneficial impact for those not travelling actively, for example work to educate drivers on safe passing distances for cyclists; campaigns promoting the benefits of 20mph roads; and work to encourage motorists to share road space considerately. Work is also ongoing with schools to support Walking Buses, Park and Stride and Walk Once a Week schemes.
- 3.10.9 The lack of provision of cycle storage; cycle lanes; pedestrian crossings; and shower and changing facilities are seen as barriers to safe sustainable travel. The Influencing Travel Behaviour Team works with Planning and developers at the planning stage to ensure facilities are installed to enable active travel. For example, a site-wide travel plan has been developed, providing a strategy for facilitating trips to and around Kirkstall Forge by sustainable travel modes including a cycle hire scheme and car sharing facilities
- 3.10.10 Working alongside other services such as Public Health and Parks & Countryside, Active Leeds and H&T are helping to make being active an easy choice and contributing towards a vision to build physical activity into everyday life. The access to connections and linkages of cycling and walking routes, particularly in our most deprived communities, is an important piece of work that supports the inclusive growth of the city.
- 3.10.11 Active Travel is one of the priorities in the citywide Cycling Starts Here Programme Board's Strategy and Action Plan and, additionally, a key element of the work of the Leeds Cycle Partners Group – both enable cross-service working and links to external partners such as British Cycling and the Universities.
- 3.10.12 Leeds City Council continues to move forward with its ambition to introduce a bike share scheme for the city and work is progressing on developing appropriate proposals with the intention of bringing a report to Executive Board in 2020.
- 3.10.13 The Connecting Leeds Programme, which is delivering on the £174m Leeds Public Transport Investment Programme will draw extensively on existing and future plans and investments in cycle superhighways, cycling networks and pedestrian facilities. These will complement local journeys made on foot and bike – improving convenience and attraction while forming part of an integrated, lower carbon transport system which is safe and sustainable for all road users.
- 3.10.14 Through partnership working and shared learning, including with our universities, we are continuing to grow our understanding of the role of behaviour change to help increase levels of Active Travel. As the city acts on its Climate Emergency resolution, this collaborative activity will increase in significance as a programme of behavioural change and develop alongside infrastructure improvements.

3.11. Percentage of Physically Active Adults

Priorities	Best Council Plan KPI	2019/20 Target	Q2 Result	RAG
Health & Wellbeing Supporting healthy, physically active lifestyles	Bi-Annual KPI Percentage of physically active adults	<22.7% of people are inactive (143,900) (Nov 2017-Nov 2018)	21.8% of people are inactive (138,000 people) (May 2018-May 2019)	■

3.11.1 The national Active Lives Survey (ALS), carried out by Sport England, is used to provide the data for this indicator. The survey produces in depth information about participants' activity and lifestyle. The BCP 2019-21 performance indicator uses the "percentage of people who are inactive" in order to determine if more 'inactive' people are becoming 'active', and a reduction in the number of adults who fall into the 'inactive' category is sought. The Survey samples around 2,000 Leeds residents on a rolling basis; and "inactive" is defined as undertaking less than 30 minutes of moderate activity per week.

3.11.2 The annual ALS runs between November and November and will be reported at a later Board meeting. However, the Active Lives Interim Survey result (May 2018 – May 2019) is reported here and showed that 21.8% of people in Leeds were inactive i.e. 138,000 people, a reduction of almost 2% compared with the previous year's Interim Survey result of 23.7% of inactive people i.e. 150,600 people, and a reduction of 12,600 people.



3.11.3 Leeds compares well to other core cities and after Bristol now has the lowest percentage of inactive people.

3.11.4 The inactive rate for Leeds (21.8%) is lower than that for Yorkshire & Humber (26.4%) and England as a whole (24.8%). Since the Survey started in 2015/16, the Leeds result has improved by 5.4% and this is recognised as a significant decrease by Sport England.

3.11.5 The indicator is supported through the Vision for Leeds to be the Best City to be Active In, including: increasing the provision of private swimming and gymnastics sessions, increasing Health & Fitness memberships, the growing Leeds Let's Get Active Community Scheme, improving Go Tri sessions take up, the Leeds Girls Can programme, promoting cycling and walking, and an increase in health referrals in our health programmes especially targeting long term health conditions. A number

of these programmes focus primarily on reducing inactivity by expanding opportunities for people to participate, in particular among underrepresented groups such as women and girls, disabled people and those from deprived communities.

3.11.6 The indicator is also a reflection of activities outside of the Council's remit including the growth of private sector provision, such as the increase in budget gyms and the work to engage with community groups and the third sector. The private sector's contribution, and our work with the community and third sector, are vital as the Council is not able to wholly deliver this ambition with available resources. Supporting people to become more active is not just about providing facilities, but also through promoting an active lifestyle including exercise, healthy eating, active travel and mobility.

3.11.7 In addition, the Council continues to promote high profile sporting events and the city has once again held the World Triathlon Series, and work is well underway for the 2020 event which will be held in June. The annual 'Let's Ride' event held recently in the city showed record numbers of participants, along with a number of World Road Race cycling events and a new World Para-cycling championships which took place in Wetherby and other local areas.

4 Corporate considerations

4.1 Consultation and engagement

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

4.2 Equality and diversity/cohesion and integration

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

4.3 Council policies and the Best Council Plan

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

4.4 Climate emergency

4.4.1 There are no specific climate change implications from this report. However in broad terms the promotion of healthy lifestyles and the maintenance of good health and independence is supportive in helping to limit the impact on the climate emergency for example by using walking and cycling as means of travel.

4.5 Resources, Procurement and value for money

4.5.1 There are no specific resource implications from this report.

4.6 Legal implications, access to information and call in

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

4.7 Risk management

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

5 Conclusions

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

6 Recommendations

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

- a) Assurance that current performance is visible, understood and responded to.
- b) How this information informs scrutiny work over the coming year.
- c) The nature and content of future performance updates, these happen June/July and December/January.

7 Background documents¹

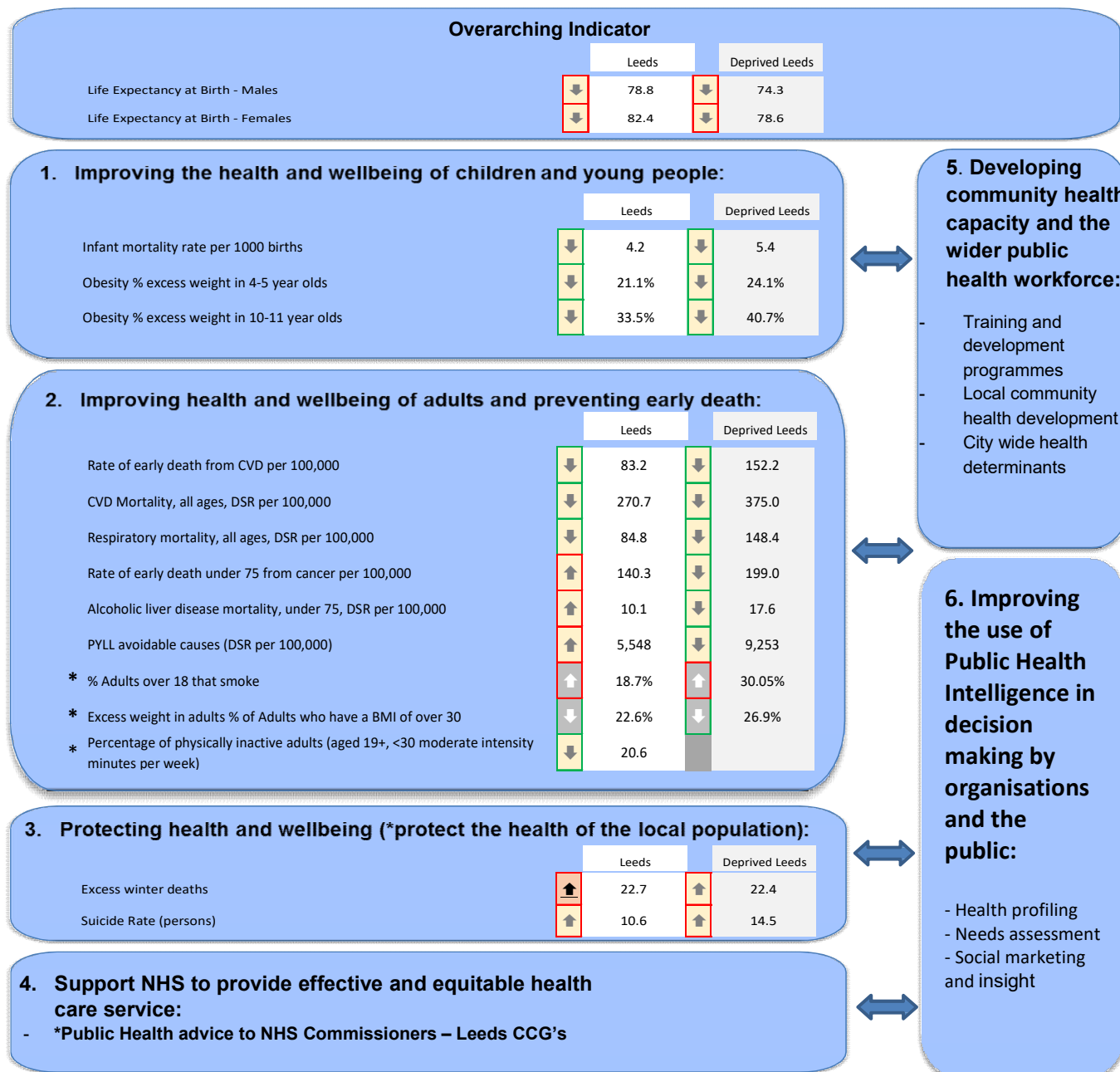
- ASCOF national reporting in the [NHS Adult Social Care Analytical Hub](#)
- Better Lives Strategy Website <https://betterlivesleeds.wordpress.com/>
- Leeds Public Health Profile at <https://fingertips.phe.org.uk/profile/health-profiles>
- Active Lives Adult Survey November 2018 report available at <https://www.sportengland.org/media/14239/active-lives-adult-may-18-19-report.pdf>

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.

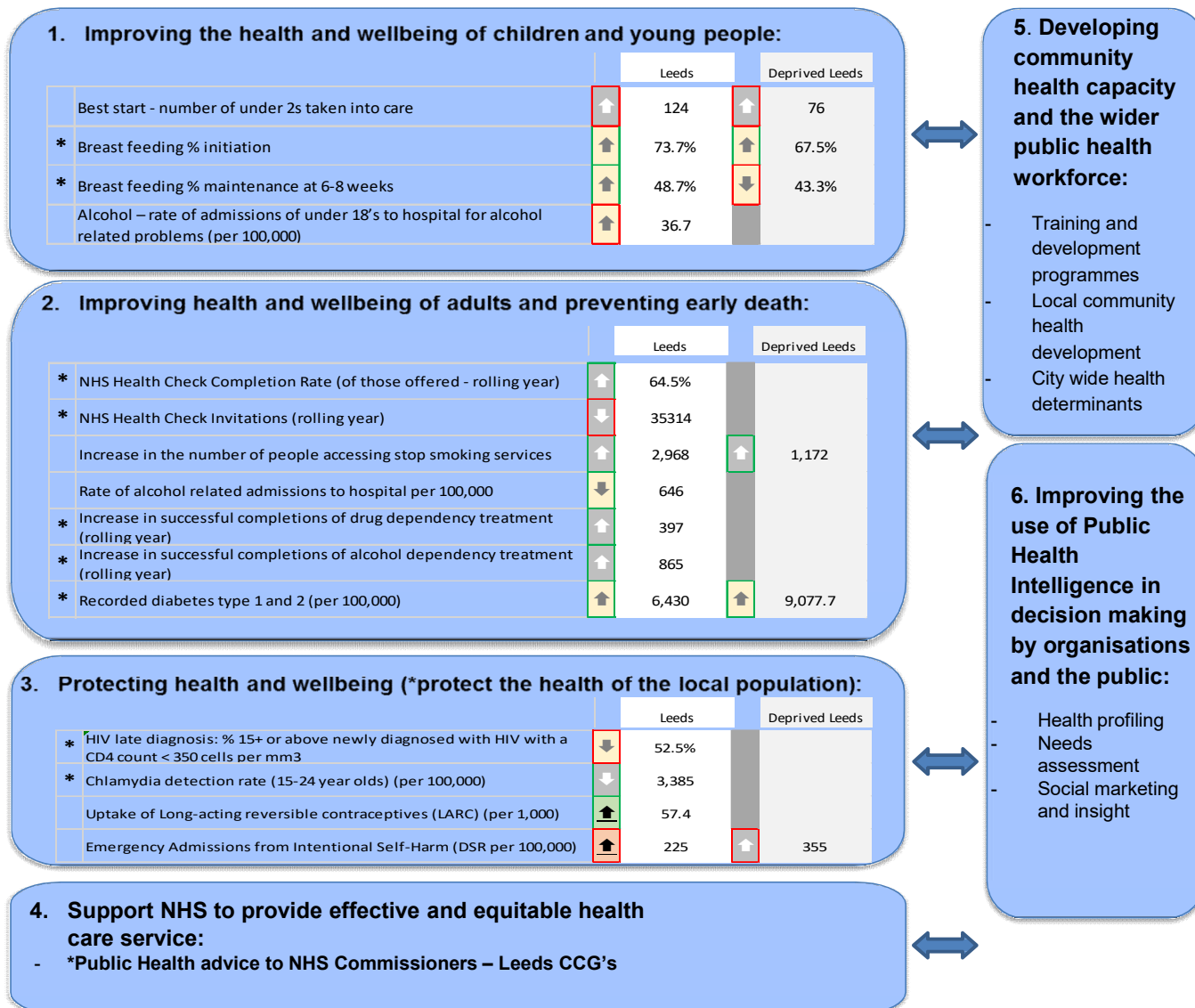
2018-19 Leeds Adult Social Care Outcomes Framework & Better Lives Strategy		Leeds											Comparison				
		2014-15	2015-16	2016-17	2017-18	2018-19	4yr trend	1yr trend****	Age 18-64	Age 65+	Female	Male	Yorkshire & Humber	England	England Rank	CIPFA Neighbour Rank of 16	England Quartile
Domain 1: Enhancing quality of life for people with care and support needs																	
1A	Social care-related quality of life score	18.9	19.2	19.4	19.7	19.6		↔	20.4	18.9	19.2	20.0	19.3	19.1	16	1=	1
1B	The proportion of people who use services who say they have control over their daily life	77.3	73.7	77.6	79.3	75.1		↓	79.3	71.7	71.5	79.6	78.6	77.6	111	12	3
1C(1A)	The proportion of people who use services who receive self-directed support	82.3	94.9	98.3	98.1	91.2		↓	85.6	97.5	-	-	88.7	89.0	100	8	3
1C(1B)	The proportion of carers who receive self-directed support	73.1	97.4	95.6	94.6	94.0		↔	95.2	65-84 93.9 85+ 87.8	-	-	76.6	83.3	114	11	3
1C(2A) BL7	The proportion of people who use services who receive direct payments	16.9	18.9	21.1	20.1	17.8		↓	24.5	10.1	-	-	26.7	28.3	135	14	4
1C(2B) BL2	The proportion of carers who receive direct payments	68.8	91.8	89.2	88.4	87.4		↔	89.5	65-84 93.9 85+ 80.0	-	-	70.0	73.4	96	12	3
1D**	Carer-reported quality of life	7.9	NA	7.4	NA	7.5		↔	7.3	7.6	7.3	7.9	7.7	7.5	58	-	2
1E	The proportion of adults with a learning disability in paid employment	7.0	6.4	6.1	6.7	7.7		↑	-	-	6.8	8.3	5.7	5.9	48	2	2
Page 23 1F**	The proportion of adults in contact with secondary mental health services in paid employment	10.7	9.9	NA	8.1	12.0		↑	-	-	13.0	11.0	10.0	8.0	20	2	1
1G	The proportion of adults with a learning disability who live in their own home or with their family	79.8	65.5	61.9	71.9	73.0		↔	-	-	73.1	72.9	79.5	77.4	121	13	4
1H***	The proportion of adults in contact with secondary mental health services living independently, with or without support	54.2	51.1	NA	59	72.0		↑	-	-	75.0	66.0	70.0	58.0	39	7=	2
1I(1)	The proportion of people who use services who reported that they had as much social contact as they would like	44.3	45.2	45.5	50.8	51.6		↔	56.2	48.0	45.9	58.9	48.0	45.9	16	1	1
1I(2)**	The proportion of carers who reported that they had as much social contact as they would like	38.7	NA	29.9	NA	32.4		↑	33.3	29.2	34.2	38.8	35.8	32.5	61	-	2
1J	Adjusted Social care-related quality of life – impact of Adult Social Care services	NA	NA	0.413	0.407	0.362		↓	-	-	-	-	0.403	0.403	139	-	4
Domain 2: Delaying and reducing the need for care and support																	
2A(1) BL 8	Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population	11.1	7.9	7.7	11.7	13.4		↑	-	-	-	-	15.1	13.9	83	7	3
2A(2) BL 9	Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population	763.7	726.5	615.6	594.6	524.4		↓	-	-	-	-	644.3	580.0	55	5	2
2B(1)	The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	81.3	84.8	89.2	85.8	82.2		↓	-	65-74 86.1 75-84 83.5 85+ 74.7	82.3	82	83.9	82.4	92	8	3
2B(2)	The proportion of older people (aged 65 and over) who received reablement/rehabilitation services after discharge from hospital	4.6	4.4	2.9	3.3	2.9		↓	-	65-74 1.7 75-84 2.7 85+ 6.2	3.2	2.7	2.3	2.8	66	11	2
2C(1)	Delayed transfers of care from hospital, per 100,000 population	12.7	15.0	12.7	16.9	16.4		↓	-	-	-	-	10.2	10.3	141	15	4

2018-19 Leeds Adult Social Care Outcomes Framework & Better Lives Strategy		Leeds											Comparison				
ASCOF Measure		2014-15	2015-16	2016-17	2017-18	2018-19	4yr trend	1yr trend****	Age 18-64	Age 65+	Female	Male	Yorkshire & Humber	England	England Rank	CIPFA Neighbour Rank of 16	England Quartile
2C(2) BL 5	Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population	3.9	4.0	3.8	4.2	1.1		↓	-	-	-	-	2.4	3.1	46	6	2
2C(3)	Delayed transfers of care from hospital that are attributable to NHS and adult social care, per 100,000 population				1.0	3.0		↑	-	-	-	-	1.3	0.8	146	15	4
2D	The outcome of short-term services: sequel to service	64.4	69.8	54.9	59.5	60.6		↔	70.4	59.8	-	-	71.1	79.6	134	13	4
Domain 3: Ensuring that people have a positive experience of care and support																	
3A	Overall satisfaction of people who use services with their care and support	63.2	66.0	60.9	62.4	63.3		↔	66.9	60.6	58.2	69.5	64.7	64.3	87	10	3
3B**	Overall satisfaction of carers with social services	42.0	NA	41.6	NA	38.0		↓	32.1	43.0	39.3	35.4	39.7	38.6	80	-	3
3C**	The proportion of carers who report that they have been included or consulted in discussion about the person they care for	76.1	NA	70.2	NA	73.1		↑	70.7	71.4	75.1	69.2	70.7	69.7	44	-	2
3D(1)	The proportion of people who use services who find it easy to find information about support	70.4	77.6	75.7	74.1	69.8		↓	67.4	71.7	65.5	75.3	69.8	69.7	83	8	3
3D(2)**	The proportion of carers who find it easy to find information about services	67.5	NA	64.5	NA	65.4		↔	61.3	68.7	67.3	62.4	63.4	62.3	46	-	2
Domain 4: Safeguarding adults whose circumstances make them vulnerable and protecting them from harm																	
4A	The proportion of people who use services that feel safe	67.3	70.9	72.8	72.7	73.0		↔	72.4	73.4	67.2	80.2	71.6	70.0	34	2	1
4B	The proportion of people who use services who say that those services have made them feel safe and secure	86.5	83.6	86.9	86.9	91.1		↑	93.7	89.0	89.2	93.4	88.5	86.9	22	2	1
Additional Leeds Better Lives Strategy Measures																	
BL 1	Percentage of referrals for social care resolved at initial point of contact or through accessing universal services	NA	NA	20.8	24.1	25.5		↑									
BL 4	People completing a re-ablement service	Data is not comparable given service redesign in 2017-18				257 quarterly average											
BL 6	Proportion of Care Quality Commission registered care services in Leeds rated overall as good or outstanding	NA	53.2	65.2	75.9	82.0		↑					76% (04/18)	80.9% (04/18)			
BL 10	The percentage of people with a concluded safeguarding enquiry for whom their outcomes were fully or partially met	NA	NA	95.1	94.8	96.5		↔					Local Measure				
BL= Better Lives Strategy Measure																	
Notes *Comparator Authorities - Nationally agreed group of LA's for comparing outcomes **Carers survey occurs ever two years ***National caution of the reliability of these measure meant they weren't released in 2017 **** Changes of less than +/- 2% are represented as stable, direction of arrow reflects change, colour green represents positive change and red negative																	

Population Indicators



Operational Indicators



Notes

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

* Indicators marked with an asterisk have been updated

Oct 2019 update:

NHS health check performance updated for Q2 2019/20

Successful completions of drug and alcohol dependency treatments updated to September 2019.

HIV diagnosis % updated

Chlamydia detection rate updated and the indicator is now showing a yearly figure as quarterly reporting is not possible

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

Population Indicators

		Leeds	Deprived Leeds	Latest period	Previous period Leeds	Previous period Deprived Leeds	Previous period	An improving direction is an	PHOF id / core city chart link
Overarching Indicator									
		↓	↓						
Life Expectancy at Birth - Males	78.8	↓	74.3	2015-17	79.1	74.4	2014-16	increase	PHOF 0 1 ii
Life Expectancy at Birth - Females	82.4	↓	78.6	2015-17	82.7	79.0	2014-16	increase	PHOF 0 1 ii
1 Improving the health and wellbeing of children and young people:									
Infant mortality rate per 1000 births	4.2	↓	5.4	2015-17	4.4	6.0	2014/16	decrease	PHOF 4 01
Obesity % excess weight in 4-5 year olds	21.1%	↓	24.1%	2016/17 Sch Yr	21.3%	24.2%	2015/16 Sch Yr	decrease	PHOF 2 06i
Obesity % excess weight in 10-11 year olds	33.5%	↓	40.7%	2016/17 Sch Yr	35.4%	40.9%	2015/16 Sch Yr	decrease	PHOF 2 06ii
2 Improving the health and wellbeing of adults and preventing early death:									
Rate of early death from CVD per 100,000	83.2	↓	152.2	2015-17	83.9	153.2	2014-16	decrease	PHOF 4 04i
CVD Mortality, all ages, DSR per 100,000	270.7	↓	375.0	2015-17	277.7	386.0	2014-16	decrease	na
Respiratory mortality, all ages, DSR per 100,000	84.8	↓	148.4	2015-17	84.9	154.5	2014-16	decrease	na
Rate of early death under 75 from cancer per 100,000	140.3	↑	199.0	2015-17	139.3	206.1	2014-16	decrease	PHOF 4 05i
Alcoholic liver disease mortality, under 75, DSR per 100,000	10.1	↑	17.6	2015-17	9.5	19.7	2014-16	decrease	PHOF 4 06i
PYLL avoidable causes (DSR per 100,000)	5,548	↑	9,253	2015-17	5,515	9,363	2014-16	decrease	na
* % Adults over 18 that smoke	18.7%	↑	30.05%	Q2 2019/20	18.7%	29.8%	Q1 2019/20	increase	PHOF 2 14
* Excess weight in adults % of Adults who have a BMI of over 30	22.6%	↓	26.9%	Q2 2019/20	22.8%	27.3%	Q1 2019/20	decrease	PHOF 2 12
* Percentage of physically inactive adults (aged 19+, <30 moderate intensity minutes per week)	20.6	↓		2017-18	22.5		2016-17	decrease	PHOF 2 13ii
3 Protecting health and wellbeing (*protect the health of the local population):									
Excess winter deaths	22.7	↑	22.4	2016/17	14.0	16.7	2015/16	decrease	PHOF 4 15iii
Suicide Rate (persons)	10.6	↑	14.5	2015-17	9.9	13.3	2014-16	decrease	PHOF 4 10

Operational Indicators

		Leeds	Deprived Leeds	Latest period	Previous period Leeds	Previous period Deprived Leeds	Previous period	An improving direction is an	PHOF id / core city chart link
1 Improving the health and wellbeing of children and young people:									
	Best start - number of under 2s taken into care	124	76	2017/18	122	65	2016/17	decrease	PHOF 2_07i
*	Breast feeding % initiation	73.7%	67.5%	2018/19	72.9%	65.5%	2017/18	increase	PHOF 2_02i
*	Breast feeding % maintenance at 6-8 weeks	48.7%	43.3%	2018/19	48.4%	44.0%	2017/18	decrease	PHOF 2_02ii
	Alcohol – rate of admissions of under 18’s to hospital for alcohol related problems (per 100,000)	36.7		2014/15 - 2016/17	33.6		2013/14-2015/16	decrease	na
2 Improving the health and wellbeing of adults and preventing early death:									
*	NHS Health Check Completion Rate (of those offered - rolling year)	64.5%		Q2 2019/20	59.2%		Q1 2019/20	increase	PHOF 2_22iv
*	NHS Health Check Invitations (rolling year)	35314		Q2 2019/20	37372		Q1 2019/20	increase	na
	Increase in the number of people accessing stop smoking services	2,968	1,172	Q4 2018/19	639	234	Q2 2018/19	increase	na
	Rate of alcohol related admissions to hospital per 100,000	646		2017/18	663		2016/17	decrease	PHOF 2_18
	Increase in successful completions of drug dependency treatment (rolling year)	397		Q2 2019/20	344		Q1 2019/20	increase	PHOF 2_15 i ii
	Increase in successful completions of alcohol dependency treatment (rolling year)	865		Q2 2019/20	853		Q1 2019/20	increase	PHOF 2_15iii
	Recorded diabetes type 1 and 2 (per 100,000)	6,430	9,077.7	Q1 2019/20	6,338	8,967.5	Q4 2018/19	increase	PHOF 2_17
3 Protecting health and wellbeing (*protect the health of the local population):									
*	HIV late diagnosis: % 15+ or above newly diagnosed with HIV with a CD4 count < 350 cells per mm3	52.5%		2016-18	53.4%		2015-17	increase	PHOF 3_04
*	Chlamydia detection rate (15-24 year olds) (per 100,000)	3,385		2017/18	3,475		2016/17	decrease	PHOF 3_02
	Uptake of Long-acting reversible contraceptives (LARC) (per 1,000)	57.4		2017	52.7		2016	increase	LARC 92254
	Emergency Admissions from Intentional Self-Harm (DSR per 100,000)	225	355	2016-17	193	317	2015-16	decrease	PHOF 2_10ii

Notes

* Indicators marked with an asterisk have been updated

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

October 2019 update

L:\PUBLIC HEALTH INTELLIGENCE\Performance Reporting\Latest versions\PHLT indicators_20191025v2.xlsx

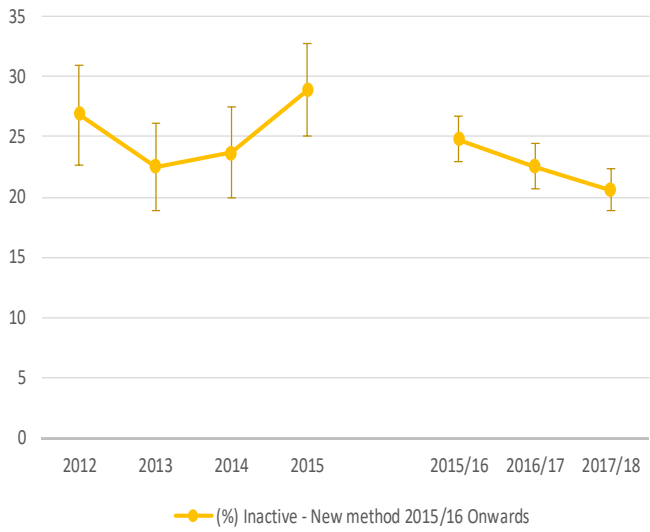
Population' and 'Operational' indicators are defined as follows. Population level indicators are health outcomes (i.e. Increased life expectancy, Reduced premature mortality, People living healthier lifestyles). Operational indicators are measures of service delivery or health intervention, and the outcome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

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

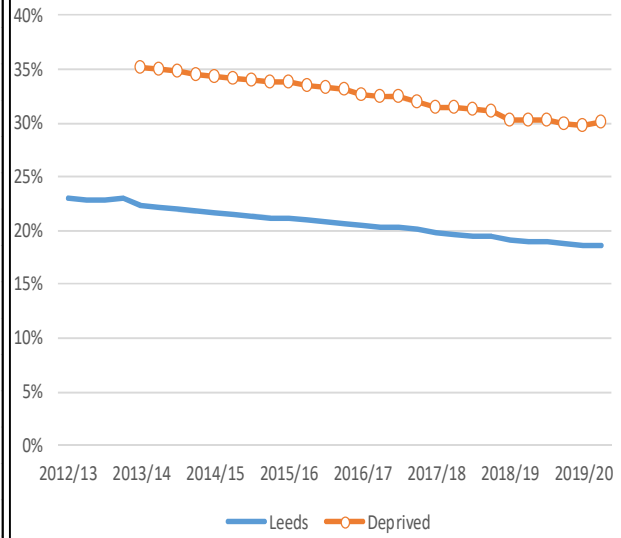
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/641915/Physical_activity_indicators_short_statistical_commentary.pdf

Population Indicators

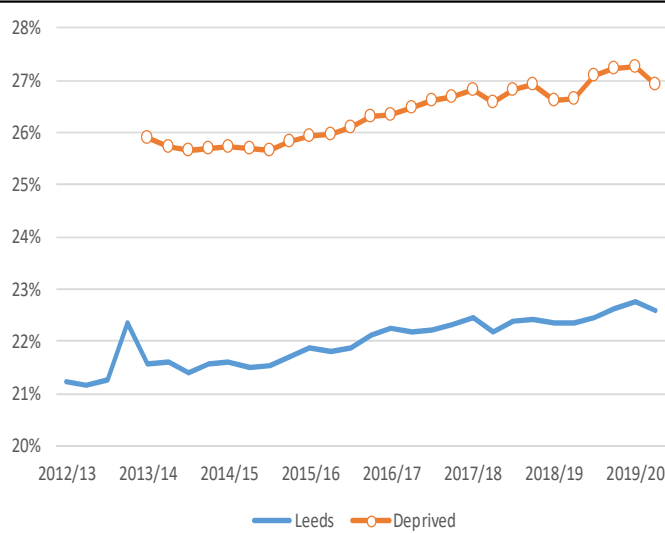
*** Percentage of physically inactive adults (aged 19+, <30 moderate intensity minutes per week)**



*** % Adults over 18 that smoke**

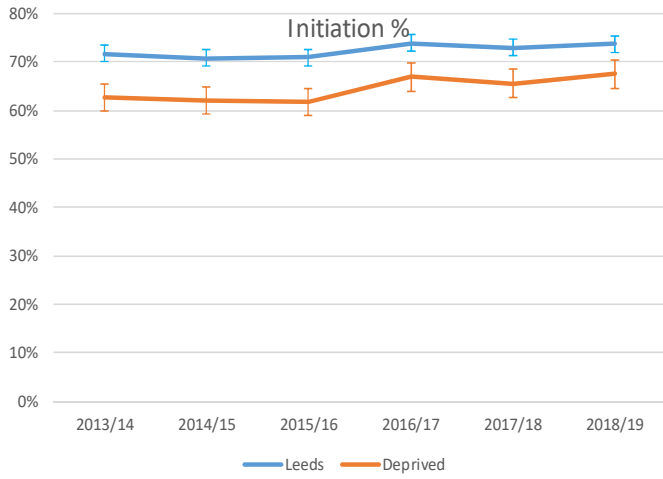


*** Excess weight in adults % of Adults who have a BMI of over 30**

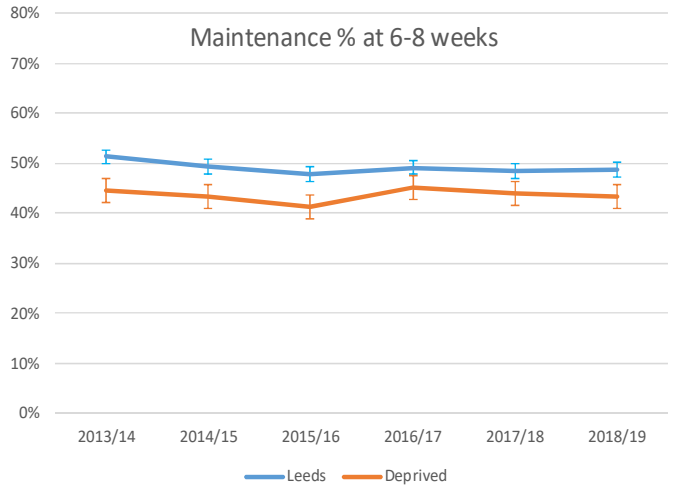


Operational Indicators

* Breast feeding initiation



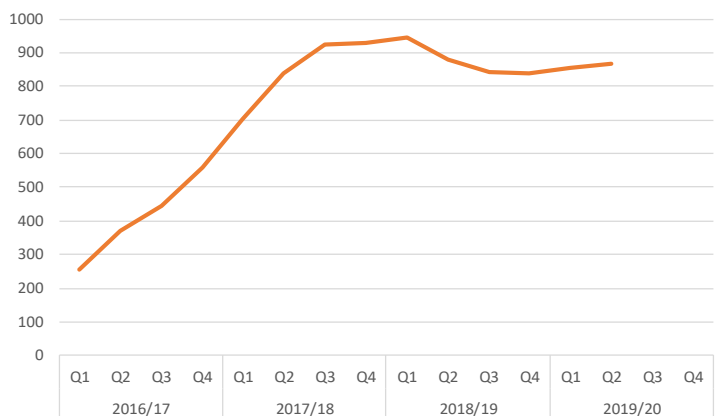
* Breast feeding maintenance at 6 to 8 weeks



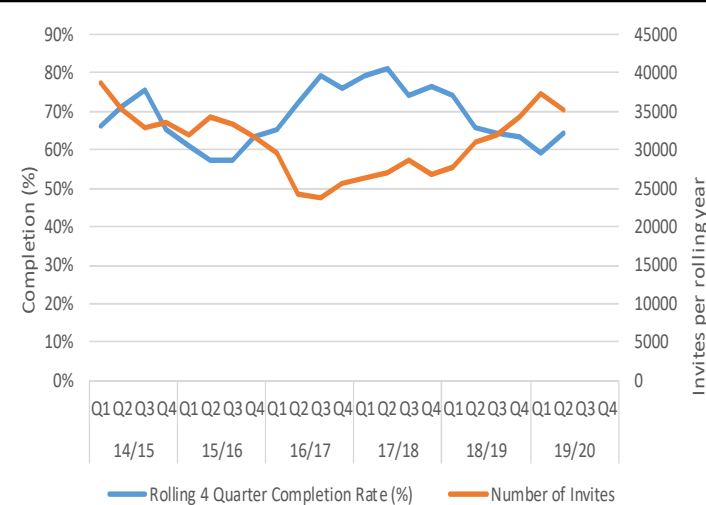
* Increase in successful completions of drug dependency treatment



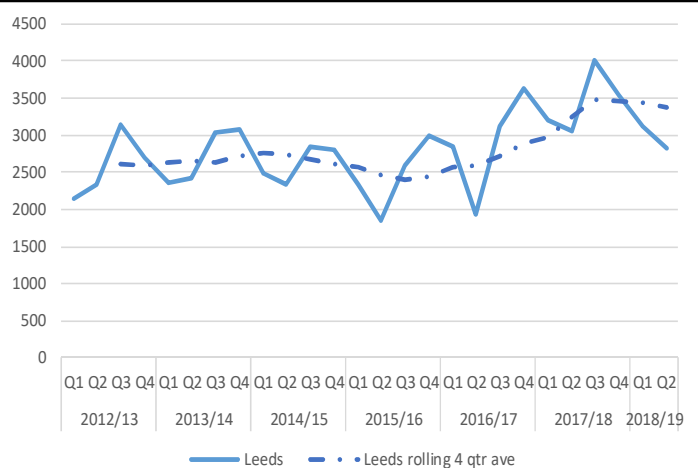
* Increase in successful completions of alcohol dependency treatment



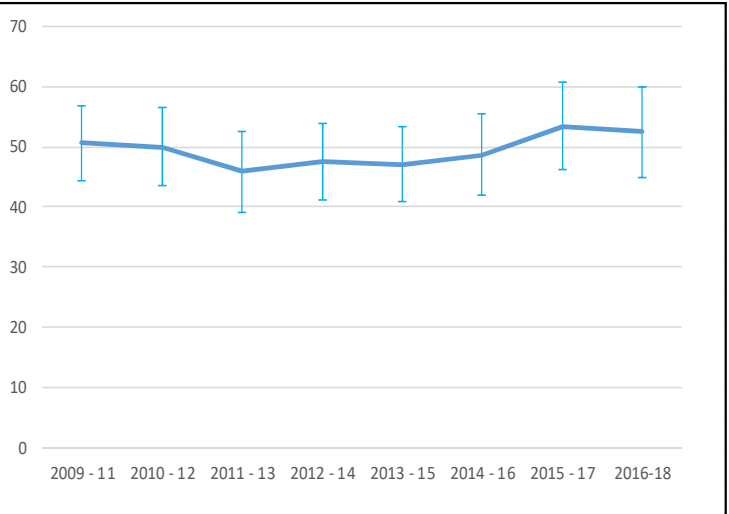
* Uptake of NHS Health Checks



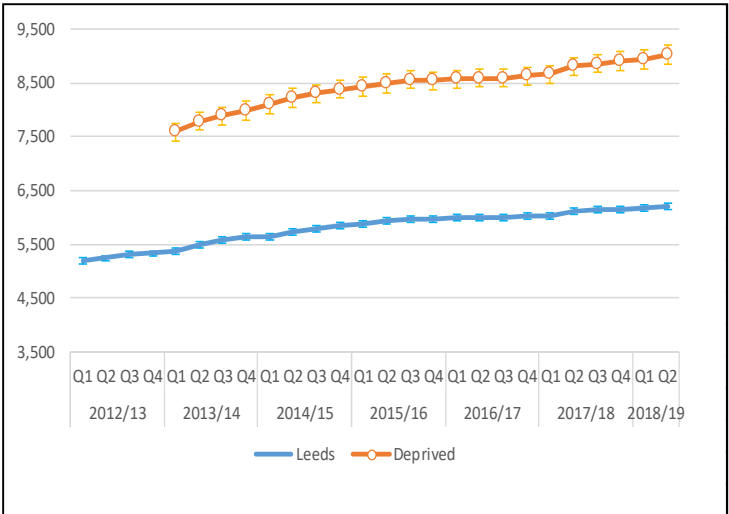
* Chlamydia detection rate (15-24 year olds) (per 100,000)



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



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



Report of the Head of Democratic Services

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

Date: 7 January 2020

Subject: Financial Health Monitoring 2019/20 – Month 7 (October)

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

1. Purpose of this report

1.1 The purpose of this report is to provide members of the Scrutiny Board (Adults, Health and Active Lifestyles) with information regarding the projected 2019/20 financial health position of those service areas that fall within the Board’s remit at Month 7 (October).

2. Background information

- 2.1 The net revenue budget for the general fund for 2019/20 was set at £516.7m.
- 2.2 Following the closure of the 2018/19 accounts, the Council’s general fund reserve stands at £28.0m. The 2019/20 budget assumes a further contribution of £4.5m to this reserve during the current financial year, which will contribute towards ensuring that the Council continues to be financially resilient and sustainable.
- 2.3 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. This risk-based approach has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.

3. Main issues

- 3.1 Details of the Council's overall projected 2019/20 financial health position at Month 7 (October) was reported to the Executive Board at its meeting on 7 January 2020. The Executive Board report is attached at Appendix A for the Board's consideration.
- 3.2 The Board will also consider the initial budget proposals for 2020/21 at the meeting, which are presented elsewhere on the agenda.
- 3.3 Appropriate senior officers have been invited to attend the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Council's financial health monitoring is a factual report and is not subject to consultation.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Council's revenue budget for 2019/20 was subject to Equality Impact Assessments where appropriate and provided as part of the papers presented to Council on 27 February 2019.

4.3 Council policies and the Best Council Plan

- 4.3.1 The 2019/20 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. The attached Executive Board report comments on the financial performance against the agreed budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

Climate Emergency

- 4.3.2 As a factual report detailing the Council's financial position for 2019/20 there are no specific climate implications identified in the attached Executive Board report.

4.4 Resources, procurement and value for money

- 4.4.1 All resources, procurement and value for money implications are detailed in the main body of the attached Executive Board report.

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

- 4.5.1 There are no legal implications arising from the attached Executive Board report.

4.6 Risk management

- 4.6.1 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 in place for 2019/20.

5. Conclusions

- 5.1 The attached Executive Board presents the Council's overall projected 2019/20 financial health position at Month 7 (October). The Executive Board report also reiterates that there is a risk that not all of the assumed capital receipts will be receivable in 2019/20. Savings to date identified by directorates to address this risk are incorporated into the position outlined in the Executive Board report.

6. Recommendations

- 6.1 That the Scrutiny Board considers the relevant information within the attached Executive Board report and agrees any specific scrutiny actions that may be appropriate.

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.

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Report of the Chief Officer Financial Services

Report to Executive Board

Date: 7th January 2020

Subject: Financial Health Monitoring 2019/20 – Month 7 (October)

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

Summary

1. Main issues

- 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 six months of the financial year.
- The 2019/20 financial year is the fourth and final 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 2019/20 requires the Council to deliver a further £22.6m of savings.
- 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.
- This is the fifth budget monitoring report of the year, and Executive Board will recall that the 2019/20 general fund revenue budget, as approved by Council, provides for a variety of actions to reduce net spend through the delivery of £22.6m of budget action plans by March 2020. At this stage of the financial year, it is forecast that the majority of these actions are on track to be delivered.

- At October 2019 (Month 7) it is forecast that by the end of the financial year there will be a balanced budget position, however this assumes that a number of proposed measures are implemented successfully to ensure that a balanced budget position can be delivered.
- This position includes actions identified by directorates to date to contribute towards dealing with the uncertainty surrounding the timing of realising capital receipts, as first noted in the October report to this Board. To manage this risk and deliver a balanced budget position the Council will continue to work to identify areas where spend could be reduced or stopped.
- Members will be aware that the updated Medium Term Financial Strategy, received at July's Executive Board, assumes a balanced budget in 2019/20. Any variation to this assumption will have implications for the level of general reserve available to the Council.
- A deficit of £5.6m is currently projected on the authority's Collection Fund in respect of business rates. Whilst this position is volatile, if any such deficit is declared in December 2019 this will have implications for the revenue funds available to the Council in 2020/21.
- At October 2019 (Month 7), the Housing Revenue Account is projecting a balanced budget position.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The 2019/20 budget targeted resources towards the Council's policies and priorities as set out in the Best Council Plan. This report comments on financial performance against this budget, supporting the Best Council ambition to be an efficient and enterprising organisation.

3. Resource Implications

- At Month 7 (October) a balanced budget position is projected against the approved 2019/20 budget.
- The position takes into consideration the pressures identified in the Children and Families Directorate and the Strategic budget as discussed below. The Council's Medium Term Financial Strategy assumes a balanced budget position for 2019/20. Should an underspend be realised, this would be used to help mitigate the forecast pressure in regard to capital receipts.
- Any shortfall in the assumed level of capital receipts receivable has implications for the delivery of a balanced budget in 2019/20 and therefore will necessitate the implementation of contingency arrangements to deliver this requirement. Savings to date identified by directorates are incorporated into the balanced position shown in this report.
- Any business rates deficit declared in December 2019 will have implications for the revenue funds available to the Council in 2020/21.

Recommendations

- a) Executive Board are asked to note the projected financial position of the authority as at Month 7 (October).
- b) In regard to the risk that the budgeted level of capital receipts may not be receivable in 2019/20, Executive Board are asked to note progress to date and that work is ongoing to identify budget savings proposals that will contribute towards the delivery of a balanced budget position in 2019/20.

1. Purpose of this report

- 1.1 This report sets out for the Executive Board the Council's projected financial health position for 2019/20 at Month 7 (October).
- 1.2 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations after the first seven months of the year.

2. Background information

- 2.1 Executive Board will recall that the net revenue budget for the general fund for 2019/20 was set at £516.7m.
- 2.2 Following the closure of the 2018/19 accounts, the Council's general fund reserve stands at £28.0m. The 2019/20 budget assumes a further contribution of £4.5m to this reserve during the current financial year, which will contribute towards ensuring that the Council continues to be financially resilient and sustainable. This budgeted contribution includes repayment of £1.7m which was released from the general fund general fund reserve to Children & Families in 2018/19 to address the income pressure arising within the Directorate as a consequence of the re-profiling of the final payment of the Partners in Practice Project by the DfE.
- 2.3 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This has again been reinforced through specific project management based support and reporting around the achievement of the key budget actions plans.

3. Main Issues

- 3.1 At Month 7 (October) a balanced budget position is projected, as shown in Table 1.

Table 1

Summary Position - Financial Year 2019/20 Month 7

Directorate	Director	(Under) / Over spend for the current period				Previous month's Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Cath Roff	(687)	1,278	(1,278)	0	0
Children and Families	Steve Walker	(500)	1,075	(600)	475	525
City Development	Martin Farrington	(1,661)	(1,873)	1,523	(350)	(350)
Resources & Housing	Neil Evans	982	2,541	(2,865)	(324)	(260)
Communities & Environment	James Rogers	1,727	2,981	(3,069)	(88)	(88)
Strategic	Victoria Bradshaw	(61)	831	(544)	287	(62)
Total Current Month		(200)	6,833	(6,833)	0	(235)

Previous month (under)/over spend	65	5,831	(6,066)	(235)
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3.2 The major variations are outlined below, with additional detail provided on the Directorate dashboards which are appended to this report;

3.2.1 **Adults & Health** - The directorate is projected to deliver a balanced position. Budget Action Plans are required to deliver £13.1m of savings. At Period 7, 84.2% are effectively delivered and it is assumed that whilst there will be slippage in some plans, compensating overachievement in others will ensure delivery of the target.

£1.6m of pressures are projected within the community care demand based budgets, principally within Learning Disability, Home Care and Supported Accommodation. Underspends are projected within residential and nursing care and direct payments as numbers continue to fall; there are also demand based savings within Commissioning.

Other key variances include a projected staffing underspend of £0.7m; though there are pressures within Provider Services overall, underspends within the rest of the directorate - particularly Service Transformation, Resources and Commissioning - more than mitigate these pressures.

Income is projected to be £1.3m above target due to additional client contributions and additional external income in particular the additional £0.5m receivable as an inflationary uplift from the Better Care Fund.

The projections include a contribution to reserves of £0.9m representing a one-off benefit of early debt repayment, underspends within a number of back-office budgets and the in-year receipt of the additional inflationary uplift for the Better Care Fund referenced above.

3.2.2 **Children & Families** – At Month 7 it is projected that the Directorate will have a year-end overspend of £0.475m. This is a reduction of £0.05m from the Month 6 position and reflects the ongoing work in the Directorate to deliver a balanced budget by the end of the financial year with a further saving of £0.05m now anticipated on the staffing budget.

There are risks that the level of planned savings are not achieved, but the Directorate continues to review all areas and will look to further reduce the projected overspend over the coming months whilst still recognising that there are still a number of high risk areas that could worsen the financial position.

As reported previously, the main areas of overspend are forecast to be on Children Looked After (CLA), financially supported Non-CLA and the passenger transport budget. The Directorate is working with the Passenger Transport Service on an action plan to mitigate the pressures on the transport budget but an overspend of £0.6m is still currently projected. There is a risk that the proposed actions do not deliver the expected level of savings and the overspend increases.

Since Month 6 there has been a small increase in both External Residential (ER) and Independent Fostering Agency (IFA) placements, with the number of ER placements at 62 compared to the budget of 58 placements. The number of IFA placements is 207 against the budget of 184. The Directorate is undertaking a number of actions including reviewing ER placements in order to ensure that

placements are still appropriate. The projected overspend on CLA is still £1.9m, although there are some minor variations since Month 6 amongst the different placement types reflecting the latest placement numbers. It is anticipated that there will be a further small reduction in numbers over the remainder of the year due to the various actions being pursued by the Directorate with another children's home due to re-open in early 2020. There remains a risk that overall CLA numbers remain above these assumptions.

Other significant variations include an overspend of £0.4m on Learning for Life. This comprises a projected shortfall in fee income in Children Centres of £1.0m offset by savings within Family Services and Early help. There is a risk that the income position worsens and the autumn term nursery numbers will be key to determining the outturn position. The service is working on a number of actions to mitigate the income shortfall.

The 2019/20 budget included saving plans of £1.8m. All the actions are being implemented and are expected to deliver the required level of savings.

On the 17th April 2019 the Department for Education confirmed that Leeds was successful in the Strengthening Families Protecting Children Programme bid worth £8.3m over five years, with 2019/20 the first year and potential spend of up to £1.5m. Leeds is committed to work with up to six local authorities over the next five years to help them improve practice and outcomes based on the innovative practice already established in Leeds. The Directorate has already commenced initial work and is currently establishing the revised staffing structures required to deliver the programme.

At the end of 2018/19 there was a surplus balance of £1.1m on general Dedicated Schools Grant (DSG). It is currently projected that there will be an overall overspend of £5.3m on general DSG in 2019/20, leaving a deficit balance of £4.2m at the end of 2019/20. As in previous years there are significant pressures on spend in the High Needs Block (HNB). On the main areas of spend of outside placements, top-up payments and place funding for Specialist Inclusion Learning Centres (SILCs) there is a significant increase in costs this year, with an overall forecast overspend on the HNB of £7.2m. This is expected to be partly offset by an underspend of £1.1m on the Early Years Block and £1.0m on the Schools Block. There is a risk that the overspend on the HNB increases further during the year due to increases in outside placements and top-up payments.

3.2.3 City Development – At Period 7 the City Development Directorate is forecasting to deliver a £350k underspend despite two significant pressures in relation to Kirkgate Market and the Strategic Investment Fund.

The Markets Service faces another challenging year for a number of reasons, including continuation of the ongoing adverse retail climate and uncertain future for retail on the high street, growth in e-commerce and changing consumer spending preferences.

There are also 2 major building projects at the Market, one to build a hotel (2 year build) and the other to refurbish unlettable historic units and replace the roof in the 1875 block shops. The vacant units required for this work equate to £0.45m in lost revenue and the level of disruption to tenants has led to an increase in demand for rent concessions. The current 20% rent concession (April 2019 to October 2019)

equates to a further pressure on income of £0.2m. There is a £100k Action Plan to reduce expenditure and increase income.

The Directorate's Strategic Investment Fund requires further acquisitions in order to achieve the net budgeted return of £3.36m. The current shortfall is circa £0.6m. Further viable investment opportunities with the right risk profile continue to be sought and financially appraised. The impact of the recent 1% increase in the rate of borrowing from the Public Works Loan Board (PWLB) on this target is being assessed.

The Street Lighting LED conversion programme was planned to start in September 2019 however the Deed of Variation for the PFI contract is not expected to be signed off until January 2020 and full commencement of works cannot proceed until then. However some 'small works' instructions for lantern swaps have been issued to ensure energy savings are realised and at present there is no budget pressure arising from this delay.

Planning & Sustainable Development are projecting a £159k underspend this is the net position of vacancy savings, increased CIL administration income, and the SAP Inspector costs of £120k.

There is a £250k action plan in Highways to review and redress the projected overspend in Civil Engineering, and a further £514k Budget Action Plan to balance the Directorate budget - via careful vacancy management (Not all Saf release requests are approved, and as standard, non-grant funded or income earning posts are now questioned as to their need, which results in a time delay), reviewing and restricting other operational expenditure, additional one off income, and review and application of appropriate balances.

Finally there is a savings target of £350k on operational expenditure for the remainder of 2019/20 to support the General Reserves position.

- 3.2.4 **Resources & Housing** – At Month 7 the Directorate is projecting an underspend of £0.32m, a slight increase on the previous month. There are savings on business rates following the valuation of Merrion House being confirmed. The effect of the lower valuation and backdated refunds will deliver an in year saving of around £0.6m and as previously reported to the Board, there are forecasted savings in DIS of £0.37m primarily related to Microsoft costs. In addition, savings in Democratic Services of £0.1m are projected, mainly in Members Allowances.

However, offsetting these projected budget savings are pressures of £0.39m within Corporate Property Management, £0.15m in the Catering service and a sum of £0.15m (1.3%) in LBS due to the under-recovery of overheads from vacant posts.

- 3.2.5 **Communities & Environment** – the Directorate is projecting an overall underspend of £0.1m at this stage of the financial year. Within Customer Access there are pressures of £0.29m due to additional staffing costs associated with the improvement in call answer rates at the Contact Centre and additional premises costs including security costs at Hub sites. Partially offsetting these pressures is a forecast net saving of £0.13m within Car Parking services, mainly due to staffing and other expenditure variations, and a net saving of £0.1m within Welfare and Benefits, mainly reflecting additional grant income within the Benefits service.

Within the Waste Management service there are a number of pressures mainly in respect of the ongoing Refuse review which is progressing well, combined with additional costs relating to recovery. However these pressures are anticipated to be offset by net savings on waste disposal contracts and the service is forecasting a balanced position by the year end. There are also minor underspends within Electoral and Regulatory Services (mainly Environmental Health), Safer Leeds and Cleaner Neighbourhood Teams, contributing a further £0.15m to the overall projected underspend for the directorate.

3.2.6 Strategic & Central Accounts - At Month 7, the Strategic & Central budgets are projecting an overspend of £0.29m. The key variations are a projected shortfall of £0.7m in New Homes Bonus which is offset by S31 grant income for small business rates relief projected to exceed budget by £0.9m. A potential shortfall of £0.5m in the target for general capitalisation has also been recognised, to reflect the risk in this area.

It should also be noted that there is a projected additional use of £0.9m from the Insurance reserve as a result of a small number of high value claims. This is a volatile budget and continues to be closely monitored.

The 2019/20 revenue budget assumes the generation of capital receipts from property and land sales will be utilised to offset PFI liabilities, repay MRP and fund redundancy payments. As discussed in the Month 5 report to this Board, there is a risk that not all of these assumed capital receipts will be receivable in 2019/20. Any shortfall will have implications for the delivery of a balanced revenue budget in this financial year.

In response to this identified risk, work continues to identify areas where spend could be reduced or stopped to manage this position. Initial savings identified are incorporated into directorate positions in this report.

3.3 Other Financial Performance

3.3.1 Council Tax

The Council Tax in-year collection rate at the end of October was 63.28% which is slightly behind performance in 2018/19. At this stage the forecast is to achieve the 2019/20 in-year collection target of 96.1% collecting some £363m of income.

3.3.2 Business Rates

The business rates collection rate at the end of October was 65.95% which is 0.66% behind performance in 2018/19. The forecast is to achieve the 2019/20 in-year collection target of 97.7%, collecting some £383m of income.

The total rateable value of business properties in Leeds has increased from £930.2m at 1st April to £936.6m at the end of October, an increase of £6.4m. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (49.1p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (74%), Central Government (25%) 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 currently projected to be in the region of £273.71m, which is £0.16m above budgeted expectations.

3.3.3 Business Rates Appeals

The opening appeals provisions for 2019/20 are £21.0m, made up of £13.8 relating to appeals received against the 2010 ratings list and £7.2m estimated costs in relation to the 2017 ratings list. Under the 75% Business Rates Retention pilot, Leeds' budget is affected by 74% of any appeals provision made in this year but provisions brought forward from 2018/19 were made at 99%.

On the 1st October 2019, there were 1,117 appeals outstanding against the 2010 ratings list. During October 20 appeals have been settled, of which 11 have not resulted in changes to rateable values. 5 new appeals were received in October, this low number received reflecting that appeals are no longer accepted against the 2010 list except in very specific circumstances. At 31st October there are 1,102 outstanding appeals in Leeds, with 10.8% of the city's total rateable value in the 2010 list currently subject to at least one appeal.

Only 2 appeals have been received to date against the 2017 list, with only 3.7% of the city's total number of hereditaments in the 2017 list currently subject to either an appeal or a 'check' or 'challenge', the pre-appeal stages of the new appeals process introduced in 2017.

3.3.4 Business Rates Surplus/Deficit

At Month 7, a deficit of £5.6m is projected on the authority's Collection Fund in respect of business rates. This figure will be volatile throughout the year as a consequence of changes in the city's rateable value and the impact of appeals. The Collection Fund allows the authority time to deal with any deficit rather than having to absorb it in year. As such, any such deficit declared in December 2019 will have implications for the revenue funds available to the Council in 2020/21.

4. Housing Revenue Account (HRA)

- 4.1 At the end of Month 7 the HRA is projecting a balanced position against the 2019/20 Budget.
- 4.2 Estimated Right to Buy sales for 2019-20 are 645 and this is contributing to a forecast reduction in rental income of around £0.4m compared to the budget, which had assumed 530 sales. However, the additional usable capital receipts generated by the sales will result in a projected saving of £1.6m in the revenue contribution to the Major Repairs Reserve (MRR).
- 4.3 Repairs, including disrepair, are forecast to be £1.4m over the budget based on year to date spend.
- 4.4 These pressures are offset by staffing savings from vacant posts and turnover, forecast at a net £0.9m.
- 4.5 To recognise the investment in the contact centre resource to improve call answering times in relation to tenants' calls, an additional £0.3m will be spent and a

further £0.1m will be incurred to support the commitment to pay the Leeds Living Wage by the horticultural maintenance contractor.

4.6 All other variations within the £250m budget amount to around £0.2m under 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 2019/20 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 27th February 2019.

5.3 Council policies and the Best Council Plan

5.3.1 The 2019/20 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 Climate Emergency

5.4.1 Since this is a factual report detailing the Council's financial position for 2019/20 there are no specific climate implications.

5.5 Resources, procurement and value for money

5.5.1 This is a revenue financial report and as such all resources, procurement and value for money implications are detailed in the main body of the report.

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

5.6.1 There are no legal implications arising from this report.

5.7 Risk management

5.7.1 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 such as 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 is in place for 2019/20.

6. Conclusions

6.1 This report informs the Executive Board of the Month 7 position for the Authority in respect of the revenue budget which currently projects a balanced budget position. The Housing Revenue Account is also projecting a balanced budget position.

6.2 The report reiterates that there is a risk that not all of the assumed capital receipts, which are used to offset PFI liabilities, repay MRP and fund redundancy payments, will be receivable in 2019/20. Savings to date identified by directorates to address this risk are incorporated into the position in this report.

7. Recommendations

7.1 Executive Board are asked to note the projected financial position of the authority as at Month 7 (October).

7.2 In regard to the risk that the budgeted level of capital receipts may not be receivable in 2019/20, Executive Board are asked to note progress to date and that work is ongoing to identify budget savings proposals that will contribute towards the delivery of a balanced budget position in 2019/20.

8. Background documents¹

None.

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

ADULTS AND HEALTH

Financial Dashboard - 2019/20 Financial Year

Month 7 (October 2019)

The directorate is projected to deliver a balanced position.

Budget Action Plans are required to deliver £13.1m of savings. At Period 7, 84.1% are effectively delivered and it is assumed that most plans will be delivered by the end of the year with some slippage in the demand and partner income BAPS. There is evidence of over achievement in several plans which should see the overall savings target achieved.

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

Staffing (-£0.7m)

There are pressures within Provider Services but overall underspends within the rest of the directorate particularly Service Transformation, Resources and Commissioning more than mitigate these.

Community Care Packages (+£1.6m)

Pressures are expected within Learning Disability, Home Care and Supported Accommodation. Underspends are projected within residential and nursing care and direct payments as numbers continue to fall. There are also demand based savings within Commissioning.

Public Health Commissioning (+£0.3m)

The Public Health grant underspend from last year of £185k will be used to cover fluctuations arising from the prescribing and dispensing costs for drug treatment following the introduction of a new tariff for the drug buprenorphine in April 2018. £102k will be used for children's bereavement programmes (funding is shown within the appropriation account).

General Running Costs (-£0.3m)

Due to early repayment of debt there are savings of £0.3m. In addition increased transport costs of £0.2m, which are the impact of higher priced tenders for private hire routes are mitigated by savings within non-front line budgets.

Appropriation Accounts (£0.3m):

a) Leeds Adults Safeguarding Board (£0.1m) - an in year underspend due to staff savings within Leeds Adult Safeguarding is projected and, in line with the Board's ring-fenced status, it is planned to be carried forward into the next financial year.

b) Winter Pressures Funding (£0.2m) – CCG funding that was brought forward from 2018/19 to fund intensive support for patients leaving hospital.

c) Recognising the pressures facing the authority and the directorate in 2020/21 it is intended that the £0.3m saving from the early repayment of debt will be carried forward via reserves to be utilised in the next financial year.

d) Public Health (-£0.3m) – representing underspends from last year to be spent in this year: the Public Health grant (£0.2m) and children's bereavement programmes (£0.1m).

e) An additional £0.5m is receivable from the Better Care Fund representing a late agreement on the level of inflation to be applied to the sum the Council receives. In line with directorate plans this sum will be transferred to balances to mitigate future pressures.

Income (-£1.3m)

Income is above target due to additional client contributions and additional external income in particular the additional £0.5m receivable as an inflationary uplift to the Better Care Fund.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health Partnerships	1,535	(994)	541	(63)	0	3	(3)	(8)	0	0	0	0	(70)	38	(33)
Access & Care Delivery	273,246	(47,934)	225,312	(117)	8	32	(5)	107	3,529	(1,756)	0	48	1,845	(884)	961
Service Transformation Team	1,508	(15)	1,493	(226)	0	0	0	0	14	0	0	0	(212)	(133)	(345)
Commissioning Services	28,559	(54,597)	(26,038)	(226)	0	(167)	0	0	(200)	0	0	498	(95)	(297)	(392)
Resources and Strategy	5,734	(841)	4,894	7	0	(140)	0	(79)	0	0	0	23	(189)	(3)	(192)
Public Health (Grant Funded)	43,886	(43,542)	344	(62)	0	0	0	0	348	0	0	(287)	(1)	1	0
Appropriation Account	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	354,468	(147,923)	206,545	(687)	8	(272)	(7)	20	3,691	(1,756)	0	282	1,278	(1,278)	(0)

Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value £m	Forecast Variation against Plan/Budget £m	
A. Key Budget Action Plans						
1.	Additional funding	S Hume	iBCF, Spring Budget, Advonet Grant, Social Care Grant	B	7.3	0.0
2.	Demand Based Savings - Ld	S McFarlane		G	0.3	0.0
3.	Demand Based Savings - Mental Health	S McFarlane		G	0.1	0.0
4.	Demand Based Savings - Telecare	S McFarlane		R	0.1	0.1
5.	Demand Based Savings - Reablement	S McFarlane		R	0.1	0.1
6.	Demand Based Savings - Chc / 117	S McFarlane		G	0.3	(0.1)
7.	Prudential Borrowing - Recovery Hubs	S McFarlane		B	0.2	0.0
8.	Ld - Funded Nursing Care Paid By Lcc On Chc Funded People	S McFarlane		G	0.1	0.0
9.	Premises Running Cost Savings	S McFarlane		G	0.1	0.0
10.	Demand Based Savings - Demand Mgt	S McFarlane		A	0.3	0.0
11.	Managing Budget Reductions	S Hume		G	0.1	0.0
12.	Demand Budgets (Commissioning)	S Hume		G	0.2	0.0
13.	Staffing	Various	primarily use of vacancy factors	B	0.8	(0.2)
14.	Income	Various	better collection of assessed income and recovery of monies from partners	G	2.2	(0.4)
15.	Public Health	I Cameron	review of commissioned services and use of reserves	B	1.0	0.0
B. Other Significant Variations						
1.	Staffing	All	relating to staffing turnover and slippage in employing new staff			(0.5)
2.	Community care packages	Various	anticipated variation			1.8
3.	General running costs	All	non-spend of debt related budget saving reduced by transport cost increases			(0.3)
4.	Use of reserves	All	net contribution to reserves (Leeds Adults Safeguarding Board and debt savings offset by transfers from reserves for Community Beds and Public Health and carry forward of debt underspend)			0.3
5.	Income	S. McFarlane	client contributions and CCG contribution to CHC transport costs			(0.9)
Adults and Health Directorate - Forecast Variation					0.0	

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CHILDREN & FAMILIES 2019/20 FINANCIAL YEAR FINANCIAL DASHBOARD - Period 7

Overall Summary - The 19-20 budget for C&F addressed the underlying 18-19 key budget pressures, with the following additional resources reflected in the 19-20 C&F budget; £4m pay, £4m fallout of grant (DfE PIP Innovation 2016-18, School Improvement and Brokerage and Special Education Needs grant), £2m Children Looked After (CLA) demand, £0.7m Passenger Transport costs. At period 7 the directorate is projecting an overspend of **£0.475m** against a gross expenditure budget of £293m which equates to an overspend of under 0.2%. This is an improvement of £0.05m from the reported Period 6 position and reflects the on going work by the Directorate to reduce the projected overspend. The Directorate has identified a number of actions to help offset the projected overspend on demand-led budgets with a total of £2.3m in savings and additional income being proposed so far. The Directorate will continue to identify potential options to manage the overspend. Pressures at P7, £1.90m CLA and Financially Support Non-CLA pressures, £0.625m Passenger Transport, £0.4m Learning for Life (Lfl) net pressure principally due to Children Centre fee income and £0.25m shortfall in Adel Beck income. These pressures are expected to be partly offset by additional £1.415m income; UASC grant income of £0.3m, School Improvement and Brokerage Grant £0.415m, DfE Innovation (SFPC) grant £0.3m, Youth Service £0.3m and Partnership & Health grant & other income £0.1. An underspend on staffing of £0.5m, release from the Strategic budget for Children Service **£0.5m**. Other planned service action plans **£0.135m** and savings on Supplies & Services and Internal Charges of £0.15m. There is a risk that the projected overspend worsens, with action being required to contain the CLA, Lfl Nursery fee income, savings target for Staffing and Passenger Transport pressures at this reported position.

Children Looked After (CLA): - The Children Looked After budget (CLA) was increased by £1.5m to £42.4m in the 2019/20 budget. The budget took into account the level of supported children in the autumn of 2018, 1,284 and there are currently 1,319; increase of 11 from the reported position at Period 6. This has resulted in significant pressures on the 19-20 External Residential (ER) and Independent Fostering Agencies (IFA) budgets although both placement numbers have remained steady since the previous month. Current ER numbers are 58 compared to the budgeted number of 58, whilst the number of Independent Fostering Agencies (IFA) is 204 compared to the budgeted number of 184 leaving the overall reported pressure at **£1.70m**. The reconfiguring of the LCC run children homes and their current limited capacity continues to impact on the CLA demand budgets; although Luttrell Children's Home has now reopened. This is further compounded with barriers in education provision within the city preventing CLA children being placed back into Leeds. There is still a risk that there will be further budget pressure increases in 2019-20.

Non CLA Financially supported: - The non-CLA financially supported budget was increased by £0.5m to £12.9m in the 2019/20 budget. Budgeted 19-20 numbers are 867 placements; current numbers are 871; increase of 11 from the reported position at Period 6. A new pressure of **£0.2m** relating to Special Guardianship Orders and Staying Put Arrangements is now reflected.

Staffing: - The staffing budget for 19-20 is £87.4m. At P4 the Directorate made a commitment to deliver savings of £0.40m on the pay budget. Additional to this, via scrutiny of all post releases, a further saving of £0.05m is now reflected. Total projected pay saving at Period 7 is **£0.45m**. This reflects some one-off funding from the carry forward of DfE PIP monies and Troubled Families Earned Autonomy. The directorate is strictly controlling all post releases and DDN requests to achieve this position and mitigate any potential pay pressures. The Directorate is also reviewing and controlling the use of Overtime and Agency staff. A new saving of **£0.05m** for Teachers Ongoing Pension Costs in Resources & Strategy - Central Overheads is now reflected in the overall saving savings making total savings of £0.5m.

Transport: - The overall budget for Passenger Transport is £14.7m; an increase of £0.65m from 18-19. The budget for CEL Passenger Transport has increased by £0.95m and the budget for WYCA reduced by £0.3m; net £0.65m. There has been a notable increase in the number of children requiring transport during 18-19 and a significant increase in contract prices over the increase allowed for in the 2019/20 budget. The actual increase in demand will be clearer at the start of the autumn'19 academic term but at this stage an increase in costs for CEL Passenger Transport of **£0.625m** are projected. This assumes that a number of actions are progressed to reduce costs and the Directorate is working with CEL to mitigate the demand and cost pressures, for example; route rationalisation, Independent travel Training and switch from Private Hire to In-House fleet transportation. There is a risk that demand continues to increase and unit costs increase further during the year.

Trading and Commissioning: - Although the Trading areas of the directorate collectively underachieved their income targets in 2018/19, action plans have been developed for the areas where income was below budget in 2018/19. An action plan has been developed to look at maximising income from Learning for Life, but a shortfall of **£0.4m** against net managed budget is now projected; £1m shortfall on Children Centres FEE income offset by other savings within Lfl Services. Again there is a significant risk that the projected level of nursery fee income is not achieved. Occupancy levels within the Little Owls nurseries at September'19 (start of the new academic year) will be crucial to determining the financial projection for 19-20 financial year.

Supplies & Services & Internal Charges: - The S&S budget for C&F directorate is £61.4m, of which £52.8m relates to Pfl payments and £1.0m for food costs for LCC run homes and nurseries. A savings target of **£0.05m** is now reflected. Controls will need to be put in place to ensure only essential expenditure on controllable S&S is committed for the remainder of the year. **£0.1m** savings on Legal Disbursement charges is also now projected.

Other Income / Projects: - On the 17th April 2019 the DfE announced that the authority was successful in its bid, Strengthening Families Protecting Children (SFPC). The award is for £8.24m over 5 years, with £1.58m being awarded for 2019/20 financial year. Plans are being developed to deliver the outcomes of the grant and deliver further **£0.3m** contribution to current costs. Delivery of the Troubled Families - Earned Autonomy Project continues to be implemented. The impact of the realignment of grant funding within Early Help service continues to be reviewed to ensure no overall financial impact of delivering the programme. UASC Home Office announcement re introduction of new flat rate of £114 per day for each eligible UASC child; impact additional **£0.3m** Home Office grant income. **£0.415m** School Brokerage Grant contribution to current costs; covers the first 2 terms of the 19-20 academic year. The Government had previously indicated that funding would cease at the end of August 2019. A detailed review of income at P6 identified additional net income of **£150k**; Youth Service £300k, Partnership & Health £100k offset by income pressure of £250k for Adel Beck.

Dedicated Schools Grant - There is a separate Dashboard for the DSG

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend
	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	
Demand Led Budgets:															
In House placed CLA	20,352	(3,648)	16,704	0	0	0	0	0	(450)	0	0	0	(450)	0	(450)
Independent Fostering Agency	7,546		7,546	0	0	0	0	0	1,300	0	0	0	1,300	0	1,300
External Residential	11,913		11,913	0	0	0	0	0	500	0	0	0	500	300	800
Other Externally placed CLA	2,566		2,566	0	0	0	0	0	100	0	0	0	100	0	100
Non CLA Financially Supported	12,883	(3,514)	9,369	0	0	0	0	0	150	0	0	0	150	0	150
Transport	15,062	(617)	14,445	0	0	0	625	0	0	0	0	0	625	0	625
Sub total Demand Led Budgets	70,322	(7,779)	62,542	0	0	0	625	0	1,600	0	0	0	2,225	300	2,525
Other Budgets															
Partnerships & Health	4,977	(1,231)	3,746	(50)	0	0	0	0	0	0	0	0	(50)	(235)	(285)
Learning	31,500	(26,906)	4,594	(100)	0	0	0	0	0	0	0	0	(100)	(415)	(515)
Social Care	123,422	(77,400)	46,022	(250)	0	(50)	0	(100)	0	0	0	(500)	(900)	(250)	(1,150)
Resources and Strategy	65,291	(60,427)	4,864	(100)	0	0	0	0	0	0	0	0	(100)	0	(100)
Sub total Other Budgets	225,190	(165,964)	59,226	(500)	0	(50)	0	(100)	0	0	0	(500)	(1,150)	(900)	(2,050)
Total	295,512	(173,743)	121,769	(500)	0	(50)	625	(100)	1,600	0	0	(500)	1,075	(600)	475

Key Budget Action Plans and Budget Variations:		Lead Officer	Additional Comments	Action Plan Value	Forecast Variation
A. Significant Variations			RAG	£m	£m
	Children Looked After & Financially Support Non-CLA Demand Budgets.	Steve Walker / Sal Tariq	The budget supports an average of 58 ER and 184 IFA Placements. Currently at 58 ER and 204 IFA Placements. Partly impacted due to reduced capacity in LCC run homes; currently at 23 against potential 28 when 7 mainstream homes operational. Luttrell Children Home reopened beginning of October. At P6 revised the CLA and Financially Support non-CLA demand pressures; however the overall pressure remained the same.	R	1.900
	Staffing Related Costs	C&F Leadership Team	£0.8m High Level Action Plan target savings (£0.4m Social Care, £0.1m Learning and £0.3m Attendance). Close control of recruitment & post releases and potential impact of any DDN's need to be monitored and actioned to deliver the projected savings of £0.4m. Also control use of Agency and Overtime costs. Further pay saving of £0.05m from controlling all post releases. Central Overheads £0.05m saving on Teachers Ongoing Pension Costs (v047).	G	(0.500)
	Learning For Life - Early Start & Youth Services	Sal Tariq / Andrea Richardson	Net pressure of £0.4m explained by £1m shortfall in Children Centres income, offset by savings within Family Services, Early Help and Youth services. Impact of numbers on roll at the start of the new academic year will be crucial for determining the level of nursery fee income for 19-20.	R	0.400
	Passenger Transport	Sue Rumbold	Continuation of increasing demand within LCC run Passenger Transport. Whilst the strategy provided £0.7m additional funding, there is a further pressure of £0.625m due to increasing demand and prices via commissioning. Impact of new demand and tenders for private hire arising from the commencement of the academic year will be crucial.	R	0.625
	Income (Incl. Grants)	C&F Leadership Team	£0.3m Home Office announcement re new funding formulae for councils looking after asylum seeking children (UASC) and implementation of a flat standard rate of £114 per day. £0.415m School Brokerage grant income for the autumn and spring terms of the 19-20 academic year and £0.3m from slippage of spend on externally funded programmes. £0.3m Youth Service additional income from Other LA's and West Yorkshire Police, £0.1m Partnership & Health income offset by income pressure of £0.25m for Adel Beck.	G	(1.165)
	Supplies & Services and Internal Charges	C&F Leadership Team	£0.05m savings target from S&S budget. To put in place controls to reduce overall spend. £0.1m savings re Legal Disbursement charges reflecting lower in-year demand.	A	(0.150)
B. Key Budget Action plans (BAP's)					
Transport	Pasenger Transport - Other Transport savings	Sue Rumbold	Savings from WYCA and additional schools swimming income	G	(0.30) 0.000
Social Care	Achieve running cost savings from former Partner in Practice funded activities	Sal Tariq	review non-staffing expenditure previously funded through the PiP grant	G	(0.15) 0.000
Social Care	Make savings on Independent Support workers within CHAD.	RuthTerry	Based on 2018/19 spend this should be achievable	G	(0.05) 0.000
Social Care	Achieve running cost savings in Learning for Life	Andrea Richardson	cease commissioned service with ASHA - saving £50k	G	(0.05) 0.000
Resources & Stratgey	Reduction in Prudential borrowing charges	Tim Pouncey	Savings achieved - borrowing repaid	G	(0.05) 0.000
Social Care	Achieve increased charges at Adel Beck	Sal Tariq	Increases in charges agreed, overall position will depend on the placements.	G	(0.20) 0.000
Social Care	Achieve other additional income targets	All COs	Includes £0.2m secured from Housing capital for the capitalisation of part of the costs of the CHAD team	G	(0.40) 0.000
Social Care/Transport	Additional income from moving towards full the recovery of appropriate costs from the Dedicated Schools Grant	Tim Pouncey	Should be achievable depending on the total costs incurred	G	(0.60) 0.000
C. Contingency Plans					
	Use of strategic contingency fro Children Services.	Steve Walker	Request release from strategic budget to support the directorates financial position		(0.500)
	Further service action plans	Steve Walker & Leadership Team	To identify additional income or further savings on expenditure.		(0.135)
Children and Families Directorate - Forecast Variation					0.475

CHILDREN & FAMILIES 2019/20 FINANCIAL YEAR

DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD - PERIOD 7

Overall Summary - The Dedicated Schools Grant (DSG) is made up of 4 separate blocks - the Schools Block, Central School Services Block, Early Years Block and High Needs Block. At month 7 there is a projected in year overspend of £5,261k on general DSG and an in year underspend of £124k on de-delegated services. This position includes the impact of the additional funding for the high needs block announced by the Secretary of State for Education on the 17th December 2018.

Schools Block - This is the largest element of the DSG and mostly consists of delegated funding to local authority maintained schools. When a school becomes an academy, funding payments are made directly by the ESFA and not paid to local authorities to distribute. When this happens, there is a reduction in grant income which is largely matched by reduced expenditure, though overall there is an underspend as a result of recoupment adjustments on NNDR and growth funding in respect of schools which have converted to academies during 2019/20. There are a number of de-delegated services where schools have agreed for the local authority to retain funding to cover some costs centrally which otherwise would need to be charged to schools (such as maternity costs, trade unions costs and the libraries service). There is additional de-delegated income of £242k due to the way de-delegated budgets are dealt with when a school becomes an academy and this is partly offset by increased costs on maternity pay and SIMS licences. The Growth Fund budget is part of this block and is currently projected to be £1,067k underspend which means that the £400k of the DSG surplus brought forward from 2018/19 which had been earmarked for this, is no longer needed.

Schools Forum have previously queried the significant level of reserves on de-delegated budgets and have requested a payment be made to schools from this reserve. A proposal was taken to the October Schools Forum to repay the 2018/19 underspend of £462k back to schools pro-rata to the amount of de-delegated funding paid in that year.

Central School Services Block

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

Early Years Block - This element is concerned with provision to pre-school children. The final grant amount received is largely based on the January 2020 census and so will not be confirmed until the 2020/21 financial year. Following the significant underspend in the past 2 years, the unit rates paid to providers has been increased for both 2 year old and 3 & 4 year old providers. However based on the summer term activity, it is still expected that there will be an underspend of £1,072k. This is due to an expected difference between the number of hours funded and the number of hours paid to providers.

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

- a lack of suitable places in Leeds is expected to result in an overspend on outside placements of £2,300k.
- an increase in special school places required from September 2019 is expected to result in an overspend of £820k on SILC funding.
- a general increase in the FFI top-up to mainstream schools and academies is projected to result in an overspend of at least £2,586k based on the FFI database at the end of August. There is a risk that costs increase over the remainder of the year.
- the North West SILC is expected to become an academy during 2019/20 which means that additional funding will be needed to ensure that NW SILC is in a sustainable financial position going forward. It is expected that additional costs associated with this will be £1,497k.

There is also a risk around a disapplication request which is to be submitted around top-up funding in respect of the SEMH provision. If unsuccessful, there is a potential additional cost of approximately £0.9m which is not included in the above projections.

Reserves - There is a surplus reserve brought forward from 2018/19 of £1,097k and a de-delegated reserve of £587k. As a result of the variations detailed above, there is expected to be an overall in year overspend of £5,261k which means that there is a projected deficit on general DSG carried forward to 2020/21 of £4,164k. Following the repayment of part of the accumulated reserves, the de-delegated reserves are expected to be a surplus of £249k.

Budget Management - net variations against the approved budget

DSG Grant Reserves

	Budget £'000	Projection £'000	Variance £'000
Schools Block			
DSG Income	(301,877)	(300,014)	1,863
Individual Schools Budgets	295,939	293,871	(2,068)
De-delegated budgets	4,438	4,314	(124)
Growth Fund	2,900	1,833	(1,067)
Contribution to /from reserves	(1,400)	(1,000)	400
	0	(996)	(996)
Central School Services Block			
DSG Income	(4,725)	(4,725)	0
CSSB Expenditure	4,725	4,725	0
	0	0	0
Early Years Block			
DSG Income	(55,877)	(57,057)	(1,180)
FEEE 3 and 4 year olds	45,708	45,927	219
FEEE 2 year olds	7,312	7,050	(262)
Other early years provision	2,857	3,008	151
	0	(1,072)	(1,072)
High Needs Block			
DSG Income	(66,389)	(66,318)	71
Funding passported to institutions	59,524	66,643	7,119
Commissioned services	1,702	1,702	0
In house provision	4,605	4,620	15
Prudential borrowing	558	558	0
	0	7,205	7,205
Total	0	5,137	5,137

Latest Estimate

Balance b/fwd from 2018/19
 Net contribution to/from balances
Balance c/fwd to 2020/21

Projected Outturn

Balance b/fwd from 2018/19
 Projected in year variance
 Net contribution to/from balances
Balance c/fwd to 2020/21

General £'000	De-delegated £'000	Total £'000
(1,097)	(587)	(1,684)
400	0	400
(697)	(587)	(1,284)
(1,097)	(587)	(1,684)
5,261	(124)	5,137
0	462	462
4,164	(249)	3,915

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Key Budget Action Plans and Budget Variations:

	Lead Officer	Additional Comments	RAG	Action Plan Value	Forecast Variation against Plan/Budget
A. Key Budget Action Plans					
Transfer funding to High Needs Block		Transfer of £1.5m from the schools block and £800k from the central school services block to the high needs block as detailed in report to Schools Forum in January 2019.	B	£m 2.30	£m 0.00
B. Significant Variations					
Schools Block		Projected underspend on Growth Fund (net of reduced call on reserves)			(0.67)
Schools Block		Underspend due to adjustments made as part of the academy conversion process			(0.21)
Schools Block		Net underspend on de-delegated services.			(0.12)
Early Years Block		Projected underspend on early years block mainly as a result of funding received for additional hours.			(1.07)
High Needs Block					2.30
High Needs Block		Increase in funding to special schools			0.82
High Needs Block		Increase in FFI top-up to mainstream schools and academies			2.59
High Needs Block		Additional cost relating to NW SILC academy conversion			1.50

Dedicated Schools Grant - Forecast Variation

5.14

CITY DEVELOPMENT 2019/20 BUDGET FINANCIAL DASHBOARD - MONTH 7 (APRIL - OCTOBER)

At Period 7 the City Development Directorate is forecasting to deliver an underspend of £350k despite two significant pressures in relation to Kirkgate Market and the Strategic Investment Fund.

At Kirkgate Market traders have been granted a 20% rent discount for 7 months (April to October) as footfall continues to be an issue in the market, which comprises £200k of the forecast £674k shortfall in income, the rest is due to vacant and unlettable units within the market. Their projection reflects the implementation of the £100k Action Plan to reduce expenditure and increase income.

The Strategic Investment Fund requires further acquisitions to be made in order to achieve the net income target of £3.36m, the current shortfall is circa £592k. Further investment opportunities continue to be sought and financially appraised. The impact of the 1% PWLB increase in funding rates on this target is currently being assessed.

The Street Lighting LED conversion programme was planned to start in September 2019 however the Deed of Variation for the PFI contract is not expected to be signed off until January 2020 and full commencement of works cannot proceed until then. However some 'small works' instructions for lantern swaps have been issued to ensure energy savings are realised and at present there is no budget pressure arising from this delay.

Planning & Sustainable Development are projecting a £159k underspend this is the net position of vacancy savings, increased CIL administration income, and the SAP Inspector costs of £120k.

There is a £250k action plan in Highways to review and redress the projected overspend in Civil Engineering.

Finally there is a £514k Budget Action Plan to balance the Directorate budget - via careful vacancy management (Not all Saf release requests are approved, and as standard, non grant funded or income earning posts are now questioned as to their need, which results in a time delay), reviewing and restricting other operational expenditure, additional one off income, and review and application of appropriate balances.

Budget Management - net variations against the approved budget

	PROJECTED VARIANCES														Total (under) / overspend £'000
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planning & Sustainable Development	9,465	(7,519)	1,946	(122)	(20)	72	(1)	0	0	0	0	0	(71)	(88)	(159)
Economic Development	2,194	(521)	1,673	36	(1)	(0)	2	10	0	0	0	0	47	(7)	40
Asset Management & Regeneration	17,314	(20,571)	(3,257)	(664)	100	(186)	3	83	0	0	0	0	(664)	1,024	359
Employment & Skills	6,238	(4,544)	1,694	(15)	0	0	0	15	0	0	0	0	0	0	0
Highways & Transportation	65,348	(48,236)	17,111	(1,066)	(454)	705	56	168	0	0	0	0	(591)	665	74
Arts & Heritage	19,548	(8,678)	10,870	97	(69)	(56)	(5)	16	12	0	0	0	(5)	(5)	(10)
Active Leeds	25,570	(20,431)	5,139	124	(63)	(177)	0	10	0	0	0	0	(105)	25	(80)
Resources & Strategy	1,008	0	1,008	(57)	0	(375)	0	0	0	0	0	0	(433)	(764)	(1,197)
Markets & City Centre	3,410	(3,702)	(292)	6	15	(73)	0	0	0	0	0	0	(52)	674	622
Total	146,684	(114,203)	35,891	(1,661)	(492)	(90)	55	303	12	0	0	0	(1,873)	1,523	(350)

Key Budget Action Plans and Budget Variations:

				RAG	Action Plan Value	Forecast Variation against Plan/Budget
					£'000	£'000
A. Budget Action Plans						
	Lead Officer	Additional Comments				
1.	Asset Management & Regeneration	Angela Barnicle	Purchase of commercial assets to generate additional rental income over and above the annual costs of borrowing and other land-lord related costs	R	(1,000)	592
2.	Asset Management & Regeneration	Angela Barnicle	Asset Rationalisation	G	(250)	0
3.	Highways & Transportation	Gary Bartlett	LED Street Lighting Conversion	G	(700)	0
4.	Highways & Transportation	Gary Bartlett	Fees Capitalisation	G	(400)	74
5.	Active Leeds	Cluny MacPherson	Sport Income	G	(220)	25
6.	Active Leeds	Cluny MacPherson	Sport Efficiencies	G	(150)	(105)
Total Budget Action Plan Savings					(2,720)	586
B. Other Significant Variations						
1.	Markets & City Centre		Markets net rental income re 20% rent reduction and loss of income re vacant/unlettable units			622
2.	Asset Management & Regeneration	Angela Barnicle	Vacancy savings net of income generating posts			(235)
3.	Planning & Sustainable Development	David Feeney	Vacancy savings and additional CIL administration fees partially offset by SAP Inspector Fees			(159)
4.	All	All	Other minor variations			(50)
C. In Year Budget Action Plans						
3.	Resources & Strategy	Ed Mylan	Action Plan to balance Directorate budget - via careful vacancy management, reviewing and restricting other operational expenditure, additional one off income, and review and application of appropriate balances.			(514)
4.	All	All	Savings target of £350k on operational expenditure for the remainder of 2019/20 to support the General Reserves position.			(350)
2.	Highways	Gary Bartlett	Civil Engineering - action plan to review and redress projected overspend			(250)
City Development Directorate - Forecast Variation						(350)

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2019/20 FINANCIAL YEAR

PERIOD 7

Overall

The Directorate is now projecting an underspend of £324k, an improvement of £58k from the position reported at month 6 and this is mainly due to additional refunds received for Merrion House business rates. Further work is being completed to assess the potential for additional savings through turnover of posts and a review of operational expenditure which could improve the position further and will be reported accordingly. Budget pressures remain within Corporate Property Management (CPM) and LBS. However, these are more than offset by savings in business rates following the confirmation of the business rates valuation and a backdated refund at Merrion House.

Resources

The budget requires the delivery of over £3.2m of savings in this area of which approximately £2m are staffing savings. After a number of years of reductions in support services, this figure is becoming increasingly challenging to achieve without fundamental change to the way some of these services are provided. There may be a timing issue to deliver all the savings as planned. There are likely to be overall pressures in Shared Services of £0.3m. This figure assumes continuing savings through staff turnover in the second half of the year. Offsetting this are savings from a review of accruals, forecast to be (£0.2m). There are also forecast savings within Digital and Information Services relating to expenditure on Microsoft licences of £320k and a further £50k from other expenditure and in Democratic services, savings in Members Allowances and general running costs of £100k.

Leeds Building Services

The budget assumes delivery of an £11m surplus with a turnover of just under £70m. At Period 7, it is projected that forecast that the service will be around £150k (1.3%) short of the budgeted surplus. This is mainly due to front line vacant posts which will affect the overall recovery position. It is assumed that work will be sub contracted to deliver the business plan turnover levels.

Housing and Property Services

There are continuing pressures within the CPM function which are estimated at around £0.4m. This is after assuming additional capitalisation of building maintenance and staffing costs. At this stage there are no variations to report within the remainder of the Housing General Fund and Supporting People services.

Civic Enterprise Leeds (CEL)

Within Facilities Management, there is now a projected saving of £600k due to savings in business rates following the confirmation of the valuation of Merrion House by the VOA. This saving is partly offset by a £150k pressure in the Catering service covering income and staffing across elements of the service. Within School Crossing Patrol savings on staffing mean that the service is projecting a £20k saving and the remaining services within CEL are expected to be in line with the budget.

Budget Management - net variations against the approved budget

	Expenditure Budget	Income Budget	Latest Estimate	PROJECTED VARIANCES											Total (under) / overspend
				Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Resources	98,339	(31,125)	67,214	2,013	(43)	(588)	(34)	37	0	0	0	74	1,459	(1,843)	(384)
LBS	58,336	(69,345)	(11,009)	(1,257)	0	1,539	0	(132)	0	0	0	0	150	0	150
Housing & Property	25,889	(12,545)	13,344	74	799	(2)	17	0	0	0	0	0	888	(509)	379
CEL	80,845	(68,219)	12,626	152	(563)	(119)	562	12	0	0	0	0	44	(513)	(469)
Directorate Action Plan				0		0							0	0	0
Total	263,409	(181,234)	82,175	982	193	830	545	(83)	0	0	0	74	2,541	(2,865)	(324)

Key Budget Action Plans and Budget Variations:				RAG	Action Plan Value	Forecast Variation against Plan/Budget
Service	Budget Action	Lead Officer	Comments		£m	£m
HOUSING						
Leeds Building Services	To deliver an improved surplus of £1.4m from additional turnover; efficiencies and productivity.	Simon Costigan	Forecast shortfall of surplus mainly due to vacant front line posts. (Permanent advert is out for these trades)	A	(1.40)	0.15
Housing	Review of housing general fund staffing costs	Jill Wildman	To be controlled through effective management of vacancies; No issues currently anticipated	G	(0.10)	
CEL						
Cleaning /Catering	Additional income	Sarah Martin	Awarded window cleaning contract for Barnsley Council & headquarter clearance of Harrogate Council. Plans to expand Civic Flavour.	G	(0.07)	
Facilities Management	Review of Entry systems at Civic Hall	Sarah Martin	Quotes obtained for installation of speedgates from LBS, awaiting a slot from LBS for the work to be done. This will enable a review of staffing levels.	G	(0.04)	
Facilities Management	Energy savings	Sarah Martin	More timely meter readings, use of energy efficient lighting & movement sensors & better use of Trend system to remotely control heating systems.	G	(0.03)	
Facilities Management	In-sourcing of Waste and Voids contracts	Sarah Martin	Proposals to vire budgets have been submitted to HoF. Virement codes received and virement to be completed.	G	(0.06)	
CEL Management	Staffing restructure	Sarah Martin	ELI case has been completed which will partially deliver savings	G	(0.08)	
Fleet Services	Operational Savings	Sarah Martin	Plans being developed and implemented to use capital funding to reduce spend on operational spend	G	(0.05)	
RESOURCES						
DIS	Procurement efficiencies targeted to deliver £0.5m of contract savings	Dylan Roberts	£346k secured and savings realised; £180k under review; £20k pressure re HYDRA to be found	G	(0.55)	
DIS	Staffing reductions	Dylan Roberts	£245k savings completed; Remaining £75k relates to review of App Support team	G	(0.32)	
DIS	Secure net additional income from charges to Capital and external income	Dylan Roberts	External income has been completed; Capital programme reflects these proposals - staff have been recruited to PM roles. Ongoing review of activity	G	(0.40)	
Financial Services	Deliver £0.3m staffing savings to balance the 19/20 budget	Victoria Bradshaw	Total staffing pressure circa £500k; Some savings from maternities and leavers since budget. Projected £260k over on staffing, offset by £180k income; Expected to balance	G	(0.30)	0.07
HR	Deliver £0.09m staffing savings to balance the 19/20 budget	Andrew Dodman	Budget should be delivered through management of releases	G	(0.09)	(0.07)
HR	Development of ULEV scheme	Andrew Dodman (Alex Watson)	Initial Communications and promotion has gone out;	A	(0.06)	
HR	Secure £150k of income chargeable to the Apprentice Levy	Andrew Dodman (Alex Watson)	Income not achievable through this plan, but service budget is expected to be balanced for 19-20 from savings in other areas.	R	(0.15)	0.15
Legal Services	To identify £206k of external legal costs that can be brought in house	Catherine Witham (Nicole Walker)	Delivered through staffing savings 19/20; Virement for 20/21 required	G	(0.21)	
Shared Services	Deliver £0.79m staffing savings to balance the 19/20 budget	Helena Phillips	Requires around 8% VF to deliver; Current staffing levels suggests £600k pressure after additional income for funded posts; Careful management of turnover required.	A	(0.79)	0.15
Shared Services	Electronic Processing of Invoices	Helena Phillips	Unlikely to deliver project this Financial Year.	A	(0.15)	0.15
Strategy and Improvement	Deliver £0.255m staffing savings to balance the 19/20 budget	Mariana Pexton	Potential to use some new one off external funding to help offset pressures - circa £100k; Balance to be delivered through management of vacancies.	G	(0.26)	0.01
1	CPM	Simon Costigan	Pressures on the maintenance budget (net of £0.4m additional capitalisation)	R		0.38
2	Finance -Court Fees	Victoria Bradshaw	Budget reduced to £2m in 19/20. No significant variation at Month 7	G		0.00
3	Resources - Schools Income	All	No variation assumed from traded income with schools	G		0.00
4	Facilities Management	Sarah Martin	VOA - Valuation of Merrion House finalised - in year saving £600k from 18/19 accrual and some backdating	G		(0.60)
4	All Other Variations	All	£370k savings mainly from DIS relating to Microsoft; £100k projected savings in Democratic Services , £150k Catering pressure; Review of accruals £200k and other minor variations	G		(0.72)
Resources and Housing Directorate - Outturn Variation					(0.325)	

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY
FINANCIAL DASHBOARD - 2019/20 FINANCIAL YEAR
Period 7 (October 2019)

Overall Position (£88k Under budget)

Communities (Nil variance)
The service is projecting a nil variance.

Customer Access (£293k Overspend)
The service is currently projecting an overspend of £293k which is attributable to additional staffing costs within the Contact Centre (£450k) due to recruitment to improve call answer rates. This has been partially offset by funding of £300k secured from Housing Leeds in respect of Housing enquiries. In addition additional premises costs of £143k are projected which includes increased security costs and business rates at Hubs.

Electoral and Regulatory Services (£70k Under budget)

Elections, Licensing and Registrars (£1k Over budget)
The service is projecting an minor overspend of £1k across the service.

Environmental Health (£71k Under budget)
The Environmental Health service is projecting a saving of £71k, due to both staffing and operational savings across the service.

Welfare and Benefits (£105k under budget)
The service is currently projecting an underspend of £105k. This saving is mainly due additional grant funding within the Benefits service, partially offset by staffing variations within Council Tax. There remains an ongoing area of risk around the achievement of the budgeted level of overpayment income.

Parks and Countryside (Nil variance)
The service is projecting a balanced position. Although there is currently a net pressure across Attractions and the Arium of £0.3m, it is anticipated that these pressures will be offset by expenditure savings and additional income in other areas of the service.

Car Parking (£131k Under budget)
The service is currently projecting a saving of £131k. This saving is mainly due to staffing and other expenditure variations. In addition, based on current trends, there is a projected shortfall against budget on the levels of 'on street' parking income (+£348k), although this is offset by additional income including 'off street' parking income and PCNs

Cleaner Neighbourhoods Teams (£36k Under budget)
The service is projecting a net saving of £36k which is due to projected staffing savings, partially offset by additional vehicle costs.

City Centre (£16k Under budget)
The service is projecting an under spend of £16k due to additional income across the service offset by increased staffing costs including the cost of covering events.

Waste Management (Nil variance):
Pressures within the Refuse service relating to the ongoing Refuse review combined with additional costs of recovery are anticipated to be offset by residual waste disposal contract savings. Other staffing pressures, mainly within Waste Operations, are assumed to be offset by other savings across the service. There are also pressures on the SORT disposal contract (£112k), mainly due to market income prices, and also pressures on a number of recently re-let waste stream contracts due to price increases (£112k), although these are largely offset by volume trend variations across waste streams.

Community Safety (£22k Under budget)
Community Safety is currently projecting an underspend of £22k which is mainly due to staff savings across the service.

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Budget Management - net variations against the approved budget;

Summary By Service	Period 7 Projected variances																Total (under) / overspend
	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	£'000		
Communities	17,436	(12,080)	5,356	0	0	(86)	0	21	0	0	0	0	0	0	65	0	
Customer Access	24,294	(4,282)	20,012	448	133	245	(17)	0	0	0	0	0	0	0	809	(516)	293
Electoral & Regulatory Services (including Environmental Health)	8,327	(5,913)	2,414	(76)	18	(36)	(2)	20	0	0	0	36	0	0	(40)	(31)	(71)
Welfare And Benefits	265,394	(260,867)	4,527	74	(12)	11	(1)	91	0	0	0	0	0	0	163	(268)	(105)
Car Parking Services	4,874	(13,155)	(8,281)	(68)	25	(70)	0	20	0	0	0	0	0	0	(93)	(38)	(131)
Community Safety	8,735	(6,342)	2,393	(307)	0	145	7	65	0	0	0	0	0	0	(90)	68	(22)
Waste Management	42,737	(7,693)	35,044	1,843	41	(365)	232	(365)	0	0	0	0	0	0	1,386	(1,386)	0
Parks And Countryside	33,164	(25,896)	7,268	(91)	135	854	(31)	(10)	0	0	0	0	0	0	857	(857)	0
Environmental Action (City Centre)	2,079	(427)	1,652	50	1	(1)	(1)	(5)	0	0	0	0	0	0	44	(60)	(16)
Cleaner Neighbourhood Teams	12,662	(4,176)	8,486	(146)	(11)	(140)	307	0	0	0	0	0	0	0	10	(46)	(36)
Directorate wide	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	419,702	(340,831)	78,871	1,727	330	557	494	(163)	0	0	0	36	2,981	(3,069)	(88)		

Key Budget Action Plans and Budget Variations:						
		Lead Officer	Additional Comments	RAG	Action Plan Value (£000s)	Forecast Variation against Plan/Budget
Communities						
Communities team	Achievement of staffing efficiencies	Shaïd Mahmood	£40k of this to be delivered by the saving of 2 posts through ELI.	G	(75)	0
Community Centres	Asset transfer savings and general efficiencies within the service	Shaïd Mahmood	Asset transfers should generate £70k. Delivery of additional savings targets are to be considered by Facilities Management.	G	(100)	0
Community Centres	Achievement of base income pressure	Shaïd Mahmood	The actual pressure at outturn 18/19 was £40k, options remain to review and increase prices. This will be reviewed alongside the Facilities Management savings.	G	(100)	0
Third Sector Infrastructure Fund	10% saving on Third Sector Infrastructure Fund	Shaïd Mahmood	Agreed to taper the relief over the year with Voluntary Action Leeds.	G	(30)	0
Communities	Achievement of base budget vacancy factor	Shaïd Mahmood	Service to review current staffing arrangements and look at where they can offset existing staffing costs against grant income. Service may also consider holding some posts vacant.	G	(175)	0
Customer Access						
Libraries	Staffing efficiencies achieved through the planned restructure of the Libraries and Information service	Lee Hemsworth	Structure to be agreed with the Unions. Currently have a significant number of vacant posts.	G	(200)	0
Libraries	Review and reduce the provision of publications in Libraries	Lee Hemsworth	Awaiting outcome of review regarding what publications should be available at Library sites. Any shortfall in savings will be delivered from elsewhere within the budget.	G	(40)	0
Libraries	Retender Library management system contract as single contract (18/19 saving)	Lee Hemsworth	Retender process has now taken place and forecast savings will be delivered in year. A data Migration process is required to facilitate the new support contract, this should be funded out of savings delivered but may also need some capital resource.	G	(50)	0
Customer Access	Achievement of base budget vacancy factor	Lee Hemsworth	Most of this has already been delivered but there is some concern about achievability in Hubs.	G	(646)	0
Customer Access	Achievement of base budget efficiencies (18/19 channel shift saving)	Lee Hemsworth	Agreed additional funding with HRA of £300k to improve performance. May potentially overspend by £150k.	R	(310)	150
Welfare & Benefits						
Welfare and Benefits	Achievement of staffing efficiencies	Lee Hemsworth	The pending restructure of the benefits team which is still subject to approval may impact on the delivery of this efficiency. To be monitored.	A	(150)	0
Welfare and Benefits	Local Welfare Support Scheme - passport the costs of carpets / flooring	Lee Hemsworth	On target to deliver	G	(100)	0
Welfare and Benefits	Achievement of base budget vacancy factor	Lee Hemsworth	On target to deliver but will be affected by a restructure.	G	(47)	0
Elections, Licensing, Regulatory Services (incl Environmental Health)						
Registrars	Implement fee review in respect of non-statutory charges	John Mulcahy	Fee review implemented - to be monitored in year.	G	(100)	0
Elections	Shared cost of local elections in 19/20	John Mulcahy	To be delivered.	G	(100)	0
All	Achievement of base budget vacancy factor (including Environmental	John Mulcahy	To be delivered.	G	(100)	0
Waste Management						
Refuse	Progress route review to deliver £1.1m savings in the base budget	Helen Freeman	Route review ongoing, anticipated to be offset by other savings across the service.	A	(1,100)	0
Waste Management - all services	Achievement of base budget vacancy factor	Helen Freeman	Progress to be monitored in year.	G	(83)	0

Environmental Action Services (incl Parking)						
Car Parking	Increase charges at Woodhouse Lane car park by 50p for a full day	Helen Freeman	Increase has been implemented mid April 19. Need to monitor income levels during the year.	G	(110)	0
Car Parking	Increase Sunday / Evening charges by 10%	Helen Freeman	Price increases including Sunday / evening charges are currently under review.	G	(60)	0
Environmental Action Services (incl Parking)	Achievement of vacancy factor (Car parks £145k, CC £23k, CNT £139k)	Helen Freeman	Progress to be monitored in year.	G	(310)	0
Parks and Countryside						
Parks and Countryside	Maximise further commercial income generating opportunities	Sean Flesher	Progress to be monitored in year.	G	(50)	0
Parks and Countryside	Review and standardise leedscard discounts at Attractions	Sean Flesher	Following initial review and implementation the decision to standardise the leedscard discounts has now been reversed pending further review.	R	(30)	30
Parks and Countryside	Identify appropriate staffing costs to charge to Capital	Sean Flesher	Progress to be monitored in year.	G	(65)	0
Parks and Countryside	Staffing savings - achievement of vacancy factor (5% all services, 9% Parks Operations)	Sean Flesher	Progress to be monitored in year.	G	(1,181)	0
Community Safety						
Community Safety	Identify efficiencies in use of external funding (£50k 18/19 + £60k 19/20)	Paul Money	Use of external funding has identified £80k to contribute to savings, further work to identify the remaining £30k is on going.	G	(110)	
Community Safety	Replacement of CCTV infrastructure	Paul Money	Delays in the project.	R	(50)	50
Community Safety	PCSO staffing savings - achievement of vacancy factor above base	Paul Money	Will be based on actuals once quarterly invoices are received	G	(10)	0
Community Safety	Achievement of base vacancy factor	Paul Money	Progress to be monitored in year	G	(312)	
Directorate Wide						
Other Significant Variations						
services	Other expenditure variations					(318)
Communities & Environment - Forecast Variation						(88)

**STRATEGIC & CENTRAL ACCOUNTS - 2019/20 FINANCIAL YEAR
FINANCIAL DASHBOARD - PERIOD 7**

Overall :

At month 7 Strategic & Central Accounts are projected to show an overspend of £0.29m. The main factors within this are :

- There is a projected shortfall in the New Homes Bonus grant of £0.76m
- The current projection for Section 31 grant income is £0.92m higher than budget
- The debt budget is forecast to be on target, after taking into account the release of £1m from reserves to fund a move from short term to long term borrowing in order to take advantage of comparatively low long term rates
- It should also be noted that there are risks associated with both the general and schools capitalisation budgets. A potential shortfall of £0.5m has been recognised to reflect this.
- It is anticipated that the procurement exercise for insurance cover will generate savings of £0.64m to offset projected overspend of £1.98m on insurance claims.

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Budget Management - net variations against the approved budget

	Expenditure Budget £'000	Income Budget £'000	Latest Estimate £'000	PROJECTED VARIANCES										Total (under) / overspend £'000		
				Staffing £'000	Premises £'000	Supplies & Services £'000	Transport £'000	Internal Charges £'000	External Providers £'000	Transfer Payments £'000	Capital £'000	Appropriation £'000	Total Expenditure £'000		Income £'000	
Strategic Accounts	(3,829)	(18,998)	(22,827)			500								500		500
Debt	20,859	(17,376)	3,483			27								27	(60)	(33)
Govt Grants	6,001	(36,209)	(30,208)											0	(159)	(159)
Joint Committees	35,902	(7)	35,895						(2)					(2)		(2)
Miscellaneous	5,836	(833)	5,003	(61)		1								(60)	41	(19)
Insurance	10,470	(10,470)	0			1,987		(648)				(973)		366	(366)	0
Total	75,239	(83,893)	(8,654)	(61)	0	2,515	0	(648)	(2)	0	0	(973)	831	(544)	287	

STRATEGIC & CENTRAL ACCOUNTS - 2019/20 FINANCIAL YEAR

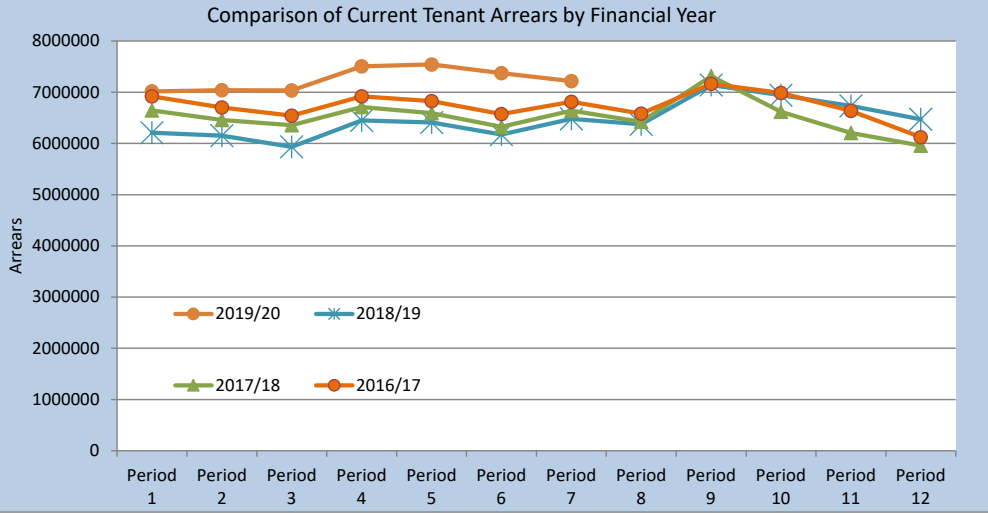
Key Budget Action Plans and Budget Variations:				RAG	Budget	Forecast Variation against Budget
		Lead Officer	Additional Comments		£m	£m
A. Major Budget Issues		-22527				
1.	Debt Costs and External Income	Victoria Bradshaw	Minor variation anticipated at Period 7 plus replacement of short term with long term borrowing to take advantage of low long term interest rates	G	18.6	0.0
2.	Minimum Revenue Provision	Victoria Bradshaw	No variation anticipated at Period 7	G	1.0	0.0
3.	New Homes Bonus	Victoria Bradshaw	Still expected to be £762k less than budgeted	R	(9.9)	0.8
4.	Business Rates (S31 Grants & retained income)	Victoria Bradshaw	Expected to be £960k more than budgeted	G	(26.0)	(1.0)
5.	S278 Contributions	Victoria Bradshaw	A couple of new £m schemes due to start soon so expect to achieve budget.	G	(3.5)	0.0
6.	General capitalisation target	Victoria Bradshaw	Capitalisation of eligible spend in directorate/service revenue budgets. Based on 2018/19 outturn there is a risk that this target may not be met.	A	(4.1)	0.5
7.	Schools capitalisation target	Victoria Bradshaw	Capitalisation of eligible spend in school revenue budgets. Based on 2018/19 outturn there is a risk that this will not be met.	A	(4.0)	0.0
8.	Joint Committees	Victoria Bradshaw	Minor variation anticipated at Period 7	G	35.9	0.0
Other Significant Budgets						
1.	Insurance	Victoria Bradshaw	6 new large claims with an estimated cost of £1,615k plus cost of general insurance claims partially offset by lower external premiums and higher schools income	A	0.0	0.0
2.	Prudential Borrowing Recharges	Victoria Bradshaw	Current forecast is (£408k) above budget	G	(16.1)	0.0
3.	Miscellaneous	Victoria Bradshaw	Cost of unfunded pensions is forecast to be £18k below budget.	G	5.0	0.0
Strategic & Central Accounts - Forecast Variation						0.3

Housing Revenue Account - Period 7 Financial Dashboard - 2019/20 Financial Year

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

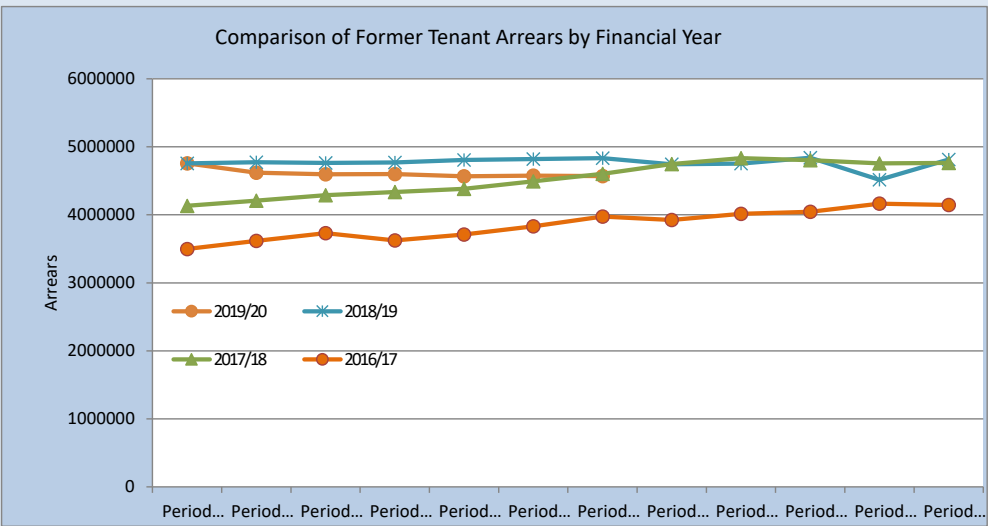
Directorate	Current Budget	Projected Spend	Variance to budget	Comments	Previous period variance
	£000	£000	£000		£000
Income					
Rents	(209,496)	(209,093)	403	19/20 budgeted RtB sales were 530. 18/19 Outturned 615 and assuming 645 19/20.	383
Service Charges	(7,976)	(8,065)	(89)	£125k Sheltered budget assumed 3.3% uplift - charge same as 18/19. [£-60k] Multi Story Flats. [£-140k] Leaseholder income based on 1819 outturn.	(91)
Other Income	(34,083)	(33,679)	404	£241k Reduced capitalisation due to staffing savings, £118k Reduction in Telecom Income - Lease renewals and £40k reduction in Switch 2 income	291
Total Income	(251,556)	(250,837)	719		583
Expenditure					
Disrepair Provision	1,400	2,400	1,000	Projected overspend based on period 1-7 actuals.	1,000
Repairs to Dwellings	44,791	45,201	410	£330k based on 18/19 Outturn. £80k for Mears overhead.	410
Council Tax on Voids	680	680	-	Assumed small saving based on 18/19 outturn but removed as actuals charges in line with budget.	(85)
Employees	30,806	29,515	(1,290)	£65k Technical, [£-708k] Housing Management, [£-247k] Housing Growth and [£-400k] Property and Contracts. Saving partly offset by reduced capitalisation showing in "Other Income".	(955)
Premises	8,716	8,742	26	£42k Lease for Navigation House extended.	85
Supplies & Services	4,100	4,118	18		63
Internal Services	41,451	42,135	684	£300k Contact Centre staffing, £300k Disrepair legal (inc £100k for external outsourcing to Swinburne Maddison), £100k Horticultural Maintenance. £136k Environmental services. £115k Community safety. £103k Community Hubs. [£-136k] Use of additional usable capital receipts from RtB sales.	495
Capital Programme	62,441	60,882	(1,559)		(1,643)
Unitary Charge PFI	9,685	9,685	-		-
Capital Charges	44,776	44,857	81	Additional interest payments to GF as per period 6 Treasury report.	186
Other Expenditure	6,192	6,193	1		1
Total Expenditure	255,037	254,408	(629)		(443)
Net Position	3,481	3,571	90		140
Appropriation: Sinking funds	(2,345)	(2,457)	(112)	LLBH PFI	(112)
Appropriation: Reserves	(1,137)	(1,115)	22		(28)
(Surplus)/Deficit	(0)	(0)	(0)		0
Proposed New Reserves			-		-
Transfer to Capital Reserve			-		-
Total Current Month	(0)	(0)	(0)		0

Housing Revenue Account - Period 7 Financial Dashboard - 2019/20 Financial Year



Change in Stock	Budget	Projection
Right to Buy sales	(530)	(645)
Right of First Refusals/ Buybacks	0	56
New Build (Council House Growth)	0	0
Total	(530)	(589)

Right to Buy Receipts	2018/19 Actual	2019/20 Projection
Total Value of sales (£000s)	32,969	35,814
Average Selling Price per unit (£000s)	53.6	55.5
Number of Sales*	615	645
Number of Live Applications	1,428	1,567
Sales to end P7: 330		



Arrears	2018/19	2019/20	Variance
	£000	£000	£000
Dwelling rents & charges	2018/19 Week 26	2019/20 Week 27	
Current dwellings	6,175	7,371	1,195
Former Tenants	4,808	4,576	(231)
	10,983	11,947	964
Under occupation	2018/19 Week 52	2019/20 Week 27	
Volume of Accounts	3,650	3,326	(324)
Volume in Arrears	1,316	1,292	(24)
% in Arrears	36.1%	38.9%	2.8%
Value of Arrears	295	220	(75)
Collection Rates	2018/19 Week 52	2019/20 Week 27	
Dwelling rents	97.27%	96.37%	-0.9%
Target	97.50%	97.50%	0.0%
Variance to Target	-0.23%	-1.13%	-0.9%

Housing Revenue Account - Period 7 Financial Dashboard - 2019/20 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	(6,495)			(6,495)
Earmarked Reserves				
Welfare Change	(1,372)	589		(783)
Housing Advisory Panels	(410)			(410)
Sheltered Housing	(2,921)			(2,921)
Holdsworth Place - land purchase	(64)	64		0
Early Leavers' Initiative	(408)			(408)
Wharefedale View	(15)			(15)
Changing the Workplace	(235)	86		(149)
ERDMS	(262)			(262)
	(5,687)	739	0	(4,948)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(5,092)	3,902		(1,190)
LLBH&H PFI Sinking Fund	(4,617)		(1,445)	(6,062)
	(9,709)	3,902	(1,445)	(7,252)
Capital Reserve				
MRR (General)	(19,920)	376		(19,544)
MRR (New Build)	(4,072)			(4,072)
	(23,992)	376	0	(23,616)
Total	(45,883)	5,017	(1,445)	(42,311)

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Report author: Steven Courtney
Tel: 0113 37 88666

Report of the Head of Democratic Services

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

Date: 7 January 2020

Subject: Initial Budget Proposals for 2020/2021

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

1. Purpose of this report

- 1.1 The purpose of this report is to provide members of the Scrutiny Board (Adults, Health and Active Lifestyles) with the Executive Board's initial budget proposals for 2020/21 for consideration, review and comment on matters and proposals relating to service areas that fall within the Scrutiny Board's remit.
- 1.2 The Executive Board's initial budget proposals report for 2020/21, considered at its meeting on 7 January 2020 is attached to this report. Other Scrutiny Boards will be considering elements of the budget proposals relevant to their terms of reference.

2. Background information

- 2.1 A range of background information is set out in the attached Executive Board report that provides the context in which the Initial Budget Proposals for 2020/21 have been prepared.

3. Main issues

- 3.1 In accordance with the Council's Budget and Policy Framework, the Chief Officer – Financial Services submitted the attached report to the Executive Board, which sets out the Initial Budget Proposals for 2020/21. The proposals are subsequently submitted to Scrutiny for consideration, review and comment.

- 3.2 The attached report to the Executive Board sets out the Initial Budget Proposals for 2020/21, set within the context of the:
- The Medium Term Financial Strategy (approved by Executive Board in July 2019);
 - The Revenue Budget Update report for 2020/21-2024/25 (received at Executive Board in October 2019);
 - The Technical Consultation in respect of the 2020/21 Local Government Finance settlement; and,
 - Proposed budget savings proposals to bridge the estimated budget gap for 2020/21
- 3.3 The proposals are submitted to Scrutiny for consideration, review and comment; and the Scrutiny Board (Adults, Health and Active Lifestyles) is asked to consider matters and proposals relating to service areas that fall within its remit. Other Scrutiny Boards will be considering elements of the budget proposals relevant to their terms of reference.
- 3.4 Any comments or recommendations made by the Scrutiny Board will be submitted to the Executive Board for consideration at its meeting in February 2019; prior to submission of the proposed budget to full Council on 26th February 2019.
- 3.5 As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.
- 3.6 Relevant Executive Members senior officers have been invited to attend the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Consultation is an ongoing process and residents are consulted on many issues during the year. Further to this, it is proposed to consult around the principles and high level proposals in this report through a wider consultation survey. Fuller details are provided in the attached Executive Board report.
- 4.1.2 In addition, in line with the Council's Budget and Policy Framework, the proposals are submitted to Scrutiny for consideration and review.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Equality Act 2010 requires the Council to have "due regard" to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay "due regard" be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show "due regard"

4.2.2 The proposals within the attached Executive Board report have been screened for relevance to equality, diversity, cohesion and integration and a full strategic analysis and assessment will be undertaken on the 2020/21 Revenue Budget and Council Tax report which will be considered by Executive Board and subsequently by Full Council in February 2020.

4.2.3 Fuller details are provided in the attached Executive Board report.

4.3 Council policies and the Best Council Plan

4.3.1 The Best Council Plan sets out the Council's ambitions and priorities. The Plan's development and implementation continues to inform, and is informed by, the authority's funding envelope and by staffing and other resources. The current Plan and its proposed update for 2020/21 is therefore aligned with both the Council's Medium-Term Financial Strategy and its annual budget. The proposed Best Council Plan refresh is also presented elsewhere on the Scrutiny Board's meeting agenda.

Climate Emergency

4.3.2 In conjunction with inclusive growth and health and wellbeing, the proposed Best Council Plan update report recommends that the climate change emergency becomes the third 'pillar' underpinning the Council's Best City ambition to tackle poverty and reduce inequalities. A specific focus on this emergency aims to embed sustainability considerations into all aspects of the authority's decision-making.

4.3.3 As such, whilst there are no implications for the climate emergency resulting from this report, should any specific service and budget proposals that emerge through the development of the Council's 2020/21 Budget create potential climate emergency issues or opportunities, these will be addressed in the final Budget reports to Executive Board and Full Council in February 2020.

4.4 Resources, procurement and value for money

4.4.1 All resources, procurement and value for money implications are detailed in the main body of the attached Executive Board report.

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

4.5.1 The attached Executive Board report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the approved initial budget proposals are submitted to Scrutiny for review and consideration. The outcome of the Boards review, through a collated Scrutiny Board report, will be presented to the February 2020 meeting of Executive Board at which proposals for the 2020/21 budget will be considered prior to submission to Full Council on the 26th February 2020.

4.5.2 Fuller legal implications associated with the proposals presented are detailed in the attached Executive Board report.

4.6 Risk management

4.6.1 The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way is identified as one of the Council's corporate risks, as is the Council's financial

position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review

- 4.6.2 Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.
- 4.6.3 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. This risk-based approach will continue to be included in the in-year financial reports presented to Executive Board.
- 4.6.4 Risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within the initial budget proposals are detailed in the attached Executive Board report.

5. Conclusions

- 5.1 The attached Executive Board presents the Initial Budget Proposals for 2020/21 and the projected budgets for 2021/22 and 2022/23. The proposals need to be seen in the context of significant inherent uncertainty for the Council in respect of future funding and spending assumptions. Specifically the implications of the Government's future spending plans with regard to local government and other areas of the public sector after 2020/21 remain unknown. To compound this uncertainty the Government remains both committed to move to 75% business rate retention nationally and implementing the Fair Funding review of the methodology which determines current funding baselines which are based on an assessment of relative needs and resources. The outcome of both these changes, and the subsequent implications for Leeds, will not be known until the autumn of 2020.
- 5.2 In addition it remains uncertain how the Government intend to fund social care in future years and the implications of the UK leaving the EU are as yet unknown.
- 5.3 As set out in the attached Executive Board report, in determining the initial budget proposal and the forecast position for 2021/22 and 2022/23 a number of assumptions have been made as to the level of resources available to the Council. These assumptions are under constant review to reflect any changes in circumstances or if further information emerges in respect of known risks.
- 5.4 Again, as set out in the attached Executive Board report, the initial budget proposals for 2020/21, subject to finalisation of the detailed proposals in February 2020, will still require savings and additional income of £23.2m to produce a balanced budget.

6. Recommendations

- 6.1 That the Scrutiny Board considers the relevant information within the attached Executive Board report and identifies any specific comments and/or recommendations for consideration by Executive Board as it prepares its final proposals for consideration by full Council in February 2020.

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.

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**Report of the Chief Officer – Financial Services
Report to Executive Board
Date: 7th January 2020**

Subject: Initial Budget Proposals for 2020/21

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Has consultation been carried out?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Will the decision be open for call-In? Recommendations 16.4 and 16.5 are eligible for call in; 16.1, 16.2 and 16.3 are not eligible.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary

1. Main issues

- The purpose of this report is to both set out the Council's initial budget proposals for 2020/21 and to note the provisional budgets for 2021/22 and 2022/23.
- These budget proposals support the Council's Best City/Best Council ambitions, policies and priorities aimed at tackling poverty and reducing inequalities as set out in the Best Council Plan. (Please refer to the proposals to refresh the Best Council Plan for 2020/21 to 2024/25, elsewhere on today's agenda.)
- These budget proposals are set within the context of the 2020/21 – 2024/25 Medium Term Financial Strategy which was approved by the Executive Board on the 24th July 2019, the Revenue Budget 2020/21-2021/22 update report which was received at Executive Board on the 16th October and the Government's technical consultation in respect of the 2020/21 Local Government Finance Settlement.

- The technical consultation in respect of 2020/21 Local Government Finance settlement provides some certainty with regard to the level of resources available to the Council for the forthcoming financial year only and this has informed the assumptions contained in this report. A letter from MHCLG to the Chief Executive/Chief Finance Officer dated 5th November stated that a provisional settlement will not be possible before the General Election on the 12th December. However the department (MHCLG) “anticipates that the provisional settlement will be a priority for Ministers to consider after the General Election” and that MHCLG will “take all possible steps to ensure that the final settlement aligns with local authority budget setting timetables.” In the meantime local authorities “should take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year.” We expect the provisional Settlement in early January 2020 and any announcements following publication of this report will be tabled at the meeting of Executive Board.
- The current financial climate for local government continues to present significant risks to the Council’s priorities and ambitions and this report has been prepared against a background of uncertainty with regard to the Government’s spending plans from April 2021. The Council continues to make every effort possible to protect the front line delivery of services and to avoid large scale compulsory redundancies. It is clear from the size of the estimated budget gap for the period 2020/21 to 2024/25 that was reported to Executive Board in October 2019 that the position is becoming increasingly challenging to manage and therefore it will be increasingly difficult to maintain current levels of service provision without significant changes in the way the Council operates.
- The forecast position for the financial period to March 2023, as referenced in this report, recognises the requirement to make the Council’s budget more financially resilient and sustainable whilst providing increased resources to support demand led services within the Council.
- The headlines from the 2020/21 initial budget proposals, when compared to the 2019/20 budget, are as follows:
 - An increase in the Settlement Funding Assessment (SFA) of £3.1m (1.7%)
 - An increase in council tax of 1.99% together with a further 2% in respect of the Adult Social Care precept and an increase in the council tax base, generating an additional £17.0m of local funding
 - Whilst resources receivable from SFA and council tax have increased pay, price and demand pressures mean that the Council will need to deliver £23.2m of savings by March 2021.
 - This requirement to deliver £23.2m of savings is after the use of £10m from the Council’s general reserve and the application of an additional

£10m in capital receipts which is being used to smooth the impact of Minimum Revenue Provision (MRP) increases.

- An increase in the Council's net revenue budget of £10.2m to £526.8m
- In respect of the Housing Revenue Account, the return to the Government's formula of annual rent increases being no greater than CPI+1% from April 2020 will see rents for all tenants increase by 2.7% in 2020/21 whilst garage rental rates will increase by RPI of 2.4%.
- The North and West Yorkshire 75% Business Rates Retention pilot, of which Leeds City Council is a member, concludes on the 31st March 2020. After the one year Spending Round announced on 4th September 2019, it became clear that 75% Business Rates Retention nationally would be delayed by a further year to 2021/22. As such, pools will return to the rules under 50% retention. Leeds City Council has been successful in submitting an application on behalf of 13 of the members of the current North and West Yorkshire Pool to form a pool operating under the national 50% scheme in 2020/21: the advantage of forming a business rate pool is the retention of levy payments within the region that would otherwise have to be made to Central Government. Leeds City Council were advised of the successful outcome of this application on 19th December. These initial budget proposals recognise that Leeds City Council will be required to make a levy payment in 2020/21 to the new North and West Yorkshire Business Rates Pool.
- From 1st April 2013 to 31st March 2018 Leeds City Council charged a 50% council tax premium on empty dwellings unoccupied for more than two years. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 permitted councils to increase this premium incrementally from 1st April 2019. In January 2019 Full Council agreed to increase the long term empty premium from 50% to 100%. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 permits councils to increase the premium for properties that have been empty for at least five years to 200% from 1st April 2020. The proposal to implement this additional premium will be decided by Full Council in January 2020. The estimated Council Tax base used for these initial budget proposals assumes that this additional premium will be implemented.
- In the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses with a rateable value of less than £51,000, who will receive a one third reduction in their business rates liability for the two years 2019/20 and 2020/21. These proposals assume local newspaper offices will receive a £1,500 reduction for a further year and public lavatories will by statute now receive 100% business rates relief. Local authorities will be compensated in full by Government for any resultant loss of income.

- In the Spring Budget 2017 the Chancellor announced a four year funding scheme for billing authorities to offer discretionary relief to businesses most impacted by the 2017 Business Rates Revaluation. Billing authorities were obliged to design their own local discount schemes, with Executive Board approving the proposed scheme for Leeds in June 2017. 2020/21 is the final year in which funding will be made available, with the Council able to distribute just under £0.05m in reliefs to businesses and the full cost being met by Government grant. It is proposed that this much reduced level of funding be distributed to childcare businesses in the city, one of the sectors most severely affected by the 2017 Revaluation. Within the remaining funding envelope, up to £500 in relief could be offered to each of these businesses across the city.

2. Best Council Plan Implications

- The Best Council Plan is the Council's strategic plan which sets out its ambitions, outcomes and priorities for the City of Leeds and for the Local Authority. The City ambitions as set out in the Best Council Plan are that the Council, working in partnership, will continue to tackle poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring. Three pillars underpin this vision and these are inclusive growth, health and wellbeing and the climate change emergency which aims to embed sustainability across the Council's decision making. The Authority's internal "Best Council" focus remains on becoming a more efficient, enterprising and healthy organisation.
- The Best Council Plan can only be delivered through a sound understanding of the organisation's longer-term financial sustainability which enables decisions to be made that balance the resource implications of the Council's policies against financial constraints. This is the primary purpose of the Medium Term Financial Strategy which then provides the framework for the determination of Council's annual revenue for which the initial proposals for 2020/21 are contained in this report.

3. Resource Implications

- The financial position as set out in the report to October's Executive Board identified an estimated budget gap of £161.5m for the period 2020/21 – 2024/25 which reflects the requirement to make the Council's revenue budget more financially resilient and sustainable over the medium term whilst at the same time recognising increased demand pressures for the services that we deliver.
- Within the reported position at October a gap of £36.6m was identified for 2020/21 and budget savings proposals to address this position and deliver a balanced budget position are contained within this Initial Budget Proposals report.

Recommendations

- Executive Board is asked to agree the initial budget proposals for 2020/21 and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.
- Executive Board is asked to note the initial budget position for 2021/22 and 2022/23 and to note that savings proposals to address the updated estimated budget gaps of £47.4m and £29.9m for 2021/22 and 2022/23 respectively will be reported to a future meeting of this Board.
- Executive Board is asked to note that the proposal to approve the implementation of an additional Council Tax premium on any dwelling where the empty period is at least five years, from 100% to 200% premium, will be decided by Full Council in January 2020.
- Executive Board is asked to agree that Leeds City Council become a member of the new North and West Yorkshire Business Rates Pool and act as lead authority for it. The establishment of this new Pool will be dependent upon none of the other proposed member authorities choosing to withdraw within the statutory period after designation.
- Executive Board is asked to agree that the final year of Government funding to offer discretionary relief to businesses most impacted by the 2017 Business Rates Revaluation be distributed to childcare businesses in the city.

1. Purpose of report

- 1.1 This report sets out the initial budget proposals for 2020/21, set within the context of the Medium Term Financial Strategy approved by Executive Board in July 2019, the Revenue Budget Update report for 2020/21-2024/25 which was received at Executive Board in October 2019, the Technical Consultation in respect of the 2020/21 Local Government Finance settlement and proposed budget savings proposals to bridge the estimated budget gap for 2020/21.
- 1.2 Subject to the approval of the Executive Board, these initial budget proposals will be submitted to Scrutiny for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on the 12th February 2020. These budget proposals will also be made available to other stakeholders as part of a wider and continuing process of engagement and consultation.

- 1.3 This report also provides an update on the provisional budgets for 2021/22 and 2022/23 and the Executive Board are asked to note these revised positions.
- 1.4 In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council. As such, the recommendations in paragraphs 16.1 to 16.3 are not subject to call in as the budget is a matter that will ultimately be determined by Full Council.
- 1.5 However the recommendations in paragraphs 16.4 and 16.5, regarding the Council's participation in the 2020/21 50% Business Rates Pool and the distribution of discretionary business rate reliefs are decisions of the Executive Board and as such are subject to call-in.

2. The national context and Autumn budget

- 2.1. The economic context in which public spending must be considered continues to be very much dominated by the debate concerning the impact of the EU referendum and the strength and resilience of the national economy. The Chancellor announced the results of the Government's Spending Review on 4th September. This is to cover the financial year 2020/21 only. A full multi-year spending review will be conducted in 2020 for capital and resource budgets beyond 2020/21. The multi-year review will take into account the nature of Brexit and set out further plans for long-term reform.
- 2.2. The headline announcements in the Spending Review 2019 are outlined below and the implications for Leeds detailed in sections 4 to 7 below:
- No Government Department to face cuts to its day to day budget, each will increase at least in line with inflation.
 - In 2020/21 there will be a £13.4 billion increase in total public spending: £11.7 billion in revenue DEL and £1.7 billion in capital DEL.
 - Assumption that the core council tax increase is limited to 2%, this position to be consulted on as part of the Provisional Settlement (now expected in late December or early January).
 - Within his speech, the Chancellor announced that councils will "have access to new funding of £1.5 billion for social care next year, on top of the existing £2.5 billion social care grants". These existing social care grants are Improved Better Care Fund, Winter Pressures Grant and Social Care Support Grant. The new funding is comprised of £1 billion additional social care funding. In addition Government are expecting to consult on an additional 2% Adult Social Care precept, which could generate a further £0.5 billion funding nationally.
 - Confirmation that local authorities will receive additional resources through a real terms increase in the Public Health Grant and through

the NHS contribution to adult social care through the Better Care Fund.

- Business Rates baseline will increase with inflation.
- No changes to New Homes Bonus.
- The settlement includes continued funding for the Northern Powerhouse and Midlands Engine.
- The Troubled Families Programme will have its funding continued.
- An additional £54 million for homelessness/rough sleeping funding taking the total to £422 million next year.
- Confirming £3.6 billion new Towns Fund.
- Integration Areas Programme to receive an additional £10 million funding for English as a second language provision.
- Schools: pledged funding increase of £7.1 billion by 2022/23.
- Day to day funding for every school rising by at least inflation and pupil numbers. Secondary schools will receive a minimum of £5,000 per pupil, every primary at least £3,750 rising to at least £4,000 in the following year.
- The additional schools funding includes over £700 million for special educational needs (SEN), paid through DSG.
- The government will also increase early years spending by £66 million to increase the hourly rate paid to childcare providers through the government's free hours offer.
- Also an additional £400 million in 2020/21 for Further Education, increasing core funding and supporting targeted interventions.

2.3. The 2019 Autumn Budget was due to be announced on the 6th November 2019. Following the announcement of the General Election on the 12th December, it was made clear that the Autumn Budget would not be held until after the Election. Although no date has been specified at the time of writing this report, indications are that the next Budget will be held in February 2020.

2.4. Further, a letter from MHCLG to the Chief Executive/Chief Finance Officer dated 5th November stated that a provisional settlement would not be possible before the General Election on the 12th December. However the department (MHCLG) "anticipates that the provisional settlement will be a priority for Ministers to consider after the General Election" and that MHCLG will "take all possible steps to ensure that the final settlement aligns with local authority budget setting timetables." In the meantime local authorities "should take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year." We expect the provisional Settlement in early January 2020.

- 2.5. As such these initial budget proposals are based on the announcements made during the 2019 Spending Review, referenced above, and the Local Government Finance Settlement Technical Consultation, discussed in more detail later in this report.
- 2.6. Following the postponement of the Budget, the Office for Budget Responsibility (OBR) was minded to publish a restated version of their March 2019 public finance forecast, incorporating subsequent ONS classification and other statistical changes. The OBR later announced that it was no longer possible to do this as it would not be consistent with the Cabinet Office's General Election Guidance.
- 2.7. Consequently, the following statistical forecasts are based on the most recent OBR release in March 2019:
- Economic growth is forecast to be 1.4% of GDP in 2020/21, this is slightly higher than the forecast for 2019/20 but significantly lower than earlier statistical forecast releases. The OBR identify Brexit uncertainty and a global slowdown, especially in Europe, as the main reasons for this forecast slowdown in the UK.
 - Longer term forecasts for growth, assuming an orderly exit of the UK from the European Union, returns to, or improves on, previous forecasts as the economy bounces back from the current uncertainty.
 - Borrowing continues to be forecast to fall in every financial year to £13.5 billion in 2023/24. This is a significantly lower deficit than forecast in the Budget in October 2018 following continued higher than expected tax revenues over the last six months.
 - National debt as a share of GDP is falling more quickly than forecast in the October Budget, continuing a pattern that has established over the last four fiscal events. In the 2019 Spring Statement the Chancellor commented that this allowed more headroom within the Government's fiscal rules, for the Autumn Budget and spending, but stressed that this was in the context of an orderly Brexit.
 - Public Sector Current Expenditure (PSCE) is forecast to be slightly higher in 2020/21 than was forecast in the Autumn Budget in October 2018. Again, the Chancellor noted that additional funding would be available if the UK had an orderly Brexit.
- 2.8. Average earnings are expected to grow by 2.5% in 2019, rising to 2.8% in 2020 and 3.0% in 2021. The forecast fall from 2.8% in 2018 to 2.5% in 2019 reflected the impact of Government policy in the main, including the Apprentice Levy and continued pension auto-enrolment.
- 2.9. Having averaged 1.8% in the second quarter of 2019, CPI inflation is forecast to rise slightly to 1.9% and 2.0% respectively in 2020 and 2021.

- 2.10. At the time of announcement, all of these forecasts were based on there being a Brexit deal, and the OBR has previously stated that “a disorderly [Brexit] could have severe short-term implications for the economy, the exchange rate, asset prices and the public finances”¹. It is within this economic context that the initial budget proposals for 2020/21 need to be considered.
- 2.11. The 2019 Indices of Multiple Deprivation (IMD) were released in late September (IMD), following the previous 2015 update. The IMD is the official measure of relative deprivation in England and ranks each Lower Super Output Area (LSOA: a small area with a population of around 1,500 people) from the most deprived (1) to least deprived (32,844). The ranking is based on 39 separate indicators organised across seven distinct domains of deprivation, which are combined and weighted to calculate the overall IMD. Key headlines for Leeds include:
- 24% of Leeds’ LSOAs now fall within the most deprived 10% nationally, compared with 22% in 2015 which highlights some increase in relative deprivation.
 - Leeds ranks 33 out of 317 (where 1 is most deprived and 317 is least deprived) local authorities when looking at proportions of LSOAs in the most deprived 10% nationally.
 - The most deprived areas are concentrated in the inner east and inner south of the city.
 - 12 LSOAs in Leeds have been ranked in the most deprived 1% nationally which compares to 16 in 2015.
- 2.12. In December 2017, the Government launched its Fair Funding Review of Local Government finance, to refresh the methodology on which local authority needs and resources are assessed and levels of government funding are determined. It was initially intended that this new methodology would be in place by 2020/21, but this has been delayed pending the expected multi-year Spending Review in 2020.
- 2.13. In the context of budget setting and financial planning this increase in relative deprivation is significant as deprivation will be reflected to a greater or lesser extent in the Fair Funding formula being developed. Consultation regarding the new funding formula and the extent to which deprivation will be reflected is ongoing. These budget proposals do not currently assume any impact of the increase in relative deprivation as sufficient detail is not yet known.

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

3. **Developing the 2020/21 Budget and Medium Term Financial Strategy with the refreshed 2019/20-2020/21 Best Council Plan.**
- 3.1. Between the 2010/11 and 2019/20 budgets, the Council's core funding from Government has reduced by around £266m. Additionally the Council has faced significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to the challenge since 2010 through a combination of stimulating good economic growth, creatively managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels by 3,045 or 2,319 FTEs.
- 3.2. Through targeting resources into preventative services the Council has ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have been contained within Leeds. This is reflected in comparative levels of spend which reflect the fact that for final quarter of 2018/19 Leeds had 25 people registered in Temporary Accommodation whilst Birmingham and Manchester had 2447 and 1971 respectively. Similarly for the same period Leeds didn't have anybody in Bed and Breakfast whilst Birmingham and Manchester had 364 and 173 respectively. The Children Looked After (CLA) rate per 10,000 in Leeds has reduced significantly in the past few years although the rate has remained constant for the last two years. Leeds benchmarks favourably against most Core Cities and our Regional and Statistical neighbours. This position with CLA has been achieved in the context of significant demographic growth in Leeds, particularly in the more deprived areas of the city.
- 3.3. In February 2019, Council approved the 2019/20 – 2020/2021 Best Council Plan and the supporting budget for 2019/20. The Best Council Plan is the Council's strategic planning document and sets the context and policy direction against which the budget and Medium Term Financial Strategy are developed. The policy direction is clearly explained in the 2019/20 Best Council Plan: with an overarching vision of reducing poverty and tackling inequalities, the authority's "Best City" ambition is articulated around having a strong economy and being a compassionate city; the "Best" Council ambition being to be an efficient, enterprising and healthy organisation.
- 3.4. Inevitably, managing the large reduction in Government funding (which has reduced by £266m between 2010/11 and 2019/20), combined with increasing cost pressures has meant that the Council has had to make some difficult decisions around the level and quality of services that it delivers. However, as signposted in the Council's Medium Term Financial Strategy 2020/21 – 2024/25 and the Revenue Budget Update for 2020/21 to 2024/25 report to October's Executive Board, it will become increasingly difficult over the coming years to identify further financial savings without significant changes in what the Council does and how it does it. This will have significant implications for directly provided services and those commissioned by the Local Authority, impacting upon staff, partners and

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

4. **Estimating the net revenue budget for 2020/21**

4.1. **Settlement Funding Assessment – increase of £3.1m**

- 4.1.1. Settlement Funding Assessment is essentially the aggregate of core government grant and business rate baseline funding for a local authority. 2019/20 is the final year of a 4-year funding settlement for the period 2016/17 to 2019/20.
- 4.1.2. During 2019/20 councils expected to be notified of a further, multi-year, spending review. However, following the ongoing delays to Brexit, a one-year Spending Round was announced on 4th September 2019, with a full multi-year spending review to be conducted in 2020 for capital and resource budgets beyond 2020/21. The review will take into account the nature of Brexit and set out further plans for long-term reform.
- 4.1.3. Table 1 below sets out the Council's estimated Settlement Funding Assessment for 2020/21, which is based on an assessment of what the Council may expect to receive from the Spending Round 2019 announcements and Technical Consultation proposals for 2020/21. This represents a small increase of £3.1m compared to 2019/20 which is equivalent to a 1.7% increase. Nationally, the Government has decided that the SFA will be uprated in line with the change in CPI. The total, national, change in SFA between 2019/20 and 2020/21 will not be known until the publication of the Provisional Financial Settlement but it is estimated to be in the order of a £271m increase across England.

Table 1 – Settlement Funding Assessment

	2019/20	2020/21	Change	
	£m	£m	£m	%
Revenue Support Grant	0.0	28.2	28.2	
Business Rates Baseline Funding	183.7	158.5	(25.1)	
Settlement Funding Assessment	183.7	186.8	3.1	1.7

- 4.1.4. The business rates element of the Settlement Funding Assessment is determined by taking the 2019/20 baseline business rates amount and uplifting it by inflation. This has then been adjusted to allow for the assumed move from 75% retention to 50% retention and the associated

tariff payment due to Government. The business rates baseline continues to be uplifted by CPI, rather than RPI, for which Local Authorities receive full compensation.

- 4.1.5. In addition to general grant, there are a number of other funding streams that make up the settlement funding assessment. It is currently assumed that these will roll forward at 2019/20 levels. If necessary this assumption will be updated following publication of the Provisional Financial Settlement. These funding streams include early intervention, homelessness prevention, lead local flood authorities and learning disability & health reform funding.

Table 2 - Breakdown of the Settlement Funding Assessment

	2019/20	2020/21	Change
	£m	£m	£m
Settlement Funding Assessment	183.66	186.78	3.12
Which includes:			
Council tax freeze grant 2011/12	6.64	6.64	0.00
Council tax freeze grant 2013/14	2.77	2.77	0.00
Early intervention grant	13.73	13.73	0.00
Preventing homelessness	0.86	0.86	0.00
Lead local flood authority grant	0.24	0.24	0.00
Learning disability & health reform grant	11.46	11.46	0.00
Local welfare provision	2.59	2.59	0.00
Care act funding	6.62	6.62	0.00
Sustainable drainage systems	0.02	0.02	0.00
Carbon monoxide & fire alarm grant	0.00	0.00	0.00

4.2. Business Rate Retention

- 4.2.1. Leeds has the most diverse economy of all the UK's main employment centres and has seen the fastest rate of private sector jobs growth of any UK city in recent years. Yet this apparent growth in the economy has not translated into business rate growth; in fact the income from business rates available to the Council declined from 2015/16 to 2017/18, only returning to 2014/15 levels in 2018/19 with the introduction of the 100% retention pilot.
- 4.2.2. The total projected rateable value of businesses in Leeds is £939.3m which would generate gross business rates income of £468.7m. Further business rates growth anticipated in 2020/21 increases gross business rates collectable to £473.9m. However, as shown in Table 3, the impact of a range of business rate reliefs (see paragraph 4.3 below) and statutory adjustments reduces this to a net income figure of £376.9m.
- 4.2.3. Under the projected 50% Business Rates Retention (BRR) scheme, Leeds City Council's share of this income is £184.69 (49%). The Authority then pays a tariff of £14.37m to Government because Leeds is assessed to generate more business rates income than it needs and must also meet its

share of the business rates deficit created in 2019/20, a further £5.6m. This leaves net income of £164.7m which contributes to the Council's net revenue budget.

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

	£
Rateable Value in Leeds projected to 31 December 2019	939.26
multiplied by business rates multiplier	0.499
Gross business rates based on projected rateable value	468.69
Estimated Growth	5.19
equals gross business rates to be collected in Leeds	473.88
less: -	
Uprated Mandatory Reliefs	-70.68
Uprated Discretionary Reliefs	-7.28
Transitional Adjustments (year 3)	3.33
equals net business rates paid by ratepayers	399.25
less adjustments for: -	
Bad debts and appeals	-16.52
Cost of collection	-1.23
Projected Enterprise Zone and renewable energy projects yield	-1.26
Transitional Adjustments repaid to Government	-3.33
equals non-domestic rating income in Leeds	376.92
Split into shares: -	
Leeds City Council (49%)	184.69
<i>West Yorkshire Fire Authority (1%)</i>	<i>3.77</i>
<i>Central Government (50%)</i>	<i>188.46</i>
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-14.37
Leeds City Council's share of deficit from 2019-20	-5.60
Leeds City Council 's 2020/21 income from business rates	164.72

- 4.2.4. As shown above, business rates income is shared between local and central government. Under the 50% Business Rates Retention scheme local authorities experiencing business rates growth are able to retain 49% of that growth locally, but also bear 49% of the risk if business rates fall or fail to keep pace with inflation, although a safety-net mechanism is in place to limit losses in year.
- 4.2.5. In particular, BRR exposes local authorities to risk from reductions in rateable values. The system allows appeals if ratepayers think rateable values have been wrongly assessed or that local circumstances have changed. One major issue is that successful appeals are usually backdated to the start of the relevant valuation list, which means that for every £1 of rateable value lost on the 2010 list growth of £6 would be necessary to fund the cost. At the end of October 2019 there were around 1,100 outstanding appeals against the 2010 ratings list in Leeds.
- 4.2.6. A new rating list, primarily based on rental values in 2015, was introduced on 1st April 2017. This ratings list should be more accurate than the previous 2010 list which was based on rental values in 2008, just before the

'financial & economic crisis'. Further, appeals submitted against this new list can only be backdated to 1st April 2017. This, together with the impact of the new 'check, challenge, appeal' appeals process also introduced on 1st April 2017, should reduce business rate appeals and volatility going forward. At the end of October 2019, the Council has received 2553 checks and challenges against the 2017 ratings list, with 436 of these remaining outstanding. Whilst a number of amendments have been made as a result of these earlier stages, only 2 cases have so far reached the final 'appeal' stage from the Leeds area and are awaiting determination by the Valuation Tribunal.

4.2.7. Since 2013/14 the total amount repaid by way of business rate appeals is £150.7m, at a cost to the Council's general fund of £79.6m. The provision for business rate appeals within the collection fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals, and the 2020/21 initial budget proposals provide for an additional £6.0m contribution from the general fund to fund this provision.

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

4.3.1. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000 and the threshold above which businesses pay the higher national business rates multiplier from £18,000 to £51,000. As a result an additional 3,300 small businesses in Leeds immediately paid no business rates at all and in total almost 12,600, about 40%, of business properties in Leeds will pay no business rates in 2020/21. Of these businesses just over 9,500 receive 100% Small Business Rates Relief. Whilst Small Business Rates Relief and other threshold changes reduce the business rates income available to Leeds, the Authority recovers 69.1% of the cost of the relief through Government grant. A fixed grant of £1.2m is paid by the Government for the changes to the multiplier threshold and a further £9.0m is recovered through the ratepayers in more valuable properties who still pay rates based on the higher business rates multiplier. The overall proportion any individual authority recovers depends on the mix of large and small businesses in that area.

4.3.2. Unlike Small Business Rates Relief, in 2020/21 Leeds will bear 49% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief, but has no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds's retained business rates income: in real terms mandatory charity relief alone has increased by almost 30%, from approximately £21.9m in 2012/13 to £28.2m in 2019/20, costing the Council an estimated £4.6m more in lost income under 75% retention in 2019/20.

4.3.3. In the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses, particularly focussing on the High Street. Eligible businesses with a rateable value of less than £51,000 receive a reduction in their liability for business rates of a third in 2019/20 and

2020/21. It is assumed that local newspaper offices will continue to receive a £1,500 reduction for a further year and that public lavatories receive a new statutory 100% relief against business rates. Local authorities receive a government grant to compensate them for any resultant loss of income.

- 4.3.4. In the Spring Budget 2017 the Chancellor announced funding for billing authorities to offer discretionary relief to businesses most impacted by the 2017 Revaluation. Billing authorities were obliged to design their own local discount schemes in order to receive this funding over four years. In June 2017 Executive Board approved the proposed four year scheme in Leeds and 2020/21 will be the last year additional funding will be made available. The Council will be able to distribute just under £0.05m in reliefs to businesses in the city with the full cost to the Council of awarding these reliefs being met by Government grant. It is proposed that this much reduced level of funding be distributed to childcare businesses in the city, one of the sectors most severely affected by the 2017 Revaluation. Within the remaining funding envelope up to £500 in relief could be offered to these businesses across the city.

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

- 4.4.1. In terms of the initial budget proposals, it is estimated that the local share of business rates funding in 2020/21 will be £184.7m, as set out in Table 3 above. As per Table 4 below, the initial budget proposals recognise business rate growth above the baseline of £11.8m, a decrease of £5.0m from the 2019/20 budget. Whilst this is a significant decrease (29.8%), this is due to the assumed move from 75% Business Rates Retention in 2019/20 to 50% Business Rates Retention in 2020/21.

Table 4 – Business Rates, Estimated Growth above the Baseline

	2019/20	2020/21	Change
	£m	£m	£m
Business rates local share	273.55	184.69	(88.86)
Less: business rates baseline	256.77	172.91	(83.86)
Growth above baseline	16.78	11.78	(5.00)

- 4.4.2. The £184.7m local share of business rates funding is then reduced by a £14.4m tariff payment and £5.6m deficit on the collection fund to give the £164.7m estimated business rates funding shown in Table 5 below.

4.4.3. Comparing the £164.7m of business rates funding against the £158.5m business rates baseline (Government's assessment of what it expects a local authority to collect before any local growth is taken into account) produces a surplus of £6.2m which is a £10.0m net deterioration against the budgeted surplus in the 2019/20 financial year. Contained within this £10.0m net deterioration is a £5.0m increase in the budgeted deficit (£0.6m in 2019/20 and £5.6m in 2018/19), and a £5.0m reduction in

retained growth because of the move from 75% retention to 50% retention.

Table 5 – Business Rates Retention 2019/20 & 2020/21

	2019/20 £m	2020/21 £m
Business rates baseline (including tariff)	183.7	158.5
Projected growth above the baseline to March	12.8	9.2
Estimated growth in the year	3.9	2.5
Total estimated growth	16.8	11.8
Estimated provision for appeals	(1.0)	(6.0)
Additional cost of transitional arrangements and provision for bad debts	0.3	0.4
Estimated year-end Collection Fund deficit (Leeds Share)	(0.6)	(5.6)
Estimated Business Rates Funding	199.8	164.7
Increase/(reduction) against the Business Rates baseline	16.2	6.2
Business Rates Retention - Variance in General Fund Income		(10.0)

- 4.4.4. The Council, as a member of the North & West Yorkshire Business Rates Pool, is piloting 75% Business Rates Retention in 2019/20 for one year only. The Council has submitted a bid on behalf of North and West Yorkshire Authorities to become a 50% retention Business Rates Pool in 2020/21 because this means levy payments that would otherwise be paid to central government will instead be retained within the region. Leeds City Council were advised that this application was successful on the 19th December. Paragraph 4.5 of these initial budget proposals reflects this successful outcome.
- 4.5. **North and West Yorkshire application to pool 50% Business Rate Retention**
- 4.5.1. In December 2018, Government announced that a joint North and West Yorkshire Business Rates Pool bid to pilot 75% Business Rates Retention in 2019/20 had been successful. The North and West Yorkshire Pool (NWy Pool) was established on the 1st April 2019.
- 4.5.2. On the 4th September 2019, the Chancellor of the Exchequer announced the Spending Round 2019, for the financial year 2020/21. The announcement clarified that 75% Business Rates Retention nationally would be delayed by a year to 2021/22.
- 4.5.3. Following this announcement and discussions with MHCLG (Ministry of Housing, Communities and Local Government) it is understood that business rates retention pilots at 75% were for one year only and therefore will not roll forward to 2020/21. As a result these pools will return to the rules governing 50% retention. However this appears to exclude the original 'Devo areas' (areas with devolution deals and elected mayors) who will continue to retain 100% of business rates.

- 4.5.4. Following discussions with NWY Pool member authorities, 13 of the 14 original member authorities agreed to submit an application for a business rates pool. Due to the legislation surrounding the designation of business rates pools, this process included requesting the revocation of the existing 2019/20 North and West Yorkshire Pool and the designation of a new North and West Yorkshire Pool for 2020/21. This application was submitted on the 25th October 2019 and we were informed that it had been successful on the 19th December.
- 4.5.5. Under the 50% scheme the advantage of forming a business rate pool will only be the retention of levy payments within the region that would otherwise have to be made to central government. Whilst this is significantly below the financial gain from 75% retention, we estimate the gains to the region would be around £9.6 million if such a pool was granted. Leeds City Council's financial commitment would be in the region of £2.0 million, whether as a levy to the Pool or to Central Government. These initial budget proposals recognise that Leeds City Council will be required to make a levy payment in 2020/21.
- 4.5.6. The application itself is not binding. Any member of the proposed pilot Pool will still be able to withdraw during the statutory 28 day window after Government designates the new pilot Pool, as set out in the Local Government Finance Act 2012. It must be noted however that, should any member withdraw, not only would the pilot Pool be revoked but there would be no opportunity to fall back on existing pooling arrangements.
- 4.5.7. This report asks Executive Board to agree that Leeds should become a member of this new Business Rates Pool and should act as lead authority for it. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the other member authorities choosing to withdraw within the statutory period after designation.

4.6. **Council Tax**

- 4.6.1. The 2019/20 budget was supported by a 3.99% increase in the level of council tax, 1% of which was attributable to the adult social care precept. Leeds council tax remains the 2nd lowest of the English core cities and mid-point of the West Yorkshire districts, as detailed in Table 6.
- 4.6.2. Government provided funding for the on-going effect of previous council tax freezes up to 2015/16. The Council accepted council tax freeze grant for the years 2011/12 to 2013/14. As a result government funding of £9.4m was built into the Council's 2015/16 settlement.

Table 6 – 2019/20 Council Tax Levels (Figures include Police and Fire Precepts)

Core Cities	Band D £:p	West Yorkshire Districts	Band D £:p
Nottingham	2,038.06	Kirklees	1,761.13
Bristol	1,982.11	Calderdale	1,740.50
Liverpool	1,949.87	Leeds	1,644.90
Newcastle	1,860.03	Wakefield	1,635.97
Sheffield	1,826.47	Bradford	1,624.61
Manchester	1,646.02		
Leeds	1,644.90		
Birmingham	1,594.00		

- 4.6.3. The 2020/21 initial budget proposals recognise £4.2m of additional income from increases to the Council Tax base (3,166 band D equivalent properties) but also an increase in the deficit on the collection fund of £0.3m (a budgeted £1.1m collection fund deficit in 2019/20 increasing to an estimated deficit on the collection fund of £1.4m in 2020/21).
- 4.6.4. Under section 11B of the Local Government Finance Act 1992, from 1st April 2013 to 31st March 2019 Leeds City Council charged a 50% council tax premium on empty dwellings that have been unoccupied for more than two years. The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, which received Royal Assent on 1st November 2018, permitted councils to increase this premium on dwellings unoccupied for more than two years to 100% from 1st April 2019. In respect of the financial year 2020/21, from 1st April 2020 the Act permitted that from this date the maximum premium is 200% in respect of any dwelling where the empty period is at least 5 years. Additionally, from 2021 the maximum premium is 300% in respect of any dwelling where the empty period is at least 10 years. A final decision on whether to implement the second year of this additional premium, specifically, to charge a 200% premium on any dwelling where the empty period is at least 5 years, will be made by Full Council as part of their decision on the Council Tax base in January 2020. The estimated change in the Council Tax base for these initial budget proposals assumes that this additional premium will be implemented.
- 4.6.5. Following an increase in 2018/19, in 2019/20 Government maintained the limit of council tax increases at up to but not including 3%, above which a Local Authority must seek approval through a local referendum. Whilst the referendum ceiling for 2020/21 has yet to be announced, the 2019 Spending Review and the Technical Consultation on the 2020/21 Local Government Finance Settlement indicates that the limit is likely to reduce to 2% in 2020/21, and this assumption is reflected in these initial budget

proposals. Subject to this confirmation, it is proposed that core council tax is increased by 1.99%, although a final decision on this matter will be taken by Full Council.

- 4.6.6. In the Spending Round 2019, the Chancellor of the Exchequer announced an adult social care precept of 2% on top of the core principle of up to 2%. In the absence of an Autumn Budget, this was further confirmed in the Technical Consultation for the Local Government Finance Settlement 2020/21. This increase for adult social care is further to the additional flexibility given in the 2017/18 Provisional Local Government Finance Settlement, permitting local authorities to increase council tax by up to an additional 3% each year between 2017/18 and 2019/20 specifically to fund adult social care services, with the maximum total increase in these three years not exceeding 6%. Leeds City Council maximised the funding made available over the three years from 2017/18 to 2019/20. In respect of the Spending Round 2019, the initial budget proposals for 2020/21 include an increase of 2% in this regard.
- 4.6.7. Table 7 sets out the estimated total council tax income in 2020/21, recognising the £4.4m estimated increase in the council tax base and the £1.4m estimated deficit on the collection fund together with £6.4m of additional income generated from the Adult Social Care precept and the general £6.4m increase in the council tax rate. In total the level of Council Tax receivable by the Council in 2020/21 will increase by £17.0m when compared to that receivable in 2019/20.

Table 7 – Estimated Council Tax Income in 2020/21

	2019/20 Baseline £m	2020/21 Forecast £m
Previous year council tax funding	301.7	316.8
Change in tax base - increase / (decrease)	4.4	4.4
Increase in council tax level	9.0	6.4
Adult Social Care precept	3.1	6.4
Council Tax Funding before surplus/(deficit)	318.2	334.1
Surplus/(Deficit) 2018/19	0.2	
Surplus/(Deficit) 2019/20	(1.1)	(1.1)
Surplus/(Deficit) 2020/21		(1.4)
Change in collection fund contribution - increase/(decrease)	(1.4)	(0.3)
Total - Council Tax Funding	316.8	333.8
Increase from previous year		17.0

The Settlement Funding Assessment includes an element to compensate parish and town councils for losses to their council tax bases arising as a result of local council tax support (LCTS). As this amount is not separately identifiable it is proposed, as in previous years, that LCTS grant should be pro-rated in line with the assumptions for Leeds's overall change in the Settlement Funding Assessment, an increase of 1.7% for 2020/21 from £64.6k to £65.7k.

4.7. Adult Social Care Precept and Grant Income

- 4.7.1. The initial budget proposals for 2020/21 also reflect additional grant monies made available by Government for social care. Together the precept and a share of the new Social Care Grant announced in the 2019 Spending Review allocated to adult social care, as referenced in paragraph 5.2.2, will be utilised to fund a range of adult social care pressures and priorities.
- 4.7.2. Specifically pressures within the Adult Social Care service including the cost of the pay award for 2020/21 and relating to commissioned care services, cost pressures associated with demand including demography, demand led pressures such as inflation, the cost of the national living wage and resourcing further development towards implementing the Ethical Care Charter will cost an additional £14.1m in 2020/21.
- 4.7.3. As discussed above in paragraph 4.6.6, it is proposed that the Leeds element of the council tax is increased by a 2% Adult Social Care precept in 2020/21. The additional £6.6m realised through the Adult Social Care precept along with £7.5m of additional social care grant will be used to fund the £14.1m of pressures outlined in 4.7.2 above.
- 4.7.4. In applying the precept, in 2019/20 Government required Councils to certify that they had increased their council tax in order to fund adult social care services in that year. Based on the format of the certification made in 2019, the 2020/21 initial budget proposals for Adults and Health are consistent with this requirement.
- 4.7.5. Contained within the 2020/21 initial budget proposals outlined in this report, and outside of addressing the cost of demand pressures, the Adults and Health Directorate have identified a number of efficiencies which are expected to deliver savings of £10.4m. These proposals are detailed in Appendix 2.

4.8. The Net Revenue Budget 2020/21

- 4.8.1. After taking into account the anticipated changes to the Settlement Funding Assessment, business rates and council tax, the Council's overall net revenue budget is anticipated to increase by £10.2m or 2.0% from £516.7m to £526.8m, as detailed in Table 8 below and at Appendix 1.

Table 8 – Estimated Net Revenue Budget 2020/21 compared to the 2019/20 Net Revenue Budget

	2019/20 £m	2020/21 £m	Change £m
Revenue Support Grant	0.0	28.2	28.2
Business Rates Baseline	183.7	158.5	(25.1)
Settlement Funding Assessment	183.7	186.8	3.1
Business Rates Growth	16.8	11.8	(5.0)
Business Rates Deficit	(0.6)	(5.6)	(5.0)
Council Tax (incl. Adult Social Care Precept)	318.0	335.3	17.3
Council Tax surplus/(deficit)	(1.1)	(1.4)	(0.3)
Net Revenue Budget	516.7	526.8	10.2

- 4.8.2. Table 9 analyses this £10.2m estimated increase in the net revenue budget between the Settlement Funding Assessment and locally determined funding sources.

Table 9 – Increase in the Funding Envelope

Funding Envelope	2020/21 £m
Government Funding	
Settlement Funding Assessment	3.12
Sub-total Government Funding	3.12
Locally Determined Funding	
Council Tax (incl tax base growth)	17.03
Business Rates	(10.00)
Sub-total Locally Determined Funding	7.03
Increase/(decrease) in the Net Revenue Budget	10.15

5. Initial budget proposals 2020/21

- 5.1. This section provides an overview of the changes in funding, primarily specific grants (paragraph 5.2), and cost increases (paragraphs 6.1 to 6.20) which the Council is facing in 2020/21 and concludes with the savings proposals (paragraphs 7.1 to 7.5) to balance the 2020/21 budget to the estimated available resources. Table 10 provides a high level of summary of these changes:

Table 10 Summary of Changes in Funding, Cost Increases and Savings Proposals

	£m
Funding	
Additional Net Revenue Charge	(10.2)
Other Non-Collection Fund Business Rates Movement	2.0
Increases in Specific Grant	(15.7)
Fall Out of Specific Grant	7.4
Contribution to/from General Reserve	(14.5)
Change in Use of Earmarked Reserves	6.3
	<u>(24.7)</u>
Pressures	
Pressures - Pay Inflation	6.6
Pressures - General Inflation	15.3
Pressures - Other	26.0
	<u>47.9</u>
 Funding and Cost Pressures	 23.2
 Actions to Reduce the Budget Gap	
	£m
Business As Usual	(21.1)
Service Delivery	(1.1)
Workforce	(0.7)
Service Delivery/Workforce	(0.3)
Service Review	(0.1)
	<u>(23.2)</u>

5.2. Decreases/(Increases) in Funding

- 5.2.1. Changes in both the Settlement Funding Assessment (SFA) of (£3.12m) and local funding (£7.03m), a net increase of £10.2m, are detailed in sections 4.1.3, 4.4.3 and 4.6.7 respectively.
- 5.2.2. **Specific Grant Funding Changes – Adults and Health (£8.4m).** The technical consultation in respect of the 2020/21 Local Government Finance Settlement not only set out the Government’s intention to protect all social care grants that were receivable in 2019/20, but in addition it referenced an injection of £1 billion of new Social Care grant funding in 2020/21 for adults and children’s services. Of this Leeds will receive £13.998m of which £7.5m will be used within adult social care. It is proposed that the application of the grant to adults and children’s social care is flexible so that it can be used to target priority areas.
- 5.2.3. In the 2019 spending review the Government outlined its intention for real term increases in the amount it spends on Public Health. Consequently the level of Public Health grant receivable in 2020/21 will increase by £0.9m from £43.1m to £44.0m.

- 5.2.4. **Specific Grant Funding Changes – Children and Families Directorate (£5.2m).** Whilst the residual sum of the Innovation Grant (£1.7m) will no longer be receivable in 2020/21 the services that this grant supported continue to be provided. It is assumed that School Improvement Monitoring and Brokerage Grant will continue to be receivable and that this will increase by £0.4m in 2020/21. As detailed in paragraph 5.2.2 above the Government have announced £1 billion of additional funding for social care. Of the £13.998m receivable by Leeds in 2020/21 £6.5m will be used to support children's social care.
- 5.2.5. **Specific Grant Funding Changes – Communities and Environment £0.1m.** The Housing Benefits and Local Council Tax Support administration grants are expected to reduce by £0.4m, reflecting the continuing reductions in the national quantum of funding allocated to local authorities. This reduction is partially offset by an assumption that £0.1m of additional new burdens funding will be received from the DWP during 2020/21 to compensate local authorities for additional work streams. Following the Prime Minister's announcement in March 2018, parents will no longer have to meet the costs of burials or cremations. The fees will be waived by all local authorities and met instead by a Government Funeral Fund for grieving parents who have lost their child. However, as Leeds City Council had already announced that it would abolish these fees as a part of the 2018/19 approved budget, the assumed level of funding of £0.2m will offset the loss of income already provided for.
- 5.2.6. **Specific Grant Funding Changes – Brexit Grant £0.1m.** In order to support local authorities to prepare for leaving the European Union additional resources have been provided by Government. In 2020/21 it is assumed that the additional £0.1m provided to Leeds will no longer be receivable. A corresponding reduction in the authority's expenditure has also been assumed, so that the impact on the revenue budget will be nil.
- 5.2.7. **Specific Grant Funding Changes – New Homes Bonus £5.2m** Government introduced the New Homes Bonus in 2011 to encourage housing growth: initially councils received grant for six years for each net additional property added to the tax base each year. This grant is funded by top slicing Revenue Support Grant. In 2016/17 Government made some changes, including gradually reducing the number of years 'legacy payments' are receivable from six to four years and imposing a 0.4% growth baseline on new allocations before any Bonus is paid. In the Technical Consultation for the 2020/21 Local Government Finance Settlement, published in September 2019, the Government proposed that new allocations earned in 2020/21 and paid in 2021/22 would be paid in the first year but not for the following three years as would normally be the case. Leeds accounts for the receipt of this grant in the year in which the housing growth has taken place, with the grant actually received in the following year. As the allocation earned in 2016/17 will also drop out in 2020/21 two years of allocations will no longer form part of the grant in 2020/21, resulting in a shortfall of £5.2m. Since New Homes Bonus is funded by a topslice from local government funding, a 'refund' is assumed,

possibly through an increase to the SFA, but this would not be received until 2021/22 and cannot be accounted for in advance. The initial budget proposals assume that the remaining two years of legacy payments from 2017/18 and 2018/19 will continue to be paid in 2020/21 although the Government has not confirmed this.

5.2.8. Other Non-Collection Fund Business Rates Movements - £2m

Section 31 grants are allocated to local authorities to compensate them for changes made by Government to the business rates system. An authority's allocation depends on the level of business rates yield in that authority's area, the extent to which it awards certain reliefs and its share of any losses resulting from these. These initial budget proposals assume that the Council will return to 50% Business Rates Retention in 2020/21, which will result in a reduction in business rates income as Leeds moves from 75% Retention in 2019/20. Consequently section 31 grant compensation is estimated to reduce by £6.1m in 2020/21. The historic capping of business rates multipliers will continue to be compensated, although this will reduce because of lower retention, and Government has confirmed it will continue to compensate authorities for capping the multiplier at CPI in 2020/21 instead of RPI. The net result is that compensation for under-indexing the multiplier is estimated to increase by £0.05m in 2020/21.

5.2.9. In addition to these movements in section 31 grants, under the 75% Retention pilot in 2019/20 the levy payments that had previously to be paid to the North & West Yorkshire Pool were replaced by a complex scheme of making and receiving contributions to and from the North & West Yorkshire Business Rates Pool resulting in an overall net gain to Leeds estimated at £9.2m compared to 50% Retention. With the return to 50% Retention in 2020/21 the normal levy calculations will apply and, although Leeds will no longer make net contributions to the Pool of £6.0m, the Council will incur a cost of £2.0m for the levy payment.

5.2.10. Overall the return to 50% Retention in 2020/21 represents a reduction in Non-Collection Fund Business Rates income compared to 2019/20 of an estimated **£2.0m**.

5.3. **Contributions from the General Reserve** – the movement of £14.5m in the use of the general reserve reflects the £10m being used to support the 2020/21 revenue budget and this compares against the budgeted contribution of £4.5m in 2019/20.

5.4. **Changes in the use of Earmarked Reserves** – the £6.3m change in the use of earmarked reserves reflects a reduction in the contributions from the reserve to fund Schools PFI payments (£1m), the Early Leaver's Initiative Reserve (£2m), Public Health reserves (£0.7m) and the Flexible Homelessness Grant reserve (£0.7m). These initial budget proposals for 2020/21 assume contributions from general balances of (£0.5m) the Wellbeing reserve (£0.2m) and the Waste Management reserve (£0.4m).

- 5.5. **Use of Section 106 balances** – Subject to satisfying any legal requirements contained in the agreement e.g. clawback, Section 106 balances have been used to support the revenue budget. However in order to make the Council’s financial position more financially sustainable and resilient it is proposed to reduce by £1.9m the contribution that Section 106 balances make to support the revenue budget. This variation has been included in the £6.3m overall change in the use of earmarked reserves above. Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission. Through this mechanism contributions can be sought for the costs associated with providing community and social infrastructure the need for which has arisen as a consequence of a new development taking place.
- 5.6. The Initial Budget Proposals provide for the creation of two new reserves – an Innovation Fund and Investment Fund setting aside £1.5m for these purposes. The Investment Fund will focus upon service improvement, service transformation or additional income generation where an additional investment would generate cost reductions or income for the Council. The Innovation Fund will support those more conceptual schemes which need to be developed further. Since not all of these schemes will be successful there will be a requirement for successful schemes to repay the Fund with the aim of it becoming self-financing in the future. The schemes supported by these funds strengthen the Council’s longer term resilience.

6. Projected Cost Increases

- 6.1. Table 11 summarises the projected cost increases in the 2020/21 initial budget proposals.

6.2. *Table 11 Cost Increases*

	£m
Pay - Leeds City Council	8.7
Wage costs - commissioned services	7.1
Employer's LGPS contribution	(0.9)
Fall-out of capitalised pension costs	(1.3)
Inflation: General	7.5
Inflation: Electricity and Gas Tariffs	0.6
Demand and demography - Adult Social Care	2.0
Demand and demography - Children Looked After	1.4
Demand and demography - Other	0.2
Income pressures	1.8
Migration to Microsoft Cloud	0.8
Transforming Care Programme	0.5
Housing Benefit Overpayment income	0.4
Investment in Climate Emergency	0.3
Other Pressures/Savings	2.6
Debt - external interest / Minimum Revenue Provision	16.0
Cost Increases	47.9

- 6.3. **Inflation** - the initial budget proposals include allowance for £21.9m of net inflation in 2020/21. This includes provision of £8.7m which largely provides for a 2% pay award and for the costs of the Council's minimum pay rate (see paragraph 6.5). The initial budget proposals allow for net price inflation of £7.5m where there is a contractual commitment, but anticipate that the majority of other spending budgets are cash-limited. Specific energy increases for gas and electricity of £0.6m have been incorporated into these initial budget proposals and this additional provision is consistent with projected price increases for both metered and unmetered usage. The budget assumes an inflationary uplift on fees and charges where they can be borne by the market.
- 6.4. **Local government pensions** - the most recent actuarial valuation took place in November 2019 and this showed that the West Yorkshire Pension Fund is in a surplus position. As a result of this position, a reduction in the employer's contribution from the current 16.2% to 15.9% has been assumed in 2020/21. This reduction, yet to be finalised, results in a saving of £0.9m which has been incorporated into these initial budget proposals for 2020/21.
- 6.5. **Leeds City Council minimum pay rate**– at its September 2015 meeting Executive Board agreed that the Council would move towards becoming a Real Living Wage employer. In November 2015 the Living Wage Foundation announced a living wage of £8.25 per hour (outside London) and this was implemented by the Council in January 2017. Since then the Council has maintained its commitment to be a real living wage employer and the initial budget submission provides for further increases in the Leeds City Council minimum wage, which will now rise to £9.36 per hour for employees which is 6p above the recently announced Real Living wage rate of £9.30 per hour. Apprentices and new starters on the Scale Point 1 spinal point will be paid £9.30 per hour for the first year only.
- 6.6. **National Living Wage for commissioned services and the Ethical Care Charter** - in respect of services commissioned from external providers by both Adults and Health and Children and Families directorates, provision of £7.1m has been included and this is consistent with the national minimum wage assumptions for 2020/21. Elements of the Ethical Care Charter, particularly in respect of better terms and conditions including improved rates of pay for care staff, have already been implemented. These initial budget proposals for 2020/21 will permit further developments in this area.
- 6.7. The increased costs associated both with paying our staff the Real Living Wage and ensuring that the services we commission pay their staff the national minimum wage have been resourced by the Council without the receipt of any additional funding from the Government.
- 6.8. The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's Initiative (ELI) will save an estimated £1.3m.

- 6.9. The initial budget proposals recognise the increasing **demography** and consequential **demand pressures** for services in Adults and Health and Children and Families. Within Adults and Health the population growth forecast assumes a steady increase from 2019 in the number of people aged 85-89 between 2020 and 2025. These increases of 2.8%, 2.7%, 1.8%, 2.6% and 1.3% respectively result in additional costs for domiciliary care and placements. In addition, the current Medium Term Financial Strategy reflects the anticipated impact of increasing cash personal budgets through to 2025. The Learning Disability demography is expected to grow by 2.3% (based on ONS data) over the period. It should be noted that the high cost increase in this area of service is primarily a combination of increasingly complex (and costly) packages for those entering adult care, as well as meeting the costs of the increasing need for existing clients whose packages may last a lifetime. A sum of £2m has been built into these Initial Budget Proposals for 2020/21 to deal with this demand and demographic growth.
- 6.10. Children and Families directorate continues to face **demographic and demand pressures** reflecting relatively high birth rates (particularly within the most deprived clusters within the city), increasing inward migration into the city (particularly from BME groups from outside the UK), the increasing population of children & young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, growing expectations of families and carers in terms of services offered and changes in Government legislation, including 'staying put' arrangements that enable young people to remain with their carers up to the age of 21. The initial budget proposals provide £1.4m for the projected growth in the 0-19 population to increase the Children Looked After budget and the transport budget.
- 6.11. Based on assumed housing growth, provision of £0.2m has been made for the increased disposal costs of waste to the RERF.
- 6.12. **Transforming Care** is a national NHS England programme designed to place people with learning difficulties and autism, currently based in a hospital setting, into the community with the right support and close to home. The net impact of this programme is anticipated to be £0.5m in 2020/21.
- 6.13. The Initial Budget Proposals include £1.8m for a number of income variations. Specifically £0.9m provides for a reduction in car parking income resulting from a reduction in car parking spaces in the city centre; a reduction of £0.5m reflects the requirement to more closely align fee income receivable at nurseries to current activity levels; there is a £0.2m reduction in income for the schools catering function reflecting a reduction the number of meals sold and court fee income is projected to fall by £0.1m as a result of fewer prosecutions for non-payment of council tax.
- 6.14. A combination of Microsoft encouraging organisations to move to cloud based services and the end of a three year price fix on all Microsoft product

licences will require an additional payment to Microsoft of £0.8m in 2020/21.

- 6.15. In recent years there has been a decline in the average value of Housing Benefit overpayments which the Council can recover and this is expected to be further impacted upon by the rollout of Universal Credit which is now live in Leeds. The net impact on the 2020/21 budget is estimated to be £0.4m.
- 6.16. A further £0.3m is to be provided to help resource the Council's ambition to increasingly become carbon neutral whilst at the same time address the climate emergency that the Council has declared.
- 6.17. Changes approved at Full Council in 2017 to previous years **Minimum Revenue Provision Policy (MRP)**, based on the fact that MRP had been overprovided for between 2008/09 and 2014/15, enabled the Council to benefit from reduced MRP payments for the three years 2017/18 to 2019/20. However from 2020/21 this position starts to unwind and MRP will increase by £27.6m in this year. In order to smooth the impact of this increase upon the Council's revenue budget, interest rate savings have been realised by taking advantage of falls in the bond markets which has created the opportunity for the Council to convert some of its short term borrowing into longer term borrowing at record low interest rates. By locking in this opportunity the Council will de-risk its exposure to higher rates in the future. In addition it is proposed to utilise an additional £10m of capital receipts to help meet the MRP revenue budget requirement in 2020/21. As a result of interest rate reductions and utilisation of these additional capital receipts, the revenue pressure the impact of MRP has on the 2020/21 budget reduces to £16m.
- 6.18. **Clean Air Zone (CAZ)** – The Council continues to work proactively towards tackling the Climate Emergency in Leeds. One of the key programmes is the Clean Air Zone (CAZ). The zone is anticipated to come into effect in the summer of 2020, however this is contingent on Government systems being delivered on time. An update report will be brought to a future Executive Board in 2020 together with an indication of the projected costs and income associated with the CAZ.
- 6.19. **Selective Licencing** - Members approved the implementation of selective licensing schemes for privately rented residential properties in areas of Beeston and Harehills at Executive Board in July 2019. The planned commencement date is 6th January 2020. The proposed budget for 2020/21 will reflect this decision in terms of additional staffing requirements within the Housing Management function as well as the requirement to budget for licence income. However, the scheme will be cost neutral to the Council as income collected from licences from landlords will be applied to the Council's revenue account over the period of the licence.
- 6.20. **Other Pressures and Savings** - other net budget pressures of £2.6m have been identified for 2020/21. These include:

- The cost of the apprenticeship levy will increase by £0.2m largely due to variations in the number of staff within the Council;
- Additional resources of £0.2m provides for further work to be undertaken with schools to facilitate school improvements.
- An additional £2.1m is provided for delivery of the Council's Waste Strategy and to support implementation of the waste review, with further investment planned for 2021/22;
- Following a revaluation there is an £0.2m NNDR saving at the Arium
- The net effect of other pressures across all Directorates is £0.3m.

7. The Budget Gap – Savings Options - £23.2m

7.1. After taking into account the impact of the anticipated changes in funding of £24.7m and cost pressures of £47.9m outlined above, it is forecast that the Council will need to generate savings, efficiencies and additional income to the order of £23.2m in 2020/21 to balance to the anticipated level of resources available.

7.2. The requirement to deliver savings of £23.2m needs to be seen in the context of the Council's gross revenue budget of £1,352m (excluding schools and the Housing Revenue Account) and its current net revenue charge of £516.68m. In addition this requirement to make savings needs to be seen in the context of the fact that the Council has delivered over £570m in savings since 2010 in order to address both a reduction of £266m in core funding from the Government and having to provide for pay, price and demand pressures for the services that it provides.

7.3. Table 12 summarises the proposed savings to balance the 2020/21 budget with additional detail in the sections below and in Appendix 2. The savings identified fall into one of the following categories:

- **Business as Usual** which are savings proposals that do not require any consultation. They include;
 - Identification of alternative funding resources to continue with the service
 - Generation of additional income for the Council without impacting on service users
 - Improving the efficiency of the service
 - Cost reduction measures with no impact on service users.
- **Service Review** which relates to a review of a service to identify options for savings, which will then be considered in accordance with the Council's decision making arrangements.
- **Service Delivery** which relates to changes in the way that a service is delivered and therefore consultation will be required with service users;

- **Workforce Proposal** which relates to the restructure of a service and consultation with staff will be required;
- **Service Delivery/ Workforce Proposal** budget savings proposals may require consultation with service users **and staff** on options for future service delivery.

Table 12 – Actions to reduce the budget gap

	£m
Business As Usual	(21.1)
Service Delivery	(1.1)
Workforce	(0.7)
Service Delivery/Workforce	(0.3)
Service Review	(0.1)
	<hr style="width: 100%; border: 0.5px solid black;"/> (23.2)

7.4. In the identification of these savings proposals the Council remains committed to delivering efficiencies in both its own and commissioned operations in all areas of the Council whilst at the same time protecting frontline services and those for the most vulnerable. Savings will largely be realised through a number of Business as Usual proposals that include;

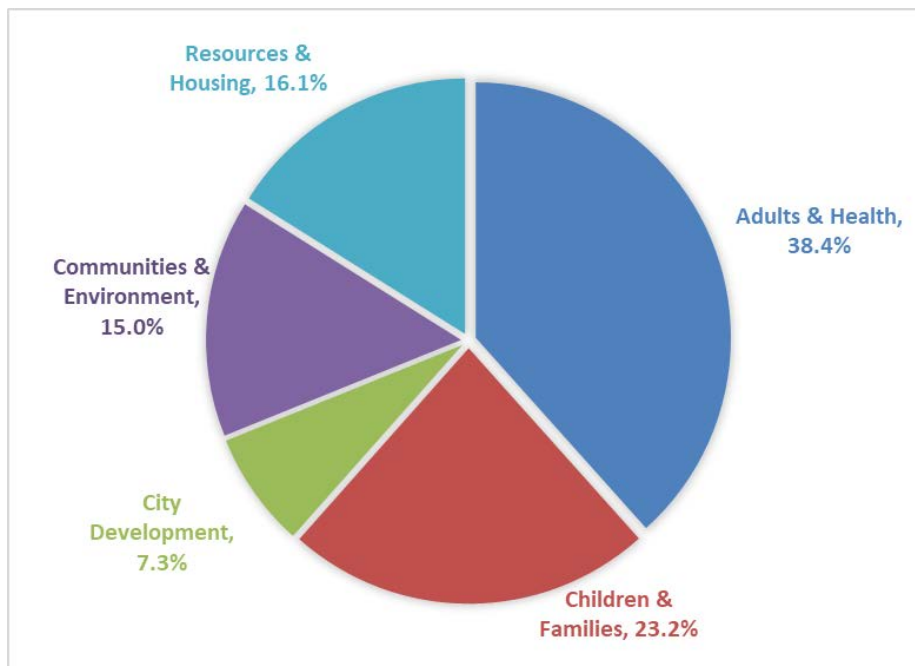
- Organisational design;
- Continuing demand management through investment in prevention and early intervention particularly in Adult Social Care and Children's Services.
- Savings across the range of support service functions;
- Ongoing recruitment and retention management;
- Closer working between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

7.5. Through a combination of the utilisation of reserves and a reduction in expenditure on bus tendered services the levy payment to the West Yorkshire Combined Authority (WYCA) will reduce by £0.67m in 2020/21. The final determination as to how much Leeds will contribute to both WYCA and the WYJSC is subject to a separate approval process.

7.6. **Summary Budget By Directorate**

7.6.1. The indicative 2020/21 revenue budget for each Directorate resulting from these initial budget proposals is included in Appendix 1b. This shows the incidence of gross expenditure of £1,621m and the net managed budget of £526.8m. The pie chart below shows the proposed share of net managed expenditure between directorates for 2020/21 based on these initial budget proposals.

7.6.2. Share of Net Managed Expenditure 20/21(Proposed)



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

8. Impact of proposals on employees

8.1. The Council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce of around 2,300 full time equivalents (fte's) or 3,045 headcount to March 2019.

8.2. The initial budget proposals outlined in this report provide for an estimated net increase of 76 full time equivalents by 31st March 2021. In the context of future staffing reductions that will be required to meet the estimated revised budget gap of £116.3m for 2021/22 to 2024/25, it is the Council's intention to issue an updated S188 notice in January 2020.

8.3. In managing future staff reductions the Council remains committed to doing everything it can to try to avoid compulsory redundancies through natural turnover, continuing the voluntary early leaver scheme, staff flexibility, reviewing and reducing both agency and overtime spend and continuing

the positive consultation and joint working with the trade unions.

9. General Reserve

- 9.1. Under the 2003 Local Government Act, the Council's Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves as a part of the annual budget setting process. It is also good practice for the Authority to have a policy on the level of its general reserve and to ensure that it is monitored and maintained.
- 9.2. The purposes of the general reserve policy are to help longer-term financial stability and mitigate the potential impact of future events or developments which may cause financial difficulty.
- 9.3. The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also in the annual budget. These risks should include corporate/organisation wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain and a quantification of each "at risk" element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in terms of impact and probability.
- 9.4. The initial budget proposals for 2020/21 assume a contribution of £10m from the general reserve and the level of general reserves at 31st March 2021, as set out in Table 13, is projected to be £22.5m.

Table 13 - General Reserve

General Reserve	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Brought Forward 1st April	28.0	32.5	22.5	22.5
Change in Incidence of Receipt of Innovation Grant	1.7	0.0	0.0	0.0
Budgeted Contribution/(Use) in-year	2.8	(10.0)	0.0	0.0
Carried Forward 31st March	32.5	22.5	22.5	22.5

- 9.5. Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size.
- 9.6. As referenced in the Revenue Budget Update for 2020/21-2024/25 report, received at October's Executive Board, Grant Thornton have issued their "Annual Audit Letter" for the year ended 31st March 2019 in which they note that "the Council has continued to maintain reserves at around 5% of net revenue expenditure" and that with future projections "the level of reserves

may reduce. We recommend there is a need for the Council to consider the adequacy of its reserves going forward.” In accordance with this requirement the Medium Term Financial Strategy which covers the period to March 2025 provides for a £3m contribution to the General Reserve in 2023/24.

- 9.7. Whilst the pressures faced by the Authority continue to make the current financial climate challenging, we will continue to keep the level of the Council’s reserves under review to ensure that they are adequate to meet identified risks.

10. **Revenue Budget 2021/22 and 2022/23**

- 10.1. At its meeting in October 2019 Executive Board agreed the revisions to the Council’s forecast budget gap for 2020/21 to 2024/25. The forecast gap was £161.5m of which £52.5m relates to 2020/21 and £31.3m relates to 2022/23. The report received at Executive Board in October recognised that savings would be required to be identified in order that a balanced budget position could be delivered in 2021/22 and 2022/23.
- 10.2. In the context of both the Spending Review from September, the Technical Consultation released in respect of the 2020/21 Local Government Finance Settlement and other variations identified during the determination of these 2020/21 initial budget proposals, the financial projections for 2021/22 and 2022/23 have been refreshed to reflect these latest assumptions. In addition the revised position reflects assumed core council tax increases of 2.99% in each year and no Adult Social Care precept. However it should be stressed that under the Council’s constitution the decision to set the council tax base and rate of council tax can only be taken by Full Council and therefore these decisions will continue to be made as part of the Council’s annual budget setting process.
- 10.3. The Government’s intention is to move to 75% business rate retention from 2021/22. Given the uncertainty about how this will impact on local authority funding, the initial budget for 2021/22 and 2022/23 assumes that any increases in business rates income are offset by a commensurate increase in the business rate tariff paid to the Government so that there is no baseline gain. Similarly the 2021/22 and 2022/23 projection assumes that the impact of any business rates reset and the implications of the outcome of the Government’s Fair Funding review, which is expected in the autumn of 2020, is revenue neutral upon the Council with any impacts being addressed through transitional arrangements. For calculating SFA no increases have been assumed for either 2021/22 or 2022/23.
- 10.4. In the determination of the revised financial projections for both 2021/22 and 2022/23 significant areas of uncertainty remain as to the Council’s financial position in respect of both funding and spending assumptions, compounded by Brexit and the impact of the result of the General Election held on December 12th. Specifically the implications of the Government’s

future spending plans remain unclear, the implications of implementing 75% business rate retention nationally have yet to be finalised by Government, the outcome of the Government's own Fair Funding review won't be known until the autumn of 2020 at the earliest and the future funding arrangements for social care remain unknown.

- 10.5. After taking account of the funding assumptions outlined in 10.2 and 10.3 above and the variation in pressures and savings that have been identified in the determination of the 2020/21 initial budget proposals, the revised positions for 2021/22 and 2022/23 are detailed in Table 14.

Table 14 - Revenue Budget 2021/22 and 2022/23

	2021/22	2022/23
	£m	£m
October Executive Board	52.5	31.3
Revised Pressures since October 2019		
Debt	5.9	(0.4)
Income Pressures	0.1	(0.0)
Other	2.4	1.9
	<u>8.5</u>	<u>1.5</u>
Revised Savings		
	(6.2)	(2.7)
Changes to Funding		
Grants	(9.1)	(0.1)
Reserves	1.7	(0.1)
	<u>(13.6)</u>	<u>(2.9)</u>
Revised Gap	47.4	29.9

- 10.6. As can be seen in Table 14, the estimated budget gap has decreased to £47.4m in 2021/22 and £29.9m in 2022/23 respectively. The use of £10m of capital receipts falls out in 2021/22 but the impact on debt is reduced by a combination of further interest savings resulting from converting short term borrowing to longer term; the impact of a reduction in New Homes Bonus impacting on the 2020/21 budget rather than in 2021/22 as was assumed in the position reported to October's Executive Board; and the full year effect of 2020/21 budget savings plus new proposals for 2021/22 and 2022/23.
- 10.7. The position set out above contains a number of assumptions, as set out in paragraphs 10.2, 10.3 and 10.4 for which updated information would alter the projected financial position and any such changes in these assumptions will be incorporated into an updated Medium Term Financial Strategy that will be presented to a future meeting of this Board.

11. **Schools Budget**

- 11.1. The Dedicated Schools Grant (DSG) for 2020/21 is funded in four separate blocks for early years, high needs, schools and central schools services.
- 11.2. A new National Funding Formula (NFF) was implemented from April 2018 for high needs, schools and central schools services. The schools formula was initially a “soft” formula to allow local authorities some limited flexibility and this remains the case for 2020/21.
- 11.3. The Early Years block will fund 15 hours per week of free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. There is an additional 15 hours per week provision for working families of 3 and 4 year old children. The funding hourly rate has been confirmed as £5.28 for 2 year olds (from £5.20 in 2019/20) and £4.89 for 3 and 4 year olds (from £4.81 in 2019/20) and the grant received will continue to be based on participation. The actual grant received during 2020/21 depends on pupil numbers in the 2020 and 2021 January censuses. The early years pupil premium is also included in this block and is payable to providers for eligible 3 and 4 year olds. The hourly rates for 2020/21 for this element remain at £0.53 per hour. In addition, the Disability Access Fund rate has been confirmed at £615 per eligible child per year. The grant value shown below is based on the actual pupil numbers in January 2019.
- 11.4. The High Needs Block supports places and top-up funding in special schools, resourced provision in mainstream schools and alternative provision; top-up funding for early years, primary, secondary, post-16 and out of authority provision; central SEN support and hospital & home education. An indicative allocation under the NFF calculation has been published though the final allocation will not be issued until December 2019. The value in the table below is before any deductions are made by the Education and Skills Funding agency (ESFA) in respect of funding for academies, free schools and post 16 places. The High Needs Block is facing a number of financial pressures nationally and in recognition of this the national allocation has increased by £780m for 2020/21. For Leeds the indicative allocation is an increase of £12.38m for 2020/21 although there is still a cap on gains within the national funding formula and this has been applied to the funding allocation to Leeds to the value of £4.6m. Despite the increase in funding for 2020/21 the anticipated increase in special school places and pupils eligible for additional top-up funding means that there is expected to be on going funding pressures for the High Needs Block which will need managing within the overall available funding. As part of managing the funding pressures it is proposed to transfer funding from the Schools Block and the Central Schools Services Block as outlined below.
- 11.5. The Schools Block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2020/21 will be based on pupil numbers (including those in academies and free schools) as at October 2019. The pupil numbers from this census are not yet available. Schools have been consulted on options for the local formula in 2020/21

and on proposals to transfer funding to the High Needs Block. The results of the consultation have been presented to Schools Forum to enable further discussion with a final decision being made by the Director of Children and Families in early 2020. As part of the consultation a majority of schools which responded supported a proposal to transfer £2.65m from the Schools Block to the High Needs Block. At the Schools Forum meeting on the 14th November Schools Forum approved this transfer. A majority of schools who responded to the consultation also supported a proposal for maintained schools to contribute funding of £150k towards severance costs. Schools Forum also approved this contribution.

- 11.6. As part of the NFF, the Central School Services block (CSSB) was created from the DSG funding that is held by the local authority for central services. This includes the funding which was previously delivered through the retained duties element of the ESG along with ongoing responsibilities and historic commitments. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2019. The funding for the historic commitments element has been reduced by 20% in 2020/21. However, it is anticipated that there will be funding available of up to £250k to transfer to the High Needs Block and a final decision on the amount to transfer will be made by the Director of Children and Families in early 2020.
- 11.7. At the end of 2019/20 it is projected that there will be a deficit balance of £4.1m on DSG compared to a surplus balance of £1.1m at the end of 2018/19. The deficit balance will be carried forward into 2020/21 and proposals to address the deficit will need to be incorporated into the medium term financial plan for the High Needs Block and DSG funding. A formal deficit recovery plan has to be submitted to the Education and Skills Funding Agency (ESFA) if the deficit exceeds 1% of the total DSG funding for the Local Authority. For Leeds this would apply if the cumulated deficit exceeded £6.9m.
- 11.8. Funding for post-16 provision is allocated by the ESFA. Funding for high need post-16 pupils is no longer to be part of this grant and is now included in the DSG High Needs Block totals. Funding for 2020/21 will be based on 2019/20 lagged student numbers.
- 11.9. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the school's roll in January each year. The rates for 2020/21 are expected to remain at: primary £1,320, secondary £935, for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years and £300 for children of service families. The pupil premium plus rate for children looked after and children who have ceased to be looked after by a local authority

because of adoption, a special guardianship order, a child arrangements order or a residence order is also expected to remain the same at £2,300.

- 11.10. The Primary PE grant will be paid in the 2019/20 academic year to all primary schools at a rate of £16,000 plus £10 per pupil. It is expected that these rates will remain the same for 2020/21.
- 11.11. For the Year 7 catch up grant in 2019/20, funding is allocated to schools on the basis that they receive the same overall amount of year 7 catch-up premium funding received in 2018/19. It will be adjusted to reflect the percentage change in the size of their year 7 cohort, based on the October 2019 census. It is assumed that 2020/21 will be on the same basis and so dependent on the October 2020 census information.
- 11.12. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2019/20 academic year is based on a rate of £2.30 per meal taken by eligible pupils, giving an annual value of £437. Data from the October and January censuses will be used to calculate the allocations for the academic year.
- 11.13. A grant is received in relation to additional teacher's pay costs from 1st September 2018 and September 2019. The values below are a full year in 2019/20 and a part year for 2020/21 as the grant ceases at the end of the 2020/21 academic year.
- 11.14. A further grant has also been announced in relation to additional costs incurred in respect of increases in the teacher's pension scheme from September 2019. Nationally, £1.5 billion per year will be provided to continue funding these additional pension costs from 2020/2021 through to 2022/2023. The values below are a part year in 2019/20 and an estimate of the full year for 2020/21.
- 11.15. **Schools funding summary**

All the grant values are before ESFA deductions (e.g. for payments to academies) for 2019/20 (latest estimate) and 2020/21 estimates are shown in Table 15. The amounts for DSG for 2020/21 are subject to final confirmation in December 2019 and will be based on pupil numbers as at October 2019.

Table 15 – the Estimated Schools Budget

	2019/20	2020/21	Change
	Current	Estimate	
	£m	£m	£m
DSG - Schools Block	516.31	535.64	19.33
DSG - Central Schools Services Block	5.32	4.99	-0.33
DSG - High Needs Block	72.93	85.31	12.38
DSG - Early Years Block	58.75	59.67	0.92
ESFA Post 16 Funding	26.06	25.77	-0.29
Pupil Premium Grant	39.00	39.00	0.00
PE & Sports Grant	4.30	4.30	0.00
Year 7 Catch-up Grant	0.96	0.96	0.00
Universal Infant Free School Meals Grant	9.51	9.68	0.17
Teachers' Pay Grant	6.16	2.56	-3.60
Teachers' Pension Grant	11.80	20.32	8.52
	751.10	788.20	37.10

12. **Housing Revenue Account**

12.1. The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ring fenced account. The key movements in 2020/21 are detailed in Table 16.

12.2. The 2016 Welfare Reform and Work Act introduced the requirement for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17. The Government has confirmed a return to allowing up to a CPI+1% rent increase for five years from 2020/21.

12.3. **Income**

An increase in accordance with the Government's rent formula of CPI (1.7% as at September 2019) +1% is therefore proposed. This overall 2.7% rise equates to approximately £5.3m in additional rental income.

12.4. It is proposed to increase garage rental rates by RPI of 2.4%.

12.5. A reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the Government's Right to Buy (RTB) legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable. Based on latest sales, a further 645 sales are forecast in 2020/21. In addition, the higher than estimated number of RTB sales in 2019/20 impacts on income for 2020/21. The impact of these RTB sales, along with other stock reductions in year for demolitions, will cost the HRA around £2.3m in lost income in 2020/21.

- 12.6. Tenants in multi storey flats and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts. It is proposed to increase these charges by an inflationary increase of RPI of 2.4%. In 2020/21 this would generate an additional £150k compared to 2019/20.
- 12.7. Currently tenants in sheltered accommodation receiving a support service are charged £13 per week for this service. This charge is eligible for Housing Benefit. In 2016/17 a nominal charge of £2 per week was introduced for those tenants who benefited from the service but did not pay. This was increased to £4 a week in 2017/18, £6 in 2018/19, £8 in 2019/20 and it is proposed to increase this charge by a further £2 per week in 2020/21 to £10 per week. A review of the Sheltered Charge has been undertaken for 2020/21. The sheltered charge full cost is £14.71 per week and is eligible for Housing Benefit.
- 12.8. An analysis of the impact on tenants of increasing rents by 2.7% and implementing the proposed charges above has been undertaken. These figures are based on average rents for various categories of tenants as individual levels will vary.
- 12.9. With a return to a rental increase of CPI+1, all tenants will pay more in 2020/21 than in 2019/20 as outlined in the table below. The 2.12% of tenants whose average weekly increases is the highest relates to tenants who are self-payers in Sheltered Accommodation. These tenants would have faced between £3.87 and £4.15 per week average increase, however it is proposed to cap any overall increase to £3.50 per week.

% of Tenants	Average Increase £/per week
40.25	1.77-2.00
57.63	2.01-2.37
2.12	Capped at 3.50

- 12.10. These increases will be funded through Housing Benefit for eligible tenants or tenants eligible for Universal Credit (UC) will receive payments for this increase. Approximately 47% of tenants are in receipt of Housing Benefit with a further 12% in receipt of UC, a total of 59%.
- 12.11. A change in legislation will impact on the amount of income receivable for telecommunications masts located on HRA buildings. This reduction is estimated to be in the region of £400k in 2020/21 and this will reduce further as existing lease agreements fall out in later years.
- 12.12. **Expenditure**

The proposed budget assumes a 2% increase for the pay award which will cost an estimated £0.6m, partially offset by lower employer superannuation costs of £70k. The budget proposals include an additional £590k

investment in Enhanced Community Safety Initiatives in High Rise Flats and £165k to increase the Enhanced Income Team to provide support to tenants, particularly around the continued roll out of Universal credit.

- 12.13. Provision will be made for rising utility costs £0.3m and inflationary uplifts for the PFI contractor and contributions to the Private Finance Initiative sinking fund within the agreed model.
- 12.14. The budget will reflect the investment in Leeds PIPES (Providing Innovative Pro-Environment Solutions) which is providing heating to some MSF's. The cost of the heating, produced from the Recycling and Energy Recovery Facility will be offset through service charges to those tenants benefitting from purchasing cheaper energy than their current supply.
- 12.15. A combination of efficiencies are proposed to balance the 2020/21 budget including; vacancy management; a review of the level of revenue expenditure that can be more appropriately charged to capital (shown as internal income on the table below), cash limiting the repairs budget in light of the continued stock reduction, reviewing the provision for bad debts and reviewing the level of all line by line expenditure within the HRA.
- 12.16. The costs associated with servicing the HRA's borrowing have increased due to a combination of lower rates previously applied to the overall level of debt falling out and the planned increase in borrowing to support the Council's new build programme which will see approximately 120 homes delivered in 2020/21 as part of the current £203.6m Council House Growth Programme.
- 12.17. The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the planned investment in new homes.
- 12.18. In addition, the Council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the housing stock. The total draft capital programme for the HRA remains at around £80m in 2020/21.

Table 16 – Housing Revenue Account Pressures and Savings

	£m
Income	
Rental Increase	(5.07)
Reduction in rental income due to stock reduction	2.30
Internal Income – review of charge to capital.	(0.26)
Increase Service Charges	(0.39)
Increase in Other Income	(0.07)
Increase in External Income	0.04
Leeds PIPES	(0.46)
Loss of Telecom income	0.39
End of Gainshare	0.21
Total	(3.32)
Expenditure	
Pay and Price pressures	1.65
Supplies and Services	0.29
Leeds PIPES	0.56
Enhanced Community Safety Initiatives in High Rise Flats	0.59
Change in provisions of Doubtful debt	(0.47)
Private Finance Initiative –payments to contractor	1.77
Contribution to capital (Includes use of RTB Receipts to fund capital)	(1.28)
Capital Charges	1.24
Other	(1.022)
Total	3.32

13. Capital Programme

- 13.1. The Council has revised its approach to setting the Council's capital programme to ensure that the choice to spend limited resources is taken at the same time across capital and revenue spending decisions.
- 13.2. The Council has now moved towards injecting schemes at the same time that the revenue budget is approved in February each year. To ensure there is consideration and consultation of scheme proposals, a prioritised list of scheme proposals was included within the November half year Executive Board capital programme report. This is included at Appendix 4. Recognising that the Council needs to take a longer term view of its investment in assets the proposals include details of its 10 year capital spending intentions.
- 13.3. Over the period 2019/20 to 2022/23 the existing capital programme includes investment plans which total £1.4bn. Of this, approximately two thirds funds key infrastructure that supports front line services and schemes that generate additional income or save costs. The remaining third is for investment in capital schemes that support the Council's best plan priorities. The programme is funded by external sources in the form of grants and contributions and also by the Council through borrowing and

reserves. Where borrowing is used to fund the programme, the revenue costs of the borrowing are included within the revenue budget. Our asset portfolio is valued in the Council's published accounts at £5.6bn, and the Council's net debt, including PFI liabilities stands at £0.6bn. It is also noted that removal of the HRA housing debt cap will impact upon the investment and borrowing plans as additional investment is agreed.

- 13.4. The initial budget proposals provide for a £26m increase in the cost of debt and capital financing. This assumes that all borrowing is taken short term at 1.25% interest for the remainder of 2019/20 and at an average of 1.50% in 2020/21.
- 13.5. The strategy allows for capital investment in key annual programmes, major schemes that contribute to the Best Council Plan objectives and schemes that generate income or reduce costs. Capital investment will continue to be subject to robust business cases being reviewed and approved prior to schemes approval. Whilst the capital programme remains affordable, its continued affordability will be monitored as part of treasury management and financial health reporting.
- 13.6. A capital programme update report will be presented to the Executive Board in February 2020.

14. Corporate Considerations

14.1. Consultation and Engagement

- 14.1.1. The Authority's financial strategy is driven by its ambitions and priorities as set out in the Best Council Plan. The current Best Council Plan was approved by Council in February 2019 following consultation with members and officers throughout its development, with additional extensive stakeholder consultation carried out on the range of supporting plans and strategies. These arrangements will continue to inform further updates to the Best Council Plan.
- 14.1.2. The Council's Medium Term Financial Strategy 2020/21 – 2024/25, received at Executive Board in July 2019, was informed by the public consultation exercise carried out between December 2018 and January 2019 on the authority's 2019/20 budget proposals. Whilst the consultation covered the key 2019/20 proposals, it also incorporated questions around the ongoing principles that underlie both the Best Council Plan and the Council's financial plans and was therefore relevant to the Medium Term Financial Strategy.
- 14.1.3. Consultation is an ongoing process and residents are consulted on many issues during the year. Further to this we will also consult around the principles and high level proposals in this report through a wider consultation survey. This will be carried out with: the public via the Council's website, social media and the Citizens' Panel; with staff through

the intranet; and with stakeholders, including representatives from the Third Sector and the Business sector. The consultation will begin once this report is initially agreed by Executive Board, and will be timetabled to report findings at the following meeting, prior to finalisation of the Budget. Due to the shortened timescale this year between today's Executive Board meeting and that in February, this year's Budget consultation will be carried out via online means only and over a 3-week period to enable all results to be collated and analysed in time to inform the final proposals to this Board and subsequently Full Council. This compares with the month-long consultation exercise carried out in previous years and with postal surveys being available last year upon request – though it should be noted that the proportion of offline survey responses has been declining year-on-year (15% of the 1,241 responses last year) as more people opt for online.

- 14.1.4. Subject to the approval of Executive Board, this report will be submitted to Scrutiny for their consideration and review with the outcome of their deliberations to be reported to the planned meeting of this Board on the 12th February 2020.

14.2. **Equality and diversity / cohesion and integration**

- 14.2.1. The Equality Act 2010 requires the Council to have “due regard” to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay “due regard” be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show “due regard”.
- 14.2.2. The Council is fully committed to ensuring that equality and diversity are given proper consideration when we develop policies and make decisions. In order to achieve this the Council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.
- 14.2.3. The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration (Appendix 3) and a full strategic analysis and assessment will be undertaken on the 2020/21 Revenue Budget and Council Tax report which will be considered by Executive Board and subsequently by Full Council in February 2020. Specific equality impact assessments will also be undertaken on all budget decisions identified as relevant to equality as they are considered during the decision-making process in 2020/21.

14.3. **Council policies and Best Council Plan**

- 14.3.1. The Best Council Plan sets out the Council's ambitions and priorities. The Plan's development and implementation continues to inform, and is informed by, the authority's funding envelope and by staffing and other resources. The current Plan and its proposed update for 2020/21 (please

refer to the Best Council Plan refresh item on today's agenda) is therefore aligned with both the Council's Medium-Term Financial Strategy and its annual budget.

Climate emergency

- 14.3.2. In conjunction with inclusive growth and health and wellbeing, the Best Council Plan update report on today's paper proposes that the climate change emergency becomes the third 'pillar' underpinning the Council's Best City ambition to tackle poverty and reduce inequalities. A specific focus on this emergency aims to embed sustainability considerations into all aspects of the authority's decision-making. As such, whilst there are no implications for the climate emergency resulting from this report, should any specific service and budget proposals that emerge through the development of the Council's 2020/21 Budget create potential climate emergency issues or opportunities, these will be addressed in the final Budget reports to Executive Board and Full Council in February 2020.

14.4. **Resources, procurement and value for money**

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

14.5. **Legal implications, access to information and call-in**

- 14.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework. In accordance with this framework, the initial budget proposals, once approved by the Board, will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2020 meeting of this Board at which proposals for the 2020/21 budget will be considered prior to submission to Full Council on the 26th February 2020.
- 14.5.2. The initial budget proposals will, if implemented, have implications for Council policy and governance and these are explained within the report. The budget is a key element of the Council's budget and policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and be managed by individual directorates.
- 14.5.3. In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council. As such, the recommendations at paragraphs 16.1, 16.2 and 16.3 are not subject to call in, as the budget is a matter that will ultimately be determined by Full Council.
- 14.5.4. However the recommendations in paragraphs 16.4 and 16.5, regarding the Council's participation in the 2020/21 50% Business Rates Pool and the distribution of discretionary business rate reliefs, are decisions of the Executive Board and as such are subject to call-in.

14.6. Risk management

- 14.6.1. The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review.
- 14.6.2. Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.
- 14.6.3. Financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach will continue to be included in the in-year financial reports brought to Executive Board.
- 14.6.4. In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within these initial budget proposals are identified below.

Risks to Funding

- 14.6.5. The period covered by the Government's current spending review will end in March 2020. Whilst the Spending Review on the 4th September provided details of the Government's spending intentions for 2020/21 these have not yet been ratified by Government through the annual budget process.
- 14.6.6. Further to this, whilst the annual Budget was expected to be announced on 6th November 2019, it was subsequently delayed following the announcement of the General Election on 12th December 2019. The provisional Financial Settlement has also been delayed as a consequence. We now expect the provisional Settlement in early January 2020, with the next Budget likely to be held in February. Assumptions within this document are based on announcements from Spending Review 2019 and subsequent Technical Consultation document for the Local Government Financial Settlement. There is a risk that, following the Election, the incoming Government could change existing financial plans for 2020/21 and introduce a new set of priorities. This could significantly vary from our estimates on the Settlement Funding Assessment and the amount that Leeds City Council will receive in 2020/21.
- 14.6.7. After Spending Round 2019, it was confirmed that 75% Business Rates Retention would be delayed by one year to 2021/22. It was also confirmed that the current 75% business rate retention pilots will cease and return to

the rules governing 50% retention. The effect of this return to 50% retention is included in these initial budget proposals. However, following discussions with the current North and West Yorkshire Pool member authorities, 13 of the 14 original member authorities agreed to submit an application for a business rates pool in 2020/21. We were advised that this application had been successful on the 19th December 2019. We estimate this Pool could lead to additional funding to the region of £9.6m, some of which could be to the benefit of Leeds City Council. As with previous years' Pools, there remains a risk that if a member authority becomes entitled to a safety net payment, because its retained income has fallen dramatically, then that safety net payment will no longer be received from the Government but will have to be met by other members of the pool. This will represent a loss of income to the region.

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

Key risks to cost and income assumptions

- 14.6.10. Demographic and demand pressures, particularly in Adult Social Care and Children's Services, could be greater than anticipated.
- 14.6.11. The implementation of proposed savings and additional income realisation could be delayed. Equally, the level of savings generated and/or the level of additional income realised could be less than that assumed in this report.
- 14.6.12. Inflation including the pay award to employees could be higher than that assumed in this report. In addition these initial budget proposals make a number of assumptions about the costs associated with managing the Council's debt. Whilst the Council has benefited from converting some of its shorter term borrowing into longer term borrowing at record low interest rates, it still has debt as short term rates which means that it is exposed to any upward movement in rates which would result in an increase in costs to the Council.
- 14.6.13. The Council's and City's economic and fiscal position is clearly impacted upon by the wider national economic context. The UK's withdrawal from the EU could potentially weaken the pound, increase inflation, reduce domestic and foreign direct investment and impact upon borrowing costs. Conversely the UK's exit from the EU could have the opposite effect upon the

economy. What is also unclear is to what extent the UK's exit from the EU will impact upon the level of resources available to the Council and the level of demand for the services that it provides.

- 14.6.14. A full analysis of all budget risks will continue to be maintained and will be subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks and budget variations are contained in the in-year financial health reports submitted to the Executive Board.

15. Conclusions

- 15.1. The Initial Budget Proposals for 2020/21 and the projected budgets for 2021/22 and 2022/23 need to be seen in the context of significant inherent uncertainty for the Council in respect of future funding and spending assumptions. Specifically the implications of the Government's future spending plans with regard to local government and other areas of the public sector after 2020/21 remain unknown. To compound this uncertainty the Government remains both committed to move to 75% business rate retention nationally and implementing the Fair Funding review of the methodology which determines current funding baselines which are based on an assessment of relative needs and resources. The outcome of both these changes, and the subsequent implications for Leeds, won't be known until the autumn of 2020. In addition it remains uncertain how the Government intend to fund social care in future years and the implications of the UK leaving the EU are as yet unknown.
- 15.2. In the determination of these initial budget proposal and the forecast position for 2021/22 and 2022/23 a number of assumptions have been made as to the level of resources available to the Council. These assumptions are under constant review to reflect any changes in circumstances or if further information emerges in respect of known risks.
- 15.3. Based on the details contained in Government's technical consultation in respect of the 2020/21 Local Government Finance the Settlement Funding Assessment will increase by 1.7% or £3.1m with a corresponding increases in funding from council tax of £17.0m, which offsets a business rates variation of £10m, which overall gives an increased net revenue budget of £526.8m in 2020/21. However, the initial budget proposals for 2020/21 as set out in this report, subject to the finalisation of the detailed proposals in February 2020, will still require savings and additional income of £23.2m to produce a balanced budget.
- 15.4. As set out in both the Medium Term Financial Strategy 2020/21-2024/25 and Revenue Budget Update reports to the July and October Executive Boards respectively, the budget proposals detailed in this report need to be viewed within the context of the longer term approach to increase the financial sustainability and resilience of the Council's financial position.

16. Recommendations

- 16.1. Executive Board is asked to agree the initial budget proposals for 2020/21 and for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders.
- 16.2. Executive Board is asked to note the initial budget position for 2021/22 and 2022/23 and to note that savings proposals to address the updated estimated budget gaps of £47.4m and £29.9m for 2021/22 and 2022/23 respectively will be reported to a future meeting of this Board.
- 16.3. Executive Board is asked to note that the proposal to approve the implementation of an additional Council Tax premium on any dwelling where the empty period is at least five years, from 100% to 200% premium, will be decided by Full Council in January 2020.
- 16.4. Executive Board is asked to agree that Leeds City Council become a member of the new North and West Yorkshire Business Rates Pool and act as lead authority for it. The establishment of this new Pool will be dependent upon none of the other proposed member authorities choosing to withdraw within the statutory period after designation.
- 16.5. Executive Board is asked to agree that the final year of Government funding to offer discretionary relief to businesses most impacted by the 2017 Business Rates Revaluation be distributed to childcare businesses in the city.

17. Background documents²

None.

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

2020/21

	Adults & Health	Children & Families	City Development	Communities & Environment	Resources & Housing	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
Net managed budget (2019/20) - RESTATED	206.55	121.77	35.84	78.92	82.26	(8.65)	516.68
Pay - Leeds City Council	1.06	2.14	1.01	1.55	2.96		8.72
Wage costs - commissioned services	6.49	0.59		0.05			7.13
Employer's LGPS contribution	(0.11)	(0.18)	(0.13)	(0.18)	(0.31)		(0.90)
Fall-out of capitalised pension costs	(0.23)	(0.37)	(0.16)	(0.26)	(0.24)		(1.25)
Inflation: General	4.20	0.71	2.04	0.46	0.13		7.55
Inflation: Electricity and Gas Tariffs	0.01	0.02	0.51	0.04	0.06		0.64
Demand and demography - Adult Social Care	2.00						2.00
Demand and demography - Children Looked After		1.40					1.40
Demand and demography - Other				0.19			0.19
Income pressures	0.00	0.70	(0.07)	0.46	0.21	0.50	1.80
Migration to Microsoft Cloud					0.81		0.81
Transforming Care Programme	0.51						0.51
Housing Benefit Overpayment income				0.40			0.40
Investment in Climate Emergency					0.30		0.30
Other Pressures	0.01	0.06	1.76	2.02	0.38	(1.65)	2.58
Debt - external interest / Minimum Revenue Provision	(0.28)			0.01		16.29	16.02
New Homes Bonus						5.19	5.19
Impact of 50% Business Rates Retention						(4.04)	(4.04)
S31 Business Rate grants						6.01	6.01
Public Health grants	(0.91)						(0.91)
Additional Social Care Grant (SR2019)	(7.50)	(6.50)					(14.00)
School Improvement Monitoring and Brokerage Grant		(0.43)					(0.43)
DfE Innovations Grant (Slippage)		1.70					1.70
Housing Benefit Admin Grant				0.40			0.40
Housing Benefit New Burdens Funding				(0.10)			(0.10)
Childrens Funeral Fund				(0.24)			(0.24)
Brexit Grant						0.10	0.10
Contribution to / (from) General Reserve						(14.49)	(14.49)
Change in Use of Earmarked Reserves	(0.01)	1.51	0.74	(0.15)	0.66	3.50	6.25
Total - cost and funding changes	5.24	1.36	5.71	4.66	4.97	11.41	33.34
Budget savings proposals As per Appendix 2	(10.42)	(1.37)	(3.11)	(4.78)	(2.74)	(0.76)	(23.19)
Total - Budget savings proposals	(10.42)	(1.37)	(3.11)	(4.78)	(2.74)	(0.76)	(23.19)
2020/21 Submission	201.37	121.75	38.43	78.81	84.48	2.00	526.83
Increase/(decrease) from 2019/20 £m	(5.18)	(0.02)	2.59	(0.12)	2.22	10.65	10.15
Increase/(decrease) from 2019/20 %	(2.51%)	(0.01%)	7.24%	(0.15%)	2.70%	(123.05%)	1.96%
TOTAL FUNDING AVAILABLE (Forecast Net Revenue Charge)							526.83
GAP							0.00

Indicative Revenue Budget by Directorate 2020/21

Appendix 1b

	Indicative Budget 2020/21 (£m)		
	Gross Expenditure	Gross Income	Net Budget
Adults & Health	366.9	(165.5)	201.4
Children & Families	302.3	(180.5)	121.8
City Development	155.5	(117.0)	38.4
Communities & Environment	425.0	(346.2)	78.8
Resources & Housing	264.4	(180.0)	84.5
Strategic & Central Accounts	107.3	(105.3)	2.0
Net Managed Budget	1,621.3	(1,094.5)	526.8

Savings Proposal	Comments	2020/21 £m	Is this relevant to Equality & Diversity?
A) BUSINESS AS USUAL			
Cessation of schemes associated with short term funding	Spring Budget fall out: related fallout of Invest to Save spend	(2.11)	N
Back office spend	Review has identified potential savings over a range of services	(0.09)	Y
Enablement Service	To be delivered through productivity improvements	(0.50)	Y
Learning Disability	Review packages and service offer to ensure an efficient way of meeting assessed care needs is achieved	(1.00)	Y
Client Transport	Savings targeted against re-routing reviews, insourcing private hire routes, Personal Transport Allowance & Independent Travel Training.	(0.30)	Y
Collection of Client Income	Identify potential areas for maximisation of assessed income from review of internal systems and processes	(1.00)	Y
Demand (all service groups)	Extend impact of strengths based approach	(0.70)	Y
Fines	improve processes to ensure fines for delayed transfers of care are removed	(0.07)	N
Physical Impairment	Review cost of Physical Impairment packages	(0.10)	Y
Home care	Review packages to ensure assessed care is delivered efficiently	(0.10)	Y
Meals on Wheels	Remove current £200k subsidy through increasing volume of service users and/or reducing costs through improved processes	(0.20)	Y
Assistive Technology	Enhance and commercialise our current offer and technological advances available to support as many people as possible to live independent and active lives	(0.20)	Y
Occupational Therapists	Occupational Therapist time appropriately charged to the annual Disabled Facilities Grant	(0.20)	N
CHC/S117 cases	Impact of review of classification of Continuing Health Care and S117 cases	(0.10)	Y
Better Care Fund	Better Care Fund - inflationary uplift and additional funding sought	(3.70)	N
Skills for Care	Apply for funding to undertake planned developments.	(0.05)	N
Sub-Total Business As Usual		(10.42)	
B) SERVICE DELIVERY			
		0.00	N
Sub-Total Service Delivery		0.00	
C) WORKFORCE			
		0.00	N
Sub-Total Workforce		0.00	
D) SERVICE DELIVERY/WORKFORCE			
		0.00	N
Sub-Total Service Delivery/Workforce		0.00	
E) SERVICE REVIEW			
		0.00	N
Sub-Total Service Review		0.00	
Total Savings Options - ADULTS & HEALTH		(10.42)	

CHILDREN AND FAMILIES - Savings options 2020/21

Savings Proposal	Comments	2020/21 £m	Is this relevant to Equality & Diversity?
A) BUSINESS AS USUAL			
Supplies and Services savings across the Directorate	Full year effect of 2019/20 savings in supplies and services budgets across the Directorate.	(0.23)	Y
Savings in passenger transport costs to offset increases in demand	Savings to be achieved from route reviews, in-sourcing private hire routes, Personal Transport Allowances, private hire contract savings and independent travel training.	(0.44)	Y
Additional income from DSG for the cost of Personal Transport Allowances	Additional income from charging the increase in payments for PTAs to the Dedicated Schools Grant (High Needs Block)	(0.15)	Y
Additional income from traded services	This includes additional income from educational psychology based on trends and recruitment plans, specialist training in autism and raising standards, Artforms and Learning Improvement.	(0.10)	Y
Additional external income - grants and contributions	Additional income from workforce development trading £0.04m, Partnerships £0.05m, Youth Offending Service £0.1m, external funding streams £0.12m	(0.31)	Y
Additional income for the education costs of external residential placements	Move to full cost recovery of the education costs of ER placements from DSG (High Needs Block)	(0.15)	Y
Sub-Total Business As Usual		(1.37)	
B) SERVICE DELIVERY			
		0.00	N
Sub-Total Service Delivery		0.00	
C) WORKFORCE			
		0.00	N
Sub-Total Workforce		0.00	
D) SERVICE DELIVERY/WORKFORCE			
		0.00	N
Sub-Total Service Delivery/Workforce		0.00	
E) SERVICE REVIEW			
		0.00	N
Sub-Total Service Review		0.00	
Total Savings Options - CHILDREN AND FAMILIES		(1.37)	

CITY DEVELOPMENT - Savings options 2020/21

Savings Proposal	Comments	2020/21 £m	Is this relevant to Equality & Diversity?
A) BUSINESS AS USUAL			
Asset Rationalisation	Freeing up existing building capacity and reducing void management costs.	(0.20)	Y
Street Lighting LED Conversion	Continuation of the Street Lighting LED conversion scheme	(0.43)	Y
Other Operating Expenditure	Directorate wide review of other operating expenditure to identify reductions	(0.41)	Y
Advertising	Increase in external advertising income	(0.20)	N
Income	Mitigation of pay inflation via charging	(0.62)	N
Sub-Total Business As Usual		(1.86)	
B) SERVICE DELIVERY			
Strategic Investment Fund	Further acquisition of strategic investments to provide an income stream after borrowing	(0.75)	N
Planning	Increased fees and services for pre application enquiry services	(0.25)	N
Sub-Total Service Delivery		(1.00)	
C) WORKFORCE			
		0.00	N
Sub-Total Workforce		0.00	
D) SERVICE DELIVERY/WORKFORCE			
Highways	Increase in Site Development staffing resources to undertake chargeable external works	(0.25)	N
Sub-Total Service Delivery/Workforce		(0.25)	
E) SERVICE REVIEW			
		0.00	N
Sub-Total Service Review		0.00	
Total Savings Options - CITY DEVELOPMENT		(3.11)	

COMMUNITIES & ENVIRONMENT - Savings options 2020/21

Savings Proposal	Comments	2020/21	Is this relevant to Equality & Diversity?
		£m	
A) BUSINESS AS USUAL			
Staffing efficiencies	Increased vacancy factor across all services	(0.10)	Y
Operational expenditure	Review of operational expenditure across all services	(0.18)	Y
Welfare & Benefits postage costs	Reduction in printing and postage costs reflecting increased e-billing	(0.05)	Y
Registrars fee income	Reflects fee structure effective from January 2020	(0.03)	Y
Safer Leeds efficiencies	Further efficiency savings including maximising external income and staffing savings	(0.19)	Y
Woodhouse Lane Car Park	Increase commuter fee by 50p to £8.50	(0.10)	Y
Car Parking enforcement	Income in respect of fixed camera monitoring at Leeds Bradford Airport	(0.02)	N
Parks & Countryside - Tropical World	Additional income following development of Indoor Play area	(0.12)	Y
Waste Management	Waste disposal savings and other efficiencies	(3.10)	N
Waste Management - replacement bins	Inclusion of £5 delivery charge on replacement wheeled bins	(0.06)	Y
Elections	Review of cost of elections in line with schedule of elections	(0.40)	N
Sub-Total Business As Usual		(4.35)	
B) SERVICE DELIVERY			
Sub-Total Service Delivery		0.00	
C) WORKFORCE			
Waste Management staffing savings	Staffing savings reflecting a review of management structures	(0.05)	Y
Communities staffing savings	Staffing savings reflecting a review of management structures	(0.08)	Y
Customer Access/Welfare & Benefits staffing savings	Review of staffing arrangements across Customer Access, Council Tax and Benefits to reflect falling caseloads due to the migration of Housing Benefits to Universal Credit.	(0.20)	Y
Sub-Total Workforce		(0.33)	
D) SERVICE DELIVERY/WORKFORCE			
Sub-Total Service Delivery/Workforce		0.00	
E) SERVICE REVIEW			
Community Centres	Asset transfer savings and running cost efficiencies to reduce net cost of service	(0.10)	Y
Sub-Total Service Review		(0.10)	
Total Savings Options - COMMUNITIES & ENVIRONMENT		(4.78)	

RESOURCES AND HOUSING - Savings options 2020/21

Savings Proposal	Comments	2020/21 £m	Is this relevant to Equality & Diversity?
A) BUSINESS AS USUAL			
Shared Services & DIS	Mail and Print Review - Remove Printers; Reduce Printing volumes and investment in print unit equipment to reduce external spend	(0.54)	Y
DIS	Working with Health to deliver shared platforms and working together across City	(0.25)	N
DIS	"Breakfix" - reduce devices sent to external provider for repair	(0.06)	N
CEL - Facilities Management	Merrion House - review servicing meetings, refreshments offer & "develop Kiosk"	(0.10)	Y
CEL - Catering	Reduce reliance on meat based dishes	(0.04)	Y
CEL - Catering	Generate additional net income in Civic Flavour and Schools by winning contracts	(0.03)	N
CEL - Fleet	Generate additional external income from maintenance of other public sector vehicles	(0.21)	N
CEL - Fleet	Electric Fleet replacement & reduction in long term hire	(0.34)	N
Housing Management	Mainly Additional staff capitalisation (DFG)	(0.21)	N
Directorate Wide	Review of vacant posts and vacancy factors	(0.22)	Y
Directorate Wide	Review of line by line expenditure across all services	(0.33)	Y
Sub-Total Business As Usual		(2.31)	
B) SERVICE DELIVERY			
CEL	Bring LCC office waste disposal and voids in house	(0.08)	N
Sub-Total Service Delivery		(0.08)	
C) WORKFORCE			
Shared Services - Staffing	Automation of Invoice Processing within BSC & Admin review of servicing meetings	(0.35)	N
Sub-Total Workforce		(0.35)	
D) SERVICE DELIVERY/WORKFORCE			
		0.00	N
Sub-Total Service Delivery/Workforce		0.00	
E) SERVICE REVIEW			
		0.00	N
Sub-Total Service Review		0.00	
Total Savings Options - RESOURCES AND HOUSING		(2.74)	

Equality, Diversity, Cohesion and Integration Screening

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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Resources and Housing	Service area: Corporate Financial Management
Lead person: Victoria Bradshaw	Contact number: 88540

1. Title: Initial Budget Proposals 2020/21

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

The council is required to publish its initial budget proposals two months prior to approval of the budget by full council in February 2020. The initial budget proposals report for 2020/21 sets out the Executive's plans to deliver a balanced budget within the overall funding envelope. It should be noted that the budget represents a financial plan for the forthcoming year and individual decisions to implement these plans will be subject to equality impact assessments where appropriate.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

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

Whilst the level of resources available to the Council has increased between 2019/20 and 2020/21 the initial budget proposals identify a savings requirement of £22.7m due to unavoidable pressures such as inflation and demand/demography. Savings proposals to bridge this gap will affect all citizens of Leeds to some extent. The council has consulted on its priorities in recent years and has sought to protect the most vulnerable groups. However, the cumulative effect of successive annual government funding reductions, means that protecting vulnerable groups is becoming increasingly difficult. Further consultation regarding the specific proposals contained in this report will be carried out before the final budget for 2020/21 is agreed.

• Key findings

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

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

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

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

• Actions

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

A strategic equality impact assessment of the budget will be undertaken prior to its approval in February 2020.

There will also be further equality impact assessments on all key decisions as they go through the decision making process in 2020/21.

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

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

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

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Victoria Bradshaw	Chief Officer Financial Services	4 th December 2019
Date screening completed		4 th December 2019

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent: 9 th December 2019
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

APPENDIX 4

Capital Programme Review 2019/20 to 2028/29

Annual Programme Capital Review

LCC RES 2019/20 £000,	LCC RES 2020/21 £000,	LCC RES 2021/22 £000,	LCC RES 2022/23 £000,	LCC RES 2023/24 £000,	LCC RES 2024/25 £000,	LCC RES 2025/26 £000,	LCC RES 2026/27 £000,	LCC RES 2027/28 £000,	LCC RES 2028/29 £000,	Total LCC RES £000,
		2,400	13,000	13,000	13,000	13,000	13,000	13,000	13,000	93,400
			3,500	2,800	2,100	1,400	700			10,500
				700	1,400	2,100	2,800	3,500	3,500	14,000
			4,600	3,700	2,800	1,800	900	0	0	13,800
	1,201	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,201
			3,500	2,800	2,100	1,400	700	0	0	10,500
		750	750							1,500
			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
			1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
			700	600	400	300	100			2,100
			500	500	500	500	500	500	500	3,500
			1,069	1,069	1,069	1,069	1,069	1,069	1,069	7,483
			6,449	6,449	6,449	6,449	6,449	6,449	6,449	45,143
			600	600	600	600	600	600	600	4,200
			470	470	470	470	470	470	470	3,290
			50	50	50	50	50	50	50	350
			4,210	3,400	2,500	1,700	800	0		12,610
			5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
	300	250	200	150	100	50				1,050
	50	100	150	200	250	300	350	350	350	2,100
			70	70	70	70	70	70	70	490
		737	4,500	3,600	2,700	1,800	900	0	0	14,237
			2,079	1,700	1,200	800	400	0	0	6,179
			575	575	575	575	575	575	575	4,028
			190	300	300	300	300	300	300	1,990
	0	1,501	5,637	49,063	43,884	39,034	34,384	29,634	25,134	253,407
	0	50	100	6,599	7,349	8,099	8,849	9,599	10,299	61,243
Total	0	1,551	5,737	55,662	51,233	47,133	43,233	39,233	35,433	314,650

Major Programme Capital Review

LCC RES 2019/20 £000,	LCC RES 2020/21 £000,	LCC RES 2021/22 £000,	LCC RES 2022/23 £000,	LCC RES 2023/24 £000,	LCC RES 2024/25 £000,	LCC RES 2025/26 £000,	LCC RES 2026/27 £000,	LCC RES 2027/28 £000,	LCC RES 2028/29 £000,	Total LCC RES £000,
City Development										
Regent Street Flyover	3,000	10,400	8,900	700	0	0	0	0	0	23,000
Flood Risk Mgt	0	250	250	250	250	0	0	0	0	1,000
Regeneration Feasibility	0	150	100	100	100	0	0	0	0	450
Fearnville LC	250	2,024	12,154	0	0	0	0	0	0	14,428
City Square			250	250	0	0	0	0	0	500
Parklife now included	300	2,800	100	0	0	0	0	0	0	3,200
Childrens and Families										
Childrens Home Refurb	0	500	500	500	0	0	0	0	0	1,500
Burley Park Childrens Centre	0	850	0	0	0	0	0	0	0	850
Resources and Housing										
Core Systems Review	500	829	0	0	0	0	0	0	0	1,329
Community and Environments										
Community Hubs year 3 Phase 3	0	1,350	1,380	0	0	0	0	0	0	2,730
Core Centre Infra Upgrade	0	330	170	0	0	0	0	0	0	500
Web & Insite Dev	0	303	315	134	52	0	0	0	0	804
Climate Emergency Woodland Creation	150	0	0	0	0	0	0	0	0	150
Cottingley cemetery expansion	600	0	0	0	0	0	0	0	0	600
Lawnswood Crematoria Replacement	0	1,000	0	0	0	0	0	0	0	1,000
Summary/Key										
Supported Bids	4,150	19,475	28,771	50,363	44,234	39,034	34,384	29,634	25,134	300,315
Supported with External Funding attached	0	50	100	6,599	7,349	8,099	8,849	9,599	10,299	61,243
Reprioritised from Existing Directorate Programme	500	1,329	500	500	0	0	0	0	0	2,829
Reprioritised to/from another Directorate Programme	150	1,483	485	134	52	0	0	0	0	2,304
Total Capital Review 2019/20 to 2028/29	4,800	22,337	29,856	57,596	51,635	47,133	43,233	39,233	35,433	366,691

Report of the Head of Democratic Services

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

Date: 7 January 2020

Subject: Best Council Plan Refresh 2020/21 to 2024/25

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

1. Purpose of this report

- 1.1 The purpose of this report is to provide members of the Scrutiny Board (Adults, Health and Active Lifestyles) with an opportunity to consider the proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25, and comment on those aspects that fall within its terms of reference.
- 1.2 The proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25 are set out in the attached Executive Board, considered on 7 January 2020. Other Scrutiny Boards will be considering elements of the proposals relevant to their terms of reference.

2. Background information

- 2.1 In February 2019, Council adopted the Best Council Plan 2019/20 to 2020/21 (available [here](#)). The Best Council Plan is Leeds City Council's strategic plan, bringing together the headline aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for both city and organisation, underpinned by the authority's values. It informs the council's budget-setting and financial strategies, helps staff understand how the work they do makes a real difference to the people of Leeds and shows partners how the Council contributes to city-wide issues.
- 2.2 The Best Council Plan is a rolling multi-year document that is reviewed and refined annually as needed. The attached Executive Board report sets out proposals to

update the Best Council Plan for the five-year period 2020/21 to 2024/25, this revised timescale bringing it into line with the latest Medium-Term Financial Strategy approved by Executive Board in July 2019 and the emerging enabling framework to support the delivery of the Best City/Best Council goals.

- 2.3 As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.

3. Main issues

- 3.1 The proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25 are set out in the attached Executive Board, considered on 7 January 2020.
- 3.2 The proposals are submitted to Scrutiny for consideration, review and comment; and the Scrutiny Board (Adults, Health and Active Lifestyles) is asked to consider specific matters that fall within its remit. Other Scrutiny Boards will be considering elements of the budget proposals relevant to their terms of reference.
- 3.3 Any comments or recommendations made by the Scrutiny Board will be submitted to the Executive Board for consideration at its meeting in February 2019; prior to submission of an updated Best Council Plan to full Council on 26th February 2019.
- 3.4 As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board.
- 3.5 Relevant Executive Members senior officers have been invited to attend the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Best Council Plan 2019/20 to 2020/21 was developed through engagement with a range of stakeholders, notably with the Executive Board, all Scrutiny Boards, the Corporate Leadership Team and other senior officers. It also draws on priorities set out in existing council and partnership plans and strategies which have themselves been subject to extensive consultation and engagement.
- 4.1.2 As set out in the attached Executive Board report, the proposed update to the Best Council Plan will also be developed in consultation with members and staff and will draw on insights from the council's 2019 staff survey and public consultation on the Budget.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 As set out in the attached Executive Board report, a strategic equality impact assessment (EIA) is currently being carried out and will be presented to Executive Board in February with the final Best Council Plan and Budget proposals – as in previous years, this will be joint EIA covering both the corporate plan and Budget. Additional EIAs have been carried out on key supporting plans and strategies.

4.3 Council policies and the Best Council Plan

- 4.3.1 The attached Executive Board report presents initial proposals for refreshing the Best Council Plan for 2020/21 to 2024/25, continuing to provide a framework for the council's approach to responding to the inequality challenges in Leeds through growing the economy while being a compassionate city.
- 4.3.2 Detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that sit beneath the Best Council Plan. Accountability for monitoring and managing these falls within the Council's existing governance arrangements.
- 4.3.3 Additional details relating to Council policies are presented in the attached Executive Board report.

Climate Emergency

- 4.3.4 In conjunction with inclusive growth and health and wellbeing, it is proposed that the climate change emergency becomes the third 'pillar' underpinning the council's Best City ambition to tackle poverty and reduce inequalities

4.4 Resources, procurement and value for money

- 4.4.1 The refreshed Best Council Plan will set out the council's priorities aligned with the Medium-Term Financial Strategy and annual Budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and other resources.

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

- 4.5.1 There are no significant legal issues identified within the attached Executive Board report; which has been produced in accordance with the council's Budget and Policy Framework.

4.6 Risk management

- 4.6.1 The council's corporate and directorate risk registers will continue to be reviewed in light of any amendments to the Best Council Plan to ensure that the key risks are appropriately identified, assessed and managed.
- 4.6.2 A full risk assessment will also be undertaken of the council's financial plans – which support the delivery of the Best Council Plan. As set out in the attached Executive Board report, these arrangements comply with the Council's Risk Management Policy.

5. Conclusions

- 5.1 The attached Executive Board report sets out proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25.
- 5.2 The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to consider and comment on those aspects that fall within its terms of reference; with other Scrutiny Boards considering elements of the proposals relevant to their specific terms of reference.

5.3 As in previous years, it is intended to produce a summary of the discussion and comments from all Scrutiny Boards in order to make a single submission to Executive Board at its meeting in February 2020.

6. Recommendations

6.1 That the Scrutiny Board considers the relevant information within the attached Executive Board report and identifies any specific comments and/or recommendations for consideration by Executive Board as final proposals are prepared for consideration by full Council in February 2020

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 the Director of Resources and Housing

Report to Executive Board

Date: 7 January 2020

Subject: Best Council Plan Refresh 2020/21 to 2024/25

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

Summary

1. Main issues

- The Best Council Plan is the council’s strategic plan, setting out the authority’s ambitions and priorities for both the city (working in partnership) and the organisation, underpinned by the values that encompass what we do and how we work. The current 2019/20 to 2020/21 Best Council Plan was adopted by Council in February 2019.
- This paper sets out an approach to refresh the Best Council Plan for the period 2020/21 to 2024/25 based on ongoing organisational development and improvement activity, review of past performance and the wider socio-economic context and drivers.
- It is proposed that the broad strategic direction of the current Best Council Plan is retained: including the overarching goal of tackling poverty and inequalities and our ambition for Leeds to be the best city in the UK. The Best Council ambition and organisational Values are also retained, though with a renewed focus.
- Proposed changes are to:
 - a. Update the Foreword from the Leader and Chief Executive, articulating the council’s ambitions, role and future direction;
 - b. Build on the revisions made in last year’s Plan to strengthen the sustainability agenda by focusing this further around the Climate Emergency: with Inclusive Growth, Health and Wellbeing and the Climate Emergency

becoming the three 'pillars' that underpin the Best City ambition and supporting priorities (please also refer to the 'Climate Emergency Update' paper on today's agenda);

- c. Renew the emphasis on the Best Council ambition, focusing on the council's key resources (its people, finances, digital infrastructure and buildings) and the interlinked strategies for each; and
- d. Review the Plan's outcomes and update supporting key performance indicators to further promote linkages across policy areas where required.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- This report sets out proposals for refreshing the Best Council Plan.

3. Resource Implications

- The proposals set out here underpin the council's Medium-Term Financial Strategy (approved by Executive Board in July 2019) and the Initial Budget Proposals for 2020/21 on today's agenda.
- The updated Best Council section of the Plan will focus on the council's key resources.

Recommendations

Executive Board is asked to approve:

- a) Engagement with Scrutiny on the emerging Best Council Plan in accordance with the Budget and Policy Framework Procedure Rules.
- b) The approach set out in the report to refresh the Best Council Plan for 2020/21 to 2024/25.
- c) That the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2020 alongside the supporting 2020/21 Budget.

1. Purpose of this report

- 1.1 This paper sets out proposals to refresh the Best Council Plan for the period 2020/21 to 2024/25. Subject to Executive Board's approval, the proposals will then be considered in consultation with Scrutiny Boards alongside the 2020/21 Initial Budget Proposals. Following this, a final draft of the updated Best Council Plan will be brought to February's Executive Board with the final Budget proposals, recommending its adoption by Full Council later that month.

2. Background information

- 2.1 In February 2019, Council adopted the Best Council Plan 2019/20 to 2020/21 (available [here](#)). The Best Council Plan is Leeds City Council's strategic plan, bringing together the headline aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for both city and organisation, underpinned by the authority's values. It

informs the council's budget-setting and financial strategies, helps our staff understand how the work they do makes a real difference to the people of Leeds and shows our partners how we contribute to city-wide issues.

- 2.2 The Best Council Plan is a rolling multi-year document that is reviewed and refined annually as needed. This paper sets out proposals to update the Best Council Plan for the five-year period 2020/21 to 2024/25, this revised timescale bringing it into line with the latest Medium-Term Financial Strategy approved by Executive Board in July 2019 and the emerging enabling framework to support the delivery of the Best City/Best Council goals.

3. Main issues

- 3.1 Ongoing socio-economic insight, intelligence and analysis – including the [Joint Strategic Assessment 2018](#) and [Annual Best Council Plan Performance Report](#) looking back on 2018/19 – combined with the recently updated [Index of Multiple Deprivation 2019 \(IMD 2019\)](#) validate the overall strategic direction and approach set out in the current Best Council Plan: an ongoing focus on tackling poverty and inequalities, with the most disadvantaged communities in Leeds at its heart, through a dual approach of strengthening the economy but doing this in a compassionate way. Key headlines include:

- Leeds has a diverse, robust and growing economy and is increasingly the key driver of region/city region, bucking some recent negative national trends, with continued growth in key sectors including finance/business services, advanced manufacturing, health, creative and digital industries.
- However, the IMD 2019 highlights the continuing intensification of inequalities, confirming the very dynamic and multifaceted challenges often found in our most deprived communities and the requirement for us and our partners to respond more collaboratively – particularly at either end of the age-spectrum.
- Like most cities Leeds faces deep-rooted issues around housing, transport, educational attainment and demography.
- The assets we have in communities and our growing city centre reflect a confident and ambitious city. Indeed, many of our most deprived communities are also our most dynamic, with real energy and potential hotbeds for innovation.

- 3.2 Due to the continuation of these key themes and challenges, we propose a relatively light-touch update to the 'Best City' elements of the Best Council Plan, with a greater focus this time on the 'Best Council' components. Specific proposals are:

- To update the **Foreword** from the council's Leader and Chief Executive, articulating the vital leadership, influence and convening role and positive ambition of the council based on an approach of civic enterprise and valuing public services.
- To retain the **Best City 'Strong Economy, Compassionate City' ambition** with Health and Wellbeing and Inclusive Growth remaining at the head of the hierarchy of supporting and inter-related strategies.
- To establish the **Climate Change Emergency** as the third pillar of the Best City ambition, alongside **Inclusive Growth** and **Health and Wellbeing** with the aim

to further embed sustainability considerations into all aspects of the authority's decision-making, building on last year's Best Council Plan update.

- To review the eight **Best City population outcomes** against the three supporting pillars to ensure they still reflect our Best City ambitions. These currently are:
 - 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
- To retain the eight **Best City priorities** below, but update the narrative behind each that explains the strategic and policy direction in the coming years:
 - Inclusive Growth
 - Health and Wellbeing
 - Sustainable Infrastructure
 - Child-Friendly City
 - Age-Friendly Leeds
 - Culture
 - Housing
 - Safe, Strong Communities
- To review and update the **key performance indicators** to further promote linkages across policy areas where required.
- To retain the **Best Council ambition** to be an Efficient, Enterprising and Healthy Organisation.
- To retain the five **Values** that underpin what we do and how we work.
 - Being open, honest and trusted
 - Treating people fairly
 - Spending money wisely
 - Working as a team for Leeds
 - Working with people and engaging all communities
- To update the **Best Council** section of the Plan, with a particular focus on establishing a **new enabling framework** to support the delivery of the Best City / Best Council goals. The framework will bring together the council's key resources and the interlinked strategies and principles behind these to ensure a more unified and coordinated approach: notably, our people, finances, digital infrastructure, buildings/estate and intelligence and communications. This will include a new People Strategy for the period 2020/21 to 2024/25, setting out the key areas of focus over the next 5 years to help all staff be their best, within an organisation that supports them and provides the tools and opportunities to do so. It will also include a new draft Asset Management Strategy which, at the time of writing, is anticipated to be brought in full to the same February 2020 Executive Board.

3.3 Should these proposals be agreed, a final draft updated Best Council Plan will be presented to Executive Board and Full Council in February 2020 for approval,

following which a graphically-designed version will be developed ready to launch for the start of the new financial year.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The Best Council Plan 2019/20 to 2020/21 was developed through engagement with a range of stakeholders, notably with the Executive Board, all Scrutiny Boards, the Corporate Leadership Team and other senior officers. It also draws on priorities set out in existing council and partnership plans and strategies which have themselves been subject to extensive consultation and engagement.
- 4.1.2 The proposed update to the Best Council Plan will also be developed in consultation with members and staff and will draw on insights from the council's 2019 staff survey and public consultation on the Budget.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 A strategic equality impact assessment (EIA) is currently being carried out and will be presented to Executive Board in February with the final Best Council Plan and Budget proposals – as in previous years, this will be joint EIA covering both the corporate plan and Budget. Additional EIAs have been carried out on key supporting plans and strategies.

4.3 Council policies and the Best Council Plan

- 4.3.1 This report presents initial proposals for refreshing the Best Council Plan for 2020/21 to 2024/25, continuing to provide a framework for the council's approach to responding to the inequality challenges in Leeds through growing the economy while being a compassionate city.
- 4.3.2 The emerging Best Council Plan will be discussed with Scrutiny Boards in the coming weeks, prior to the final Best Council Plan and Budget proposals being presented to Executive Board and Full Council in February. This process is in accordance with the council's Budget and Policy Framework (Article 4 of the council's Constitution) and the Budget and Policy Framework Procedure Rules (Part 4 Rules of Procedure).
- 4.3.3 Detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that sit beneath the Best Council Plan. Accountability for monitoring and managing these falls within existing governance arrangements – for example, with partnership boards and project boards and additional scrutiny via Scrutiny Boards – with escalation processes as required to members and the Corporate Leadership Team.
- 4.3.4 Annual assurance reports on the robustness of the authority's performance management arrangements are considered by the council's Corporate Governance and Audit Committee, providing one of the sources of evidence for the organisation's Annual Governance Statement. The most recent assurance report was received by the Committee on 22 November 2019 (available [here](#)) with no issues identified.

Climate Emergency

4.3.5 As noted above, in conjunction with inclusive growth and health and wellbeing, it is proposed that the climate change emergency becomes the third 'pillar' underpinning the council's Best City ambition to tackle poverty and reduce inequalities.

4.4 Resources, procurement and value for money

4.4.1 The refreshed Best Council Plan will set out the council's priorities aligned with the Medium-Term Financial Strategy and annual Budget. Developing and then implementing the Best Council Plan will continue to inform, and be informed by, the council's funding envelope and other resources.

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

4.5.1 There are no significant legal issues relating to this report and all information within the report is publicly available.

4.5.2 This report has been produced in compliance with the council's Budget and Policy Framework. In accordance with this framework, the initial Best Council Plan refresh proposals, once approved by the Board, will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2020 meeting of this Board at which proposals for the 2020/21 to 2024/25 Best Council Plan will be considered prior to submission to Full Council on 26 February 2020. As such, this report is not eligible for call-in in line with Executive & Decision Making Procedure Rule 5.1.2 which states that, 'the power to Call In decisions does not extend to decisions made in accordance with the Budget and Policy Framework Procedure Rules'.

4.6 Risk management

4.6.1 The council's corporate and directorate risk registers will continue to be reviewed in light of any amendments to the Best Council Plan to ensure that the key risks that could impact upon new and evolving strategic objectives and priorities are appropriately identified, assessed and managed.

4.6.2 A full risk assessment will also be undertaken of the council's financial plans – which support the delivery of the Best Council Plan – as part of the normal budget process with some of the most significant potential risks to the Budget and Medium-Term Financial Strategy outlined in today's 'Initial Budget Proposals' paper. These arrangements comply with the council's Risk Management Policy.

5. Conclusions

5.1 Executive Board has received a range of reports in recent years on the progress being made towards the Best City vision and ambition of Leeds having a strong economy and being a compassionate city, but also the ongoing challenges of persistent and significant inequalities. Most recently, the Best Council Plan Annual Performance Report and the government's updated Indices of Multiple Deprivation confirm this mixed picture. As the council's strategic plan that brings together a range of supporting council and partnership plans and strategies, it is therefore proposed that the refreshed Best Council Plan maintains its focus on addressing these challenges, the council's approach underpinned by three 'pillars': inclusive growth, health and wellbeing and the climate emergency.

- 5.2 It is also important that the council continues to play its part through ongoing improvement and prioritisation, using its resources to support the Best City vision and enabling its people right across the organisation to be their best. It is therefore further proposed that the refreshed Plan retains the 'Best Council' ambition with an updated narrative that focuses on the authority's resources and their interconnected strategies to ensure a more unified and coordinated approach: notably, across our people, finances, digital infrastructure, buildings and intelligence and communications.
- 5.3 This approach provides the framework for the Initial Budget Proposals for 2020/21 being considered today. Alongside the emerging Budget, the refresh of the Best Council Plan will be developed further in the coming weeks through consultation with members and officers with final detailed proposals coming back to Executive Board in February recommending its adoption by Council.

6. Recommendations

- 6.1 Executive Board is asked to approve:
- a) Engagement with Scrutiny on the emerging Best Council Plan in accordance with the Budget and Policy Framework Procedure Rules.
 - b) The approach set out in the report to refresh the Best Council Plan for 2020/21 to 2024/25.
 - c) That the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2020 alongside the supporting 2020/21 Budget.

7. Background documents¹

- 7.1 There are no background documents.

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

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Report of the Head of Democratic Services

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

Date: 7 January 2020

Subject: Future Provision of Mental Health Services for Adults and Older People in Wetherby

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

1. Purpose of this report

1.1 The purpose of this report is to provide members of the Scrutiny Board (Adults, Health and Active Lifestyles) with information relating to outcome of additional engagement and consultation activity undertaken around the future provision of mental health services for adults and older people in Wetherby.

2. Background information

- 2.1 During the previous municipal year (2018/19) the Scrutiny Board was made aware of proposed changes to mental health services for adults and older people in Wetherby. These changes formed part of a broader set of proposals brought forward by NHS Harrogate and Rural District CCG. For historical legacy reasons, services in the Wetherby area were delivered by Tees, Esk and Wear Valley NHS Foundation Trust through contractual arrangements with NHS Leeds CCG.
- 2.2 In summary, the proposals focused on the closure of current in-patient facilities in Harrogate with an enhanced offer of community support services. Future in patient services would be provided at an alternative location, with York being the most likely location.
- 2.3 As the proposals also impacted on two other local authority areas (North Yorkshire County Council and City of York Council), members of the Leeds Scrutiny Board worked in collaboration with health scrutiny members from those authorities, including a joint meeting, held in public on 15 February 2019.

2.4 As a result of the Scrutiny Board's activity, it was agreed that additional engagement and consultation activity would be undertaken with the Wetherby population. The additional engagement work commenced in June 2019 and concluded in September 2019.

3. Main issues

3.1 This report provides an opportunity for the Scrutiny Board to consider the outcomes from the additional engagement and consultation activity undertaken in relation to the future provision of mental health services for adults and older people in Wetherby.

3.2 A range of information is appended to this report, including:

- An update report produced by Tees Esk and Wear Valley NHS Foundation Trusts (TEWV)
- An action plan arising from the the additional engagement and consultation activity undertaken.
- A summary report presenting the overall engagement outcomes.
- A specific report presenting the engagement outcomes for the Wetherby area.

3.3 Appropriate NHS representatives have been invited to attend the meeting to discuss the attached papers and address any issues raised by the Scrutiny Board.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Details of the additional engagement and consultation activity undertaken by relevant NHS bodies is provided in the appendices to this report.

4.2 Equality and diversity / cohesion and integration

4.2.1 NHS bodies are required to undertake an equality impact assessment when considering service changes / proposals. The attached report states that a refreshed equality impact assessment will be completed.

4.3 Council policies and the Best Council Plan

4.3.1 The Council's ambition to be the Best City for Health and Wellbeing is embodied in the Leeds Health and Wellbeing Strategy 2016-21. One of the priorities is to promote physical and mental health equally.

Climate Emergency

4.3.2 No specific climate emergency implications associated with the proposals have been identified in the papers appended to this report .

4.4 Resources, procurement and value for money

4.4.1 Resources implications are detailed in the papers appended to this report.

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

4.5.1 No specific legal implications associated with the proposals have been identified in the papers appended to this report.

4.5.2 The Scrutiny Board (Adults, Health and Active Lifestyles) has been allocated special responsibility by Council in relation to health scrutiny; allowing the Scrutiny Board 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;
- Respond to consultation by any relevant NHS body or health service provider; and
- 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;

4.5.3 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.

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

4.6 Risk management

4.6.1 Any risk management implications are detailed in the papers appended to this report..

5. Conclusions

5.1 The attached Executive Board presents the Council's overall projected 2019/20 financial health position at Month 7 (October). The Executive Board report also reiterates that there is a risk that not all of the assumed capital receipts will be receivable in 2019/20. Savings to date identified by directorates to address this risk are incorporated into the position outlined in the Executive Board report.

6. Recommendations

6.1 That the Scrutiny Board considers the information provided in this report and the associated appendices and agrees any specific scrutiny actions that may be appropriate.

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.

LEEDS CITY COUNCIL

SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

7TH January 2020

Tees, Esk and Wear Valleys NHS Foundation Trust –

Transformation of Community Mental Health Services in Harrogate and Rural District, including Wetherby.

Report of: Director of Operations North Yorkshire and York, Tees, Esk and Wear Valleys NHS Foundation Trust

Purpose of this report

1. The report provides an update on the transformation of community mental health services in and around Harrogate including Wetherby and the closure of the inpatient wards at Harrogate Hospital.

Background

1. As part of Transforming Adult and Older People's Mental Health Services in Harrogate and Rural District, TEWV considered a paper in July 2018 outlining the service model delivery solutions that were being formed following a significant period of local engagement and discussions with partners and other stakeholders. Within the current operating context, it has become obvious that there is only one viable local solution which is to invest in increasing the level of community service available through a reduction in inpatient beds and to reprovide inpatient care from capacity in the new hospital Foss Park, York.
2. In November 2018, agreement was given by Clinical Senate to progress to engagement with service users, carers and the wider community across Harrogate and Wetherby town around the proposal to: Invest in extended community services through a reduction in inpatient beds and re-provide inpatient care from capacity in the new hospital Foss Park, York. Engagement commenced 24th June 2019 for a period of 12 weeks.
3. In March 2018, a Full Business Case to build a new specialist hospital for York and Selby was approved by the Trust Board of Directors, TEWV. The new facility will include four 18-bedded wards designed to meet the needs of the patient group with en-suite bathrooms, therapy spaces, wander paths and easily accessed outdoor space. Building work commenced in October/November 2018 with the aim of the new facility being open in April 2020 and this remains on schedule.
4. The proposal is to provide inpatient services for adults and older people from Harrogate and York within the 72 beds of Foss Park. This would provide the required level of inpatient beds required based on 2018/19 data and be supported by the proposed community models for Adult Mental Health (AMH) and Older Peoples (OP) services. The proposals present the current internally agreed model for service delivery and we are now working in partnership with Harrogate and Leeds CCG to provide a response to the engagement programme in the Harrogate and Wetherby district that concluded in September 2019.

Summary

The engagement work that began in June 2019 enables us to work with local people to develop community services that will support more people to remain in their home environment. We anticipate implementing these developments by May 2020.

When people need to spend time in hospital these services will be provided in a specialist facility in York where TEWV is already building a new mental health hospital.

We appreciate that a number of people felt it was important to have an inpatient unit in Harrogate and we explored a range of options for doing this. However, we concluded that the approved model was the only option that will allow us to maximise patient safety and provide the best possible patient experience, whilst remaining true to our commitment to providing care as close to home as possible.

By investing in community services we aim to reduce the number of inpatient admissions as well as the length of time individuals need to spend in hospital (this is what people told us they wanted).

It enables us to reinvest money in community services to focus on supporting people at home whenever possible. It also ensures that when someone needs inpatient care they will receive it in a safe, high quality environment.

The work we did to involve the local community gave us a clear understanding of what people want from their mental health services.

The approved approach releases £500,000 per year to invest in our community services. In addition, we are already looking at how we can improve the way we work to give people the support they need.

The following section outlines our thoughts on what our community services might look like in the future, based on the feedback we've received already.

It also takes into account the success TEWV has had in other areas, such as Hambleton and Richmondshire, where community teams are now supporting many more people in their own homes.

Progress to date

5. The engagement programme developed and agreed for the period of June – September 2019 included 4 large events including 2 in Harrogate, 1 in Ripon and 1 in Wetherby, supported by a series of smaller events in partnership with the voluntary sector, social media engagement and staff engagement sessions.
6. The following table outlines events that have taken place with 228 people attending the sessions:

Event	Date	Venue	No. of attendees
Citizens Advice - Harrogate	09.07.19	Harrogate	16
Dementia Forward	11.07.19	Christchurch on the Stray, Harrogate	30
Harrogate service users group	16.07.19	Community House, Harrogate	11
Over 50s Forum, Harrogate	25.07.19	St Paul's Church, Harrogate	34
OPEN EVENT - Ripon	25.07.19	Ripon Rugby Club	7
Claro/Orb/Harrogate Mind/Wellspring	30.07.19	Mind, Harrogate	12

HaRD CCG Patient Participation Group	30.07.19	Harrogate Golf Club	12
OPEN EVENT – Harrogate	02.08.19	Fairfax Community Centre	8
Harrogate Mental Health and Wellbeing Network	05.08.19	Chain Lane, Knaresborough	12
Drop in - Boston Spa	05.08.19	Spa Surgery, Boston Spa	31
Drop in - Collingham	12.08.19	Collingham Memorial Hall,	3
Drop in - Thorner	14.08.19	Thorner Victory Hall	1
Drop in - Bramham	19.08.19	Bramham Medical Centre	20
Drop in - Harewood	22.08.19	Harewood Village Hall	4
OPEN EVENT – Knaresborough	02.09.19	Chain Lane Community Hub, Knaresborough	12
OPEN EVENT – Wetherby	05.09.19	Wetherby Town Hall	15

7. TEWV NY&Y Locality managers representing AMH and OP services attended the Leeds OSC 23rd July 19. Following feedback from OSC, the Head of Commissioning (Mental Health & Learning Disabilities) organised a conference call with TEWV on 14th August 2019 so we can jointly review and respond to feedback from these events.
8. Following discussions on wider stakeholder engagement in August 2019 we also had a dedicated engagement session with acute care colleagues and the ambulance service in the Harrogate and Rural District. Conversations with the vast majority of groups have taken place including NY Police, Orb, Citizens Advice, Dementia Forward and NYCC social care staff.
9. The proposed model has generally been well received, particularly from regular service users who recognise the value of preventing admission and helping them to stay well in their own homes wherever possible through a community-based model. As anticipated, the majority of questions and concerns raised throughout the engagement period has focused on the movement of beds from Harrogate to York, with particular concern regarding travel times, distance and access. The difficulties of accessing Foss Park if family members are unable to drive or live in more rural parts of the district has been frequently highlighted (this has also been flagged up previously through service user representation at the HaRD steering group).
10. The engagement events have communicated the intended outcomes of the transformation of services will be that the increased investment in community services will enable us to treat more people for longer out of hospital, and that there will be fewer admissions and these are expected to last for a shorter period of time. We have acknowledged at all meetings that there will be occasions when people will have to travel and the financial support available for all NHS services that may be available for those in need.
11. In total 140 online surveys were completed. Some of the key findings were:
 - a. 79.37% of respondents said that they thought that proposals for adult mental health services will help them and/or their loved one stay well / recover at home.

- b. 79.65% of respondents said that they thought that proposals for mental health services for older people will help them and/or their loved one stay well / recover at home.
12. To support the engagement activity we produced a range of information to make people aware of our plans and to let them know about the different ways that they could get involved and share their thoughts and views. This included:
- a. A full narrative document. This was shared via:
 - Emailed to a range of partners including local authorities, local community groups and voluntary sector organisations.
 - Copies were left in key public areas such as GP surgeries, libraries, community centres etc.
 - Copies were shared with people who attended the engagement events
 - The documents was promoted and was available on the CCGs and TEWV's website
 - A summary narrative document
 - An easy read version of the narrative
 - Dedicated pages on the CCGs and TEWV's website
 - Two short videos focusing on the proposed plans
 - A letter which was sent to stakeholders including local authorities, councillors, voluntary sector organisations, Trust members
 - Posters detailing the open events and how people could get involved
 - Media releases to raise awareness of the engagement events
 - Event listings in key publications and online
 - Social media – to raise awareness of the engagement event. This included posts on Facebook (47,384 impressions, a reach of 29,986 and 362 engagements) twitter (33,412 impressions with 286 engagements) and Instagram. Facebook events were also use to promote. Targeted updates were also shared in Facebook community groups which included Blow Your Horn Ripon (11k members); Harrogate District Network (13k member); This is Ripon (3.2k members); Wetherby Grapevine (999 members); Northallerton! (2k members); Knaresborough events (1.1k members); and Harrogate and Knaresborough Community (2.3k members).
13. We have worked through the feedback from all of the events and meetings attended, along with the responses and comments submitted via the survey. As expected there have been a number of key themes:
- a. Services closer to home
 - Access to services
 - Joined up working
 - Carer support
 - Prevention and support
 - LD and autism
 - Resource - staff/funding
 - Inpatient care
14. On completion of the engagement programme all themes and comments have been reviewed in partnership with NY and Leeds CCG and considered in line with the proposed community service models.
15. As part of the agreement with Harrogate and Leeds CCG to update scrutiny on the transformation programme and its implication for Wetherby residents, TEWV attended the Leeds OSC on 23rd July; North Yorkshire OSC on 13th September and 13th December 2019 and fed back on the engagement programme to date and the new delivery models for both adult mental health and mental health services for older people. An action plan

has been developed and circulated for comments and amendments to ensure we are responding appropriately to the feedback from the engagement events. Key areas for action identified include:

- Enhancing community services as outlined by the NHS Long Term Plan (LTP) with a key focus on improving the interface between different services for example Community Mental Health Teams (CMHT's), Crisis, Perinatal Mental Health Services, Early Intervention Psychosis, IAPT / primary care mental health teams and developing social prescribing models;
- Working to ensure there is clear information in terms of what support is available and how to access services across the localities;
- Ambition to co-locate with LCPs/PCNs, both from TEVW community and outpatients perspective;
- Leeds CCG look to further develop the VCS market for the Wetherby locality and surrounding villages – linked to the CCG/LCC VCS commissioning review;
- Potentially commission a volunteer driver scheme to mitigate the impact of travel for Wetherby and surrounding villages in addition to developing a pool of volunteers within TEVW.

Proposed Service Models

16. As articulated in the final business case, additional investment outside of hospital services, the changes in service delivery for AMH that will support care in the community as an alternative to admission include:

- An extended working day for core community teams, better accommodating the need of the working population and escalation of need.
 - An expanded home treatment capability 7 days a week, reducing the need to assessment people in hospital and support a recovery at home post discharge from hospital
 - Introduction of acute hospital liaison 24/7 releases crisis staff capacity overnight and ability to see more face to face assessment in community in a timely manner.
 - Removal of the Section 136 suite & introduction of alternatives to places of safety, reduces patient turnaround therefore releasing capacity to see people and manage them at home.
 - A formal response to our third sector partners when people present in distress or partners have concerns about a person's well-being, preventing them calling the police whose option is to detain under the MHA.
 - Closer working relationship with police partners at the point of presentation allows the crisis teams to offer crisis assessment at home and intensive home treatment for the first 72hours. Crisis café bids will also support people through mental health first aid trained staff in the locality. We have also agreed which sites will be deemed suitable alternatives to places of safety including HDFT, Orchards & base where the crisis team is based. This reflects the current position in Scarborough and the Police are supportive of the plans.
- The Trust's *Right Care, Right Place* programme over the next 3-5 years looks at place-based systems of care (delivering to the patient in their preferred environment). Development of this programme will continue in coming years and further support the populations of Harrogate and Wetherby. The foundation of this approach is to work with social care, primary care networks, third sector partners – as well as service users and carers – to provide support as early as possible in the most appropriate environment. This programme is will support the delivery of the community mental health framework and NHS Long Term Plan. We are currently co-producing plans with key stakeholders and have proposals to work into primary care, develop pathways with social prescribing to facilitate the right care for patients and carers. This work will be monitored closely to ensure

proposed outcomes of improving system wide care, reducing handoffs between services, improving access, recovery and trauma informed care are delivered.

17. For inpatient services, the Trust will monitor closely the out of locality admissions, length of stay and admission rates. Monitoring patient flow within Harrogate and Wetherby is a current focus, looking at stabilising the community and crisis team offer.
18. The planned enhancement of community services in Harrogate and Ripon is dependent on the provision of inpatient services in York and the ability to release the accommodation at the Briary Wing to HDFT.
19. It is anticipated that community and crisis services currently based in the Briary Wing can be relocated without need for an additional lease of accommodation in the Harrogate area, and the proposed options have been considered on that basis.
20. Relocating both inpatient and community services are planned for May 2020.

Implications

- **Financial** – This will be met from transformation.
- **Human Resources** – A management of change process within TEWV will be facilitated and has now commenced involving all staff impacted by the transformation. Group and individual interviews are underway and staff are being provided with information re new roles available within the community. Training and development needs will be identified with staff and opportunities to remain in inpatient services are also being offered to staff.
- **Equalities** - A refreshed equality impact assessment will be completed.
- **Legal** – None identified.
- **Crime and Disorder** – None identified.
- **Information Technology (IT)** – Up to date technology will be utilised to support remote working. This will include Skype to maintain communications.
- **Property** – Following a review of the existing Harrogate and Ripon estate it is agreed and supported that the community services currently accommodated at the Briary Wing in HDFT could be transferred to the remaining established bases in Knaresborough, Ripon and Harrogate. This will ensure that community services continue to provide a locally based service and we are able to retain the level of contacts and activity.

Jennyfields Health Centre can be more efficiently utilised to provide increased space and to improve accessibility. Changes to Windsor House are minor and could be easily achieved, and those at Alexander House are equally achievable but incur greater cost, time and limited disruption. The proposed changes at The Orchards are significant and require careful consideration. All are necessary if alternative leased accommodation is to be avoided.

Conclusions

The engagement programme has now concluded and we are working in partnership with Harrogate and Leeds CCG's. Emerging themes and responses from the engagement programme have been largely positive and are reflected in proposed service models e.g. additional investment in crisis services and increased joint working with the third sector. It is clear that further work is required to provide assurance in relation to key concerns including transport and a

communications plan will be updated on conclusion of this work. Staff are now being supported to make the transition to the new community model and we will retain all staff in clinical services across North Yorkshire and York. We are working to relocate both inpatient and community services in May 2020 and have a robust plan to ensure that community services are available in the Harrogate and Wetherby locality and new arrangements will sustain the level of activity and accessibility for people who need our services.

Recommendations – **The committee is asked to review and note this paper.**

Author

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Harrogate & Rural engagement response Action Plan

Created : 13 December 2019

Item	Themed Expected outcome	Action required	Lead	Timescale	Progress Update
1.	To have a clear understanding & response for those that have transport and travel issues	To map the volunteer driver provision across HaRD/Wetherby & make information available to services users, carers & staff.	CCG	March 2019	
		Work with third sector partners in areas where there are key population gaps	CCG	March 2019	
2.	To have clearly defined service offers (crisis, community & home treatment) close to where people live	To map existing service offer (crisis, home treatment & community) with the Wetherby area ; including where & how often	LMgrs	Jan 2020	
		To secure additional clinical capacity in the Wetherby area is required.	CCG/Lmgrs	April 2020	
		To work in partnership with CCGs to ma the future	CCGs	April 2020	

Item	Themed Expected outcome	Action required	Lead	Timescale	Progress Update
		service requirements for EIP against the revised national trajectory			
		To work towards clinical capacity with our HARA partners to support care closer to where people live	LMgrs	April 2020	
		To have agreement with the Wetherby AMHPs & TEWV crisis staff regarding the MHA assessment, conveyance & S136 requirements	LMgrs	April 2020	
3.	To have clear decision-making and support pathways with partners to support alternatives to admission	To promote the third sector response pathway to all third sector MH support groups	AMH Lmgr	March 2020	
		To confirm named alternatives to places of safety that can support a space for a mental health conversation to take place in each of the geographical areas, including North Yorkshire 'safe spaces'	AMH Lmgr	March 2020	
		To understand the patient flow, AMHP access & crisis support for Wetherby & Leeds plans for a crisis house.	AMH Lmgr/CCG	April 2020	

Item	Themed Expected outcome	Action required	Lead	Timescale	Progress Update
		Confirm with the NYPCC & CCG the future model for force control & street triage response that will benefit the HaRD population	AMH HoS	April 2020	
4.	To have a clear map of service provision & partnership working with third sector development	To finalise the commissioned arrangements for the crisis café within the HaRD locality	AMH Lmgr	March 2020	
		To understand the potential for a crisis café offer in the Wetherby area.	CCG	April 2020	
		To map the complementary services that can support people's wider social care needs – NYCC connect website	Local authority	April 2020	
5.	To align community services with our PCN partners & support for co-locating mental health workers within primary care	To meet with HARA to map the potential clinical space across the HaRD community to support assessment & treatment	Lmgrs	April 2020	
		To meet with CCG/PCN clinical directors to support access to IAPT co-located in primary care & support to mental health specialist advice	CCG/LH/NL	April 2020	

Item	Themed Expected outcome	Action required	Lead	Timescale	Progress Update
6.	For people who require admission & their 'carers' will understand the reason for admission and anticipated length of stay & they have seamless care	To have an agreed clinical decision-making tool across the localities that considers alternative to admission first.	Lmgrs	March 2020	Kaizen event planned for January 2020
		To update patient information that supports people at the point of admission and care at home.	LMgrs	April 2020	



Developing mental health services for adults and older people in Harrogate and Rural District and Wetherby and its surrounding areas

Engagement report

December 2019

In partnership with

Tees, Esk and Wear Valleys NHS Foundation Trust
NHS Harrogate and Rural District Clinical Commissioning Group
NHS Leeds Clinical Commissioning Group

The background

On 6 December 2018 NHS Harrogate and Rural District Clinical Commissioning Group approved proposals for the future development of mental health services for adults and older people. The services cover Harrogate and Rural District and Wetherby and its surrounding areas.

The agreed model was developed by Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV) and NHS Harrogate and Rural District Clinical Commissioning Group (HaRD). It enables us to reinvest money in community services to focus on supporting people at home whenever possible. It also ensures that when someone needs inpatient care they will receive it in a safe, high quality environment.

By investing in community services we aim to reduce the number of inpatient admissions as well as the length of time individuals need to spend in hospital (this is what people told us they wanted). When people need to spend time in hospital these services will be provided in a specialist facility in York where TEWV is already building a new mental health hospital.

We appreciate that a number of people felt it was important to have an inpatient unit in Harrogate and we explored a range of options for doing this. However, we concluded that the approved model was the only option that will allow us to maximise patient safety and provide the best possible patient experience, whilst remaining true to our commitment to providing care as close to home as possible.

We now want to ensure that we continue to work with local people to develop community services that will support more people to remain in their home environment. We anticipate implementing these developments by spring 2020.

To ensure that we involve as many people as possible in the development of our plans, we carried out a 12 week engagement. This took place from 24 June 2019 to 13 September 2019 and was led by Tees, Esk and Wear Valleys NHS Foundation Trust, NHS Harrogate and Rural District Clinical Commissioning Group and NHS Leeds Clinical Commissioning Group.

Objectives

- Explain clearly and coherently the outcomes of our review of mental health services for Harrogate and Rural District and Wetherby and its surrounding areas.
- Explain clearly and coherently the proposals we have developed to date for developing community mental health services
- Ensure all stakeholders with an interest have the opportunity to help us shape the future community mental health services offer. This will include making use of a variety of communication channels and platforms to reach out to all audiences and making sure information is available which can be understood by all audiences
- Make focused efforts to reach people with lived experience of mental health conditions, their carers and families, as well as other hard to reach groups

Audiences

- Service users, their carers and families
- Local communities and the interested public
- Health and social care providers and professionals
- TEWV governors and members
- The voluntary and community services sectors
- Patient participation groups (linked to GP practices)

- Healthwatch
- Local authority leaders and decision makers
- Local and regional media
- MPs
- Partner organisations such as the police and ambulance service

Key messages

- We engaged widely with local people over the last two years to understand the priorities of local people to help us shape the best model for delivery of future services.
- People told us that they wanted to be supported to stay at home wherever possible.
- By investing in community services we will reduce the number of inpatient admissions as well as the length of time individuals need to spend in hospital
- People who need to spend time in hospital will receive their care and treatment in a high quality environment
- The approved model will release £500,000 to invest in community services. In addition, we are already looking at how we can improve the way we work to give people the support they need.
- We have started to develop proposals aimed at making sure people receive the right care, at the right time in the right place
- We want to involve as many people as possible in finalising our plans and are keen to hear the views of the local community on our proposals

How we communicated and engaged

Over a 12 week period, the CCGs and TEWV invited people across the communities in Harrogate and Rural District and Wetherby and the surrounding areas, along with partners and stakeholders, to local engagement events. This gave people the opportunity to have conversations about the plans and to give their thoughts, ideas and feedback on the proposals. As part of this engagement the CCGs and TEWV also attended existing meetings with organisations across the area to get feedback from their members and to ensure we engaged with key partner organisations. There was also a survey that people could complete online or send to us via freepost.

A project team was mobilised to support the engagement. This included staff from the CCGs, staff from TEWV and service user and carer representatives.

To support the engagement activity we produced a range of information to make people aware of our plans and to let them know about the different ways that they could get involved and share their thoughts and views. This included:

- A full narrative document. This was shared via:
 - Emailed to a range of partners including local authorities, local community groups and voluntary sector organisations.
 - Copies were left in key public areas such as GP surgeries, libraries, community centres etc.
 - Copies were shared with people who attended the engagement events
 - The documents was promoted and was available on the CCGs and TEWV's website
- A summary narrative document
- An easy read version of the narrative
- Dedicated pages on the CCGs and TEWV's website

- Two short videos focusing on the proposed plans
- A letter which was sent to stakeholders including local authorities, councillors, voluntary sector organisations, Trust members
- Posters detailing the open events and how people could get involved
- Media releases to raise awareness of the engagement events
- Event listings in key publications and online
- Social media – to raise awareness of the engagement event. This included posts on Facebook (47,384 impressions, a reach of 29,986 and 362 engagements) twitter (33,412 impressions with 286 engagements) and Instagram. Facebook events were also used to promote. Targeted updates were also shared in Facebook community groups which included Blow Your Horn Ripon (11k members), Harrogate District Network (13k member), This is Ripon (3.2k members), Wetherby Grapevine (999 members), Northallerton! (2k members), Knaresborough events (1.1k members) and Harrogate and Knaresborough Community (2.3k members)

The ask

We wanted to make sure that the proposals reflected what people wanted and to see and to also use this as an opportunity to find out if there was anything else that people felt we should include.

During the engagement we asked people the following questions:

- Adult mental health services - Do you think these proposals will help you and/or your loved one stay well/recover at home?
- Adult mental health services - Is there anything we have missed that would help support you and/or your loved one at home?
- Mental health services for older people - Do you think these proposals will help you and/or your loved one stay well/recover at home?
- Mental health services for older people - Is there anything we have missed that would help support you and/or your loved one at home?
- Do you have any other comments or suggestions about our proposals?
- Do you have any other comments or suggestions about accessing mental health services?

Whilst it is difficult to compare like for like against previous online surveys and engagement, these results are relatively comparable to an online survey conducted by Harrogate and Rural District CCG in 2018 as part of a review of mental health service for adults and older people. This survey generated 145 responses.

Impact of the engagement

In the 12 week engagement period we spoke to **368** people. This included face to face meetings and events and responses to the survey.

Face to face events and meetings

We held four drop in events in key locations – Ripon, Harrogate, Knaresborough and Wetherby - and attended a number of established meetings, held by community groups and

key partners to ensure we engaged with those audiences. Representatives from the CCGs and TEWV attended each of the events.

There were a wide range of people in attendance at these meetings and events including service users, carers and families of service users, the voluntary sector, and a range of partners including local authorities, the police, and NHS staff. As a result of attending these meetings and events we were able to speak, in depth, to **228** people about the proposed plans.

Below is an overview of the events and meetings:

Event	Date	Venue	Who attended	No. of attendees
Citizens Advice - Harrogate	09.07.19	Harrogate	TEWV and HaRD CCG	16
Dementia Forward	11.07.19	Christchurch on the Stray, Harrogate	TEWV and HaRD CCG	30
Harrogate service users group	16.07.19	Community House, Harrogate	TEWV and HaRD CCG	11
Over 50s Forum, Harrogate	25.07.19	St Paul's Church, Harrogate	TEWV and HaRD CCG	34
OPEN EVENT - Ripon	25.07.19	Ripon Rugby Club	TEWV and HaRD CCG	7
Claro/Orb/Harrogate Mind/Wellspring	30.07.19	Mind, Harrogate	TEWV and HaRD CCG	12
HaRD CCG Patient Participation Group	30.07.19	Harrogate Golf Club	TEWV and HaRD CCG	12
OPEN EVENT – Harrogate	02.08.19	Fairfax Community Centre	TEWV and HaRD CCG	8
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Drop in - Collingham	12.08.19	Collingham Memorial Hall,	Leeds CCG	3
Drop in - Thorer	14.08.19	Thorer Victory Hall	Leeds CCG	1
Drop in - Bramham	19.08.19	Bramham Medical Centre	Leeds CCG	20
Drop in - Harewood	22.08.19	Harewood Village Hall	Leeds CCG	4
OPEN EVENT – Knaresborough	02.09.19	Chain Lane Community Hub, Knaresborough	TEWV and HaRD CCG	12
OPEN EVENT – Wetherby	05.09.19	Wetherby Town Hall	TEWV Leeds CCG	15
Total				228

Survey

We also produced a survey for people to complete. This was sent to key partner organisations to share and circulate, available on the CCGs and TEWV's websites and it

was shared via social media and through key media channels. Copies of the summary document, including a copy of the survey, were also placed in key locations including libraries, community centres, churches etc.

In total there were **140** responses to the survey, with the majority of surveys completed online. The results showed that:

- 79.37% of respondents said that they thought that proposals for adult mental health services will help them and/or their loved one stay well / recover at home.
- 79.65% of respondents said that they thought that proposals for mental health services for older people will help them and/or their loved one stay well / recover at home.

The open questions (which asked people if there is there anything we have missed, any other comments or suggestions about our proposals and any other comments or suggestions about accessing mental health services) generated a total of 264 responses. A copy of these responses is in appendix 2 and these are also included in the themes and summary of responses later in this report.

Feedback

We have worked through the feedback from all of the events and meetings attended, along with the responses and comments submitted via the survey. As expected there have been a number of key themes:

Themes

- Services closer to home
- Access to services
- Joined up working
- Carer support
- Prevention and support
- LD and autism
- Resource - staff/funding
- Inpatient care

Below are some examples of the comments and feedback we received, categorised into the key themes.

Services closer to home

There was a lot of feedback which confirmed what we were told in the previous phase of engagement that people was to be able to access services closer to home.

- *“Locally based services are better to cut down on travel, suits patients and also the environment.”*
- *“It is vital that access to care is close to home.”*
- *“Acknowledge that sometimes the home environment is part of the problem and not always a safe place to get well. Sometimes short admissions can be effective and are not always detrimental.”*

- *“I believe it is hugely important to ensure people who struggle to maintain their mental health are supported to stay well in their own environments.”*
- *“Being in a depressed or anxiety filled state it would help to have someone coming to speak with you in your home, as it is often difficult to go out when you are feeling in an anxious state of mind.”*
- *“I think the proposals would help if there is somewhere local or someone to come into your home to see you.”*
- *“Physical access to services needs to be considered - we live in a rural community with poor public transport links. Travel training schemes and additional funding may be required to support service users to attend groups thereby reducing social isolation and increasing confidence.”*
- *“A great deal seems to be happening in Harrogate Town. Must make sure that we are also thinking about how we will deliver quality services to the more rural areas to avoid creating a two-tiered care system.”*
- *“Instead of inpatient beds could crisis teams support in the home? When in a crisis I'd rather be in my own bed and have someone there to support me.”*

Access to services

We asked people for their comments or suggestions about accessing mental health services so we expected that this would be a key theme. There were some clear sub themes within these responses, primarily focused on a single point of contact, out of hours support, potential access via 111 and crisis cafes:

Single point of access:

- *“Often we hear about how difficult it has been for someone to access and speak to the person they need straight away. It would be less stressful for people if they could speak directly to someone instead of having to go through a number of people first.”*
- *“The single point of access is key and will need to be excellent with the capability of supporting patients, carers, GPs Ambulance and Police.”*
- *“The single point of access would be useful for all ages not just older.”*
- *“Would ideally want that one person at the end of the phone to deal with your concern directly. Not passed from person to person. Early intervention needs to be quicker process.”*
- *“Having attended one of the forums, and not being a health professional, the whole process comes over as complicated when compared to `conventional` health problems. With the latter one can go to see a GP, or dial one of the emergency numbers. With mental health one should have a similar setup, otherwise people could get lost.”*

Out of hours support:

- *“People do not become ill solely in office hours. Practical home support needs to be available 24 hours a day, particularly for people who do not have family who can step*

in at these times. I do not think enough weight is given to providing help with such matters.”

- *“I feel the crucial time when older people need care and support is through the night and increasing the hours of the older person's crisis and home treatment team from 8am to 6pm, to 8am to 8pm, will make little difference.”*
- *“24 hour on call service (support line).”*
- *“One on one care particularly with dementia clients. Regular care calls.”*

The 111 service:

- *“Possibly access via 111. Needs to be as simple and accessible as possible to help people who may be in a fragile state. Work with emergency services so they can signpost.”*

Crisis Cafes:

- *“Crisis Café - Safe place, peer support, experienced support workers. Police can bring people to them and meet with MH professionals – or street triage, Crisis team - meet in an informal welcoming environment.”*
- *“Crisis cafes – where would they be? Harrogate and York are too far for me.”*

Joined up working

There was a lot of discussion about joined up working. In particular there was a focus on how we could work closer with GPs, the voluntary sector and useful conversations around places of safety:

- *“We need to ensure that we are dotting the lines with what is already going on locally with third sector services and link with existing provision, for instance loneliness, prevention and car services.”*
- *“Please remember North Yorkshire is a vast geographical area and consider the complications for those of us in the outlying rural communities. The different sections of health and social care really need to be joined up services. Both are vital for patients to come through an admission, crisis and recover.”*
- *“Let's get the new process going as soon as possible and ensure that everything is joined up and not so reliant on the 3rd sector to fill the gaps the NHS currently has.”*
- *“Ensure that all your new proposals are connected and work well with each other, it's easy to throw loads of new ideas out but unless they're cohesive and work well together it could be confusing for people.”*
- *“Mutual support from CMHT & partner agencies such as Substance Misuse rather than only having one or the other.”*

Working with GPs:

- *“There seems to be little liaison between mental health services and GPs and I feel more could only help patients.”*

- *“I would like to receive mental health treatment from my GP surgery.”*
- *“Closer liaison with GP practices Drop in sessions in local area, for example weekends if things have escalated.”*
- *“A drop in arrangement at your GP practice to see a regular support worker who can get to know you and help with managing symptoms supported by a nominated GP with an interest in Mental Health who can intervene when required.”*
- *“As a GP I have experience of accessing mental health services. I find the services fragmented, difficult to assess on behalf of my patients and often not responsive enough. I think general practice can find itself 'propping up' specialist mental health services in providing timely and effective care. Also-the communication between general practice and mental health services could be much better.”*
- *“Can GP practices play a bigger role? Could there be someone based in a GP surgery? Could have drop in coffee mornings etc. to support people.”*

The voluntary sector:

- *“Consider how voluntary sector can be better equipped to support and signpost about mental health to prevent issues escalating. For example sports clubs being mental health friendly.”*
- *“Peer support groups are very good, giving us confidence and enabling us to take more control of our lives and mental health conditions. Initially, support from a charity to set up and get under way would be needed until the group was running smoothly. Then the charity could step back somewhat but remain in touch in a supporting role.”*
- *“Fully integrating Third Sector into the model – social prescribing attached to GP surgeries. Triaging within third sector building on alliance work.”*

Places of safety:

- *“Need to work with the police to ensure the right people receive the right care.”*
- *“Crisis beds (such as those at Station View) are a good idea. As long as people don't get 'stuck' there”*
- *“We'd welcome alternatives to section 136. When things get difficult it's the police that are called – if this can be avoided, fantastic. But will it work? We get to the scene and then what? What does it look like? Police would want reassurance that alternatives would work.”*
- *“More use of technology – virtual triage? Put people on calls in appropriate situations as police are not MH experts.”*
- *“Investment needed in alternative places of safety”*

Support for carers

Support for carers was mentioned throughout the engagement. It was a common theme at the open events and comments from the survey responses echoed this feedback:

- *“A great deal of focus is directed to the patient, but there needs to be support of parents and/or loved ones also. Whilst they may not be carers in the sense that it applies to dementia, they often have to cope with situations that they are unfamiliar with. Experience has shown that there is a huge gap here, with supporters having very few avenues where they can get professional help and support. If the parent or loved one `goes under` then the adult suffering mental health problems could also lose ground.”*
- *“Community support will not relieve carer strain. Often patients with dementia are being cared for at home by elderly frail spouses.”*
- *“I feel more weight should be given to the views of family members about the mental state of their relative so that help and support can be provided before their condition deteriorates too much.”*
- *“What overall carers support is there? Will the home treatment team be able to provide respite so that a carer can take some time to themselves or shop etc.?”*
- *“What is missing is relief from the everyday responsibility! And again the possibility of a chance to meet with another wife carer of Dementia. I am finding the ‘carer’ roll excessively demanding on my strength and stress and emotional levels. My life is diminishing under it. I thought I would receive so much more help.”*
- *“Little recognition for the role of families to help recovery.”*

Prevention and support

Preventative support was another theme that came up in discussions and also came through in some of the survey comments:

- *“Improve community engagement and consider social prescribing to organisations that help to stimulate creativeness and social engagement.”*
- *“Self-referral to on-going groups, drop-in facilities, courses (short 6 weeks) on mental health such as coping strategies, self-esteem improvement etc. Also leisure, art, craft groups, specifically for health and wellbeing. So much money is spent on WISE activities yet nobody under 65 can attend.”*
- *“Support groups focusing on physical wellbeing as well as mental health e.g. running and/ or occupational activity e.g. Crafts would also benefit both those with mental health issues and the local communities.”*
- *“A befriending service would be ideal for those who find it hard to socialise or leave the house.”*

Learning Disabilities and Autism

Learning Disabilities and Autism were highlighted, particularly in response to the questions asking ‘is there anything we have missed?’:

- *“What currently happens if a patient has autism and what will be in place going forward? What reasonable adjustments are been planned? Urgent need for staff to understand and accept autism, to avoid misdiagnosing and misinterpreting presentation. What support will be available for my carer?”*
- *“I haven't seen any detail in your proposals about how you will support people who have additional needs, such as learning disabilities or autism as I understand it is the mental health trust's remit to do so. Quite often the impact of these conditions causes mental health conditions as a result of their difficulties (a lot of people with autism are diagnosed with depression and anxiety). Will the staff be trained to understand the impact of these conditions and not assume them to be something else (such as a personality disorder) as this can have HUGE implications to someone's care and pathway if what that person needs or is going through is misunderstood (especially the crisis team).”*

Resource - staff / funding

This was also a common thread throughout discussions and from the feedback received:

- *“£500,000 is nothing to provide services lost with the Harrogate closure.”*
- *“Will there be enough support for those needing it in their own home and where will the resources come from? Demand is high and currently there is not enough provision so the concern is that waiting lists get longer and people won't get a good service.”*
- *“There needs to be more investment in the mental health staff - I have had 4 different community mental health nurses in the space of 2 years which is upsetting, disruptive and causes a delay in my recovery as I have to 'start all over again' with a new nurse. This change of staff was due to nurses going off on sick with stress or leaving the profession due to workload and pressure!”*
- *“In my experience, people who would benefit from additional support do not always receive it in a timely way as the current services are under staffed. This is not a criticism, simply a statement of fact. I'm pleased to hear the new proposals also include the potential to recruit 14 new MH workers.”*
- *“Community support will only work if patient is well enough/service is funded adequately.*
- *“It takes too long to get an assessment and a referral for assessment, ongoing care is a gamble you're either lucky and you get it but more often you don't for a very long time often by the time a person is severely ill.”*
- *“More staff needed to counteract the growing numbers of patients.”*
- *“Will the plans just place more pressure on community teams? Not the same flexibility? What about workloads, availability, structure and already limited time with patients.”*
- *“How do we address the workforce challenges? Alternative workforce roles?”*

Inpatient services

Although these plans focus on mental health services in the community, a lot of the conversations that took place references inpatient care. There were a lot of comments around the decision that there will not be a mental health hospital in Harrogate. Whilst the conversations did evolve from that to focus on the future provision, there were consistently comments particularly about the travel (and distance) to York, as well as bed provision and where people would have to go if there were no beds in York.

- *“Haxby in York is a very difficult place to visit relatives and friends for none drivers and expensive on public transport, it also has to be considered that some of these people would be elderly as well as possibly infirm physically, so would there be any help available with transport for visiting relative as well as patients having to go on a daily basis.”*
- *“There will be a need to consider transport arrangements for carers/visitors of those who have to be admitted in York. Non car users will have difficulty getting to York from the Harrogate area owing to poor bus and train services.”*
- *“How do people from Harrogate and rural area who need inpatient care get good family contact? It’s no longer closer to home and there is a distinct lack of affordable public transportation. This goes against the view that people should be treated closer to home.”*
- *“How have you considered the impact on people who have to travel further to visit and care for those who have been admitted to hospital and have we considered offsetting the extra cost?”*
- *Voluntary drivers to hospital in York.”*

There were some specific comments from people in Wetherby about where they would go if they required inpatient services:

- *“If there was no place in York due to shortages of beds where would patient go next, Middlesbrough, Darlington? It makes sense to go to Leeds inpatient care.”*
- *“Travel to York is ridiculous is you can’t drive.”*
- *“The Wetherby area gets forgotten about with these things.”*

All of the comments captured from the events and meetings attended are available in appendix 1. All of the responses from the survey are available in appendix 2.

Developing community mental health services for Harrogate and Rural Districts, Wetherby and its surrounding areas (Wetherby Area Report)

Engagement dates: 24 June – 13 September 2019

Assessment of Equality Impact, Communications and Engagement Report

Author: Adam Stewart
NHS Leeds CCG



Published: 16 December 2019

Executive summary

As part of a contract between NHS Leeds CCG and NHS Harrogate and Rural District CCG, Tees, Esk and Wear Valley (TEWV) NHS Foundation Trust provides inpatient and community mental health services for the residents of Wetherby and its surrounding areas.

Proposals for the future development of mental health services for adults and older people were recently approved by NHS Harrogate and Rural District CCG. These proposals allow TEWV to maximise patient safety and provide the best possible patient experience, whilst remaining true to their commitment to providing care as close to home as possible.

In the future, when people need to spend time in hospital these services will be provided in a specialist facility in York where TEWV NHS Foundation Trust is already building a new mental health hospital. By transferring inpatient services from the Briary Wing, Harrogate, it enables TEWV NHS Foundation Trust to reinvest money in community services to focus on supporting people at home whenever possible.

This engagement seeks the views of the people of the Harrogate and Wetherby areas on the proposals to develop the community mental health services for adults and older people. This will help us understand what people think of the proposals for community mental health services and help us make sure that these new services meet the needs and preferences of service users and their carers. The report will also help to identify any potential positive or negative impacts in relation to characteristics/groups protected by the Equality Act 2010.

A survey was used to gather people's thoughts and experiences of mental health services. We also used drop-in sessions and focus groups to understand the needs of people in the Wetherby area. We asked whether the proposals would help people stay well and/or recover at home and if there was anything missing from the proposals. The survey was shared widely, including with;

- Service users in the community and care homes
- Carers and family members
- CCG patient, public and voluntary sector networks; and
- GP practices in the Wetherby area.

89 patients, carers, family members and members of the public from the Wetherby area responded to the survey. A majority of people who filled in the survey told us that they believe the proposals would help them stay well and/or recover at home.

This report makes a series of recommendations to the mental health commissioning team who will use the findings of the engagement to develop community mental health services. A regular briefing will be produced once the project has begun, to show to what extent the engagement recommendations and recommendations to remove or reduce any identified negative impacts on protected characteristics/groups have been implemented.

The public feedback will also be used to inform a wider strategy for enhancing communication, access and the quality of services.

The report will be shared with those involved in the engagement and will also be available on the NHS Leeds CCG website.

This report focuses on the feedback collected from people in Wetherby and its surrounding areas and forms part of a larger report written by Tees, Esk and Wear Valley NHS Foundation Trust.

1. Background information

a. Clinical Commissioning Groups (CCGs)

NHS Leeds CCG and NHS Harrogate and Rural District CCG are responsible for planning and buying (commissioning) the majority of health services for people in Leeds and Harrogate, respectively. CCGs commission a range of services for adults and children including planned care, urgent care, NHS continuing care, mental health and learning disability services and community health services.

Leeds is an area of great contrasts, including a densely populated, inner city area with associated challenges of poverty and deprivation, as well as a more affluent city centre, suburban and rural areas with villages and market towns.

As of 1 November 2019, NHS Digital estimates that there are 896,000 people who are registered with a GP practice in the Leeds area. Leeds has a relatively young and dynamic population and is an increasingly diverse city with over 140 ethnic groups including black, Asian and other ethnic-minority populations representing almost 19% of the total population compared to 11% in 2001. There are 96 GP practices in Leeds.

Involving people and the public in developing and evaluating health services is essential if we want to have excellent services that meet local people's needs. It is our responsibility, and one that we take very seriously, to ensure that our local communities have the opportunity to be fully engaged in the decisions we take.

b. Tees, Esk and Wear Valley NHS Foundation Trust (TEWV)

TEWV NHS Foundation Trust provide a range of mental health, learning disability and eating disorder services for the people living in County Durham and Darlington, the Tees Valley and most of North Yorkshire.

TEWV NHS Foundation Trust delivers community and inpatient mental health services for Harrogate and its rural district.

c. Wetherby

Wetherby and the surrounding villages are situated in the North East of Leeds and have a population of over 36,000 people registered with a GP practice. Wetherby is surrounded by a number of smaller villages, including; Boston Spa, Collingham, Thorner, Harewood and Bramham.



Wetherby is one of the least deprived areas in Leeds; fewer than 1% of the population claim unemployment benefits (Jobseekers Allowance/Universal Credit) and 56% of the population are working age. 8% of the population experience 'fuel poverty', 15% of households have no car and 2.2% of households have no central heating. 6% of children under 16 are living in low income families.

Further details on demographics of the Wetherby area and how it compares to the Leeds area can be found here: <https://bit.ly/2VsRvm3>

The Wetherby area is above the Leeds average for the prevalence of ‘common mental health issues’ and asthma (under 16s). Wetherby is below the Leeds average for ‘severe mental health issues’. Further details and how it compares to the rest of Leeds can be found here: <https://bit.ly/2VvIA3f>

As part of a contract between the NHS Leeds CCG and Harrogate and Rural District CCG, TEWV NHS Foundation Trust provides inpatient and community mental health services for the residents of Wetherby and its surrounding areas. This contract was informed by residents of the Wetherby area who previously told us they would like to be able to access services in Harrogate.

d. Engagement support

We commission Voluntary Action Leeds (VAL) to support our engagement work. VAL delivers the ‘Leeds Voices’ project to undertake public and community consultations on behalf of NHS Leeds CCG.



e. Developing community mental health services for Harrogate, its rural districts, Wetherby and its surrounding areas

Background

Tees, Esk and Wear Valley (TEWV) NHS Foundation Trust deliver **community** and **inpatient** mental health services for Harrogate and its rural district including the Wetherby area. TEWV NHS Foundation Trust do not provide **primary care mental health services**, these are delivered by the GP practices local to the area; people in Wetherby receive primary care mental health services from Leeds GPs they are registered with.

Proposals for the future development of mental health services for adults and older people were recently approved by the Harrogate and Rural District CCG.

In the future, when people need to spend time in hospital these services will be provided in a specialist facility in York where TEWV NHS Foundation Trust is already building a new mental health hospital (expected to be completed in 2020).

What is changing?

In Wetherby and the surrounding areas, people will notice the following changes:

- From 2021, inpatient care will no longer be provided in Harrogate and patients and their carers will travel to a new hospital in York.
- People will be able to access enhanced community care, closer to home, reducing the need to be admitted to hospital
- People who are admitted to hospital will experience enhanced care in a purpose built facility

Inpatient mental health services – these are services that people receive whilst being an ‘inpatient’ in a hospital. This means you spend time in the hospital when your mental health is at a point where you need additional support and care to keep you safe and well.

Community mental health services - these are services that are delivered ‘in the community’. You may receive these services in your home or from a nearby NHS organisation.

Primary care mental health services – these are services delivered from your GP in the first instance. You may be prescribed medication or referred to receive support through ‘talking therapies’.

Why are we changing?

Transferring inpatient services from the Briary Wing, Harrogate will enable TEWV to reinvest money in community services to focus on supporting people at home whenever possible. It also ensures that when someone needs inpatient care they will receive it in a safe, high-quality environment.

The aim of investing community mental health services is that it will reduce the number of inpatient admissions as well as the length of time individuals need to spend in hospital. The approved approach releases £500,000 per year to invest in community services. TEWV have already begun looking at how they can improve the way they work to give people the support they need.

This approach meets the NHS Long Term Plan aim for '*Delivering world-class care for major health problems - delivering community-based physical and mental care for 370,000 people with severe mental illness a year by 2023/24.*'

You can find out more by visiting the TEWV NHS Foundation Trust website here:
<https://www.tewv.nhs.uk/get-involved/what-you-can-do/a-vision-for-mental-health-in-harrogate-and-rural-district/>

What did we do?

To ensure that we involved as many people as possible in developing our plans, we carried out a 12 week engagement. This took place from 24 June 2019 to 13 September 2019.

The engagement provided an opportunity for the people of Wetherby and the surrounding areas to:

- Understand what is changing
- Share their views on changes to community services
- Comment on any other aspects of the change, including moving inpatient facilities from Harrogate to York

NHS Leeds CCG supported TEWV NHS Foundation Trust to deliver this engagement. NHS Leeds CCG engaged with the people of Wetherby and its surrounding areas as part of a wider engagement with Harrogate and its rural districts.

TEWV NHS Foundation Trust will use feedback from the engagement to shape community services for people in Harrogate, Wetherby and Rural District.

2. How did we identify and engage with patients?

a. Equality analysis

An equality analysis and engagement plan (available on the website here:

<https://www.leedsccg.nhs.uk/get-involved/your-views/tewvmh2019/>) was developed by patients, clinicians and commissioners to ensure that the right people were consulted in the right ways. The equality analysis is a review of the actual or potential effects of services on people who identify with any of the protected characteristics outlined in the Equality Act (<https://www.equalityhumanrights.com/en/equality-act/protected-characteristics>). This plan helped us identify who we need to engage with and how.

This change potentially affects all adults and older people registered at four practices (including branch practices) in the Wetherby area who could receive mental health services via TEWV NHS Foundation Trust. While the change potentially affects everyone in the area, we know that:

- 18-20 people, on average, per year use inpatient services
- 60 people, on average, currently use community services
- Carers will be affected due to additional travel time and cost

The equality analysis carried out by TEWV NHS Foundation Trust showed that there was no significant impact on any protected characteristics outlined in the Equality Act. It is acknowledged in the assessment that:

- Some patients (and their families/carers) may have to travel further for inpatient care to access inpatient services at the new hospital being built in York.
 - This may require use of different modes and routes of public transport.
 - This could impact older carers, those with disabilities and young carers.

The NHS Leeds CCG carried out a travel comparison for Wetherby and its surrounding villages (see **Appendix B**) to understand the differences in travel between Harrogate and York as it was anticipated that this would be brought up during the engagement as a potential area of concern.

Through this assessment, it was noted that travel to York would be significantly more time consuming and costly for those who rely on public transportation, when compared to the travel to Harrogate.

You can read the equality impact assessment carried out by TEWV NHS Foundation Trust here: <https://www.leedsccg.nhs.uk/content/uploads/2019/09/appendix-10-equality-impact-assessment.pdf>

b. Patient assurance

The engagement plan was taken to the NHS Leeds Clinical Commissioning Group Patient Assurance Group (PAG) in May 2019. This group is made up of patients (CCG Volunteers) and assures the CCG's governing body that adequate patient involvement has taken place during consultations and engagement. The PAG agreed that the equality analysis and engagement methods outlined in the plan were generally appropriate and asked that we consider the importance of engaging with the following groups:

- People with mental health conditions
- Carers
- GPs
- Staff working in mental health services (consultants, care co-ordinators etc.).

We developed an engagement plan, working with TEWV NHS Foundation Trust and NHS Harrogate and Rural District CCG. We also asked people to fill in equality monitoring information to allow us to understand any gaps in our work.

CCG Volunteers

Our volunteers help to ensure that the voice of patients, carers, and the public are taken into consideration when decisions are made that affect health services and patient care. One of our CCG Volunteers is working on the project and sits on the engagement steering group.

TEWV NHS Foundation Trust also have patient representatives on their project steering group to ensure that the patient voice is heard as the work progresses.

c. Involvement of partner organisations

We recognised that we needed to work with our voluntary sector partners to engage with groups identified in the equality analysis and by the PAG. There were a number of organisations that supported this engagement work, including:

- Wetherby in Support of the Elderly (WiSE)
- Chapel FM
- Tempo FM
- Collingham Memorial Hall
- Thorner Victory Hall
- Harewood Village Hall

The engagement team also promoted the engagement with the following organisations:

- Leeds Teaching Hospital Trust (LTHT)
- Leeds and York Partnership Foundation Trust (LYPFT)
- Leeds Community Healthcare (LCH)
- Andy's Man Club
- Forward Leeds
- Leeds Citizens Panel
- Home Instead
- Leeds Carers
- Voluntary Action Leeds
- WISE
- Touchstone
- Citizens Leeds
- Leeds Involving People
- Battle Scars
- Women's Health Matters
- Carers Leeds
- Leeds MENCAP
- Women's Lives Leeds
- Community Links
- Health for All
- Advonet
- Leeds Mind
- Wetherby High School
- Forum Central

d. Methods

Surveys

Working with TEWV NHS Foundation Trust we developed a summary document and survey alongside a more detailed 'narrative' document. Both of these documents were available online via both TEWV NHS Foundation Trust's and the NHS Leeds CCG's websites. The documents were also available in paper formats.

The summary and survey document was made available in an 'easy read' version by Bradford Talking Media (BTM). They also made the summary document and survey in an audio format so people with visual impairments were able to listen to the information and questions.

People could complete the survey and provide their feedback online, speak to someone on the phone at the NHS Leeds CCG or attend one of the drop-in events arranged in the area.

You can view the surveys and documentation on our website here:
<https://www.leedsccg.nhs.uk/get-involved/your-views/tewvmh2019/>

Drop-ins

We organised a number of drop-in sessions in Wetherby and the surrounding villages of Bramham, Boston Spa, Collingham, Harewood and Thorner. These drop-in sessions provided people with the opportunity to find out more about the engagement, ask questions, tell us what they thought about the proposals for developing community mental health services and take away or complete a survey.

There were a total of **six** drop-in sessions that ran in the Wetherby area for people to attend:

- Monday 5 August, 1pm – 4pm, Spa Surgery, Boston Spa
- Monday 12 August, 9:30am – 12pm, Collingham Memorial Hall, Collingham
- Wednesday 14 August, 10am – 12pm, Thorner Victory Hall, Thorner
- Monday 19 August, 4pm – 7pm, Bramham Medical Centre, Bramham
- Thursday 22 August, 11:30am – 1:30pm, Harewood Village Hall, Harewood
- Wednesday 4 September, 10am – 12pm at Wetherby Town Hall, Wetherby

On-street engagement and promotion

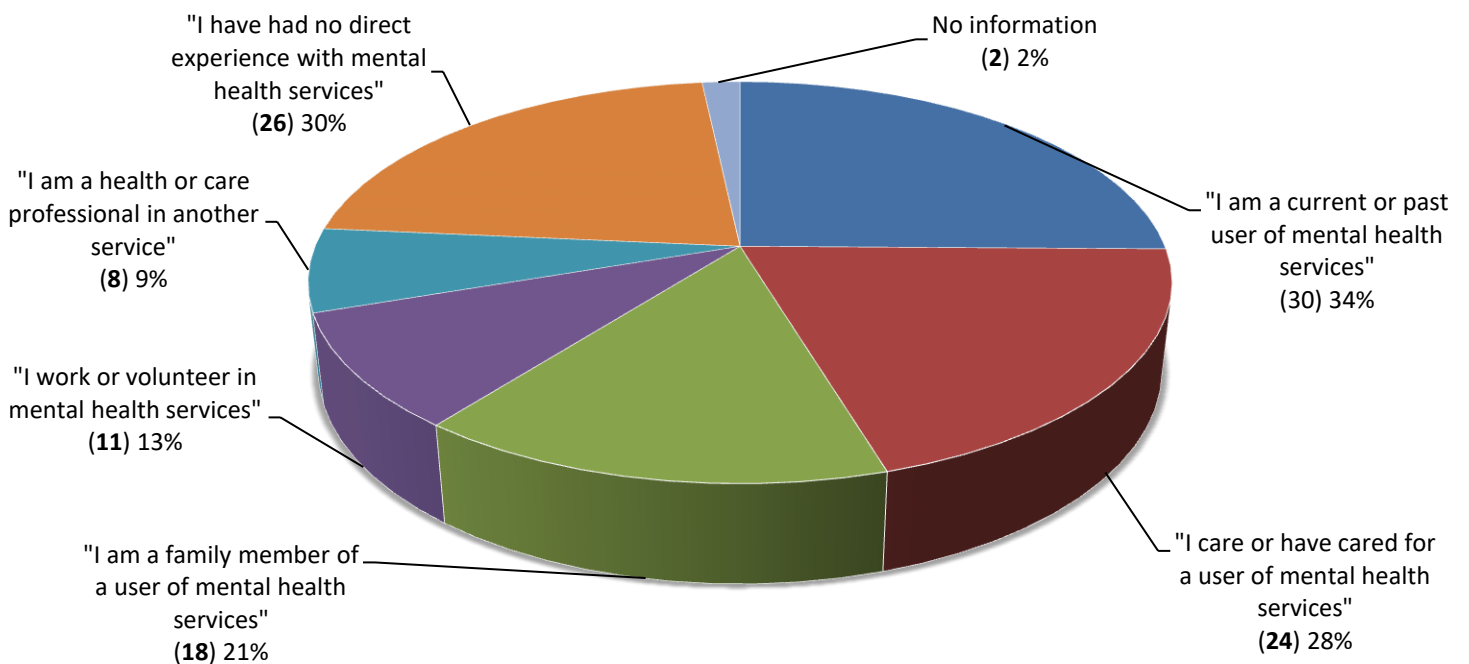
In order to promote the engagement and raise awareness of the changes being proposed to community mental health services a member of the NHS Leeds CCG engagement team visited Wetherby, Bramham, Boston Spa, Collingham, Harewood and Thorner. Whilst there, they visited **159** different businesses or organisations across the town and villages in the Wetherby area; handing out posters and surveys and talking to people about the engagement and proposals for community mental health services.

Voluntary Action Leeds (VAL)

Voluntary Action Leeds supported this engagement by conducting on-street engagement, survey 'drop-ins' at locations in the area and by hosting specific focus groups to explore the engagement and proposals further.

3. Who replied?

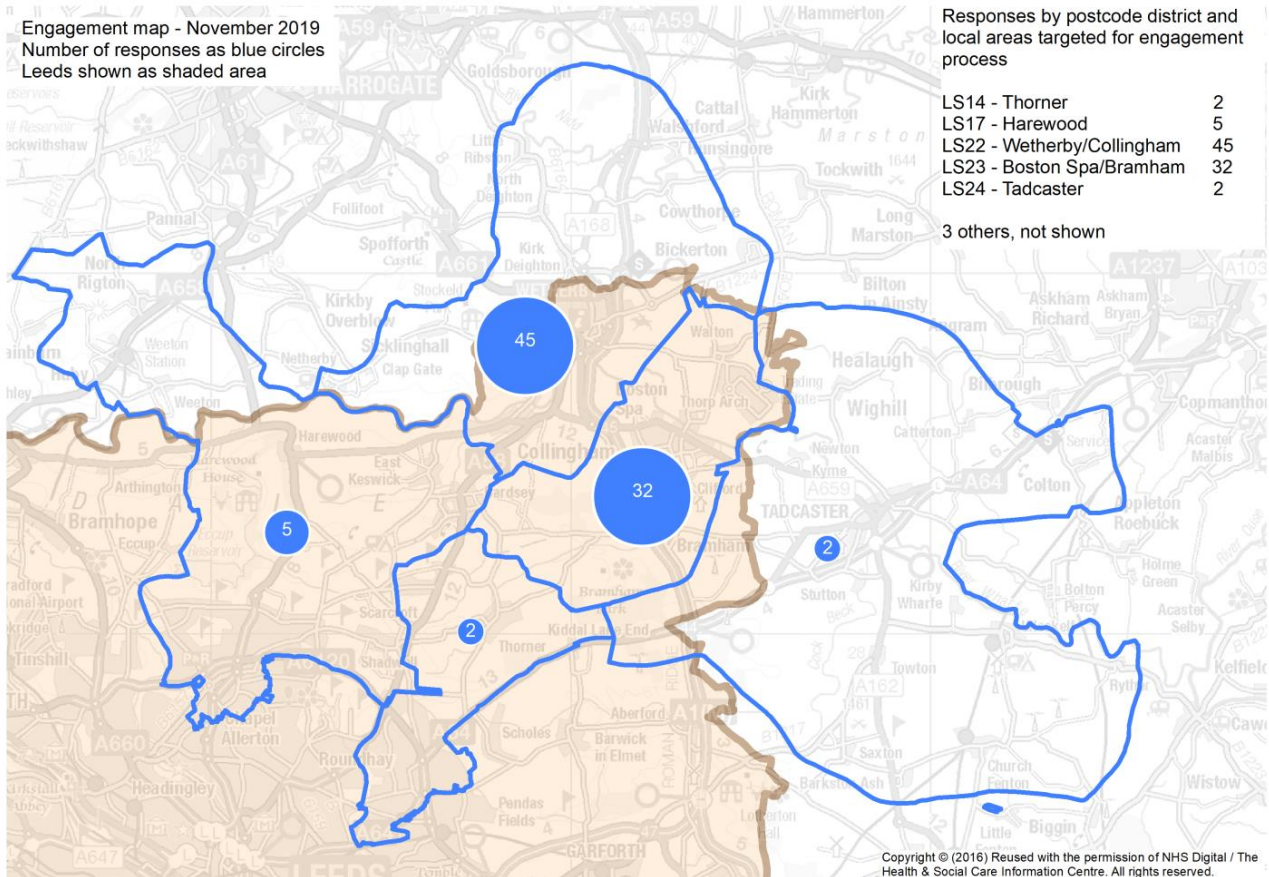
In total **89** people contributed to the engagement. Feedback was received from the following groups (**please note that people could select more than one response**);



- **34%** (30 people) of the feedback came from current or past users of mental health services.
- **28%** (24 people) of the feedback came from people who care or have cared for users of mental health services.
- **21%** (18 people) of the feedback came from people who are a family member of a user of mental health services.
- **13%** (11 people) of the feedback came from people who work or volunteer in mental health services.
- **9%** (8 people) of the feedback came from people who are a health or care member of staff working in another organisation
- **30%** (26 people) of the feedback came from people who have had no direct experience with mental health services.
- **2%** (2 people) did not answer this question.

We also asked people to tell us the first part of their postcode so we could see where people's responses came from.

Where did people respond from?



- **51%** (45 people) of people came from the **Wetherby** and **Collingham** areas with a LS22 postcode.
- **36%** (32 people) of people came from the **Boston Spa** and **Bramham** areas with a LS23 postcode.
- **6%** (5 people) of people came from the **Harewood** area with a LS17 postcode.
- **3%** (3 people) of people came from 'other' postcodes that were out of the Wetherby area.
- **2%** (2 people) of people came from the **Thorner** area with a LS14 postcode.
- **2%** (2 people) of people came from the **Tadcaster** area with a LS24 postcode.

4. What did people tell us?

The survey asked people to describe themselves so that we understood who we were hearing from and to give us the opportunity to explore if there were any difference in views between current or past service users, carers or healthcare staff.

People were asked to select one of the following options:

- A current or past user of mental health services
- A current or past carer for a user of mental health services
- A family member of a user of mental health services
- A worker or volunteer in mental health services
- A health or care worker in another health care service
- Someone who has not had any direct experience with mental health services

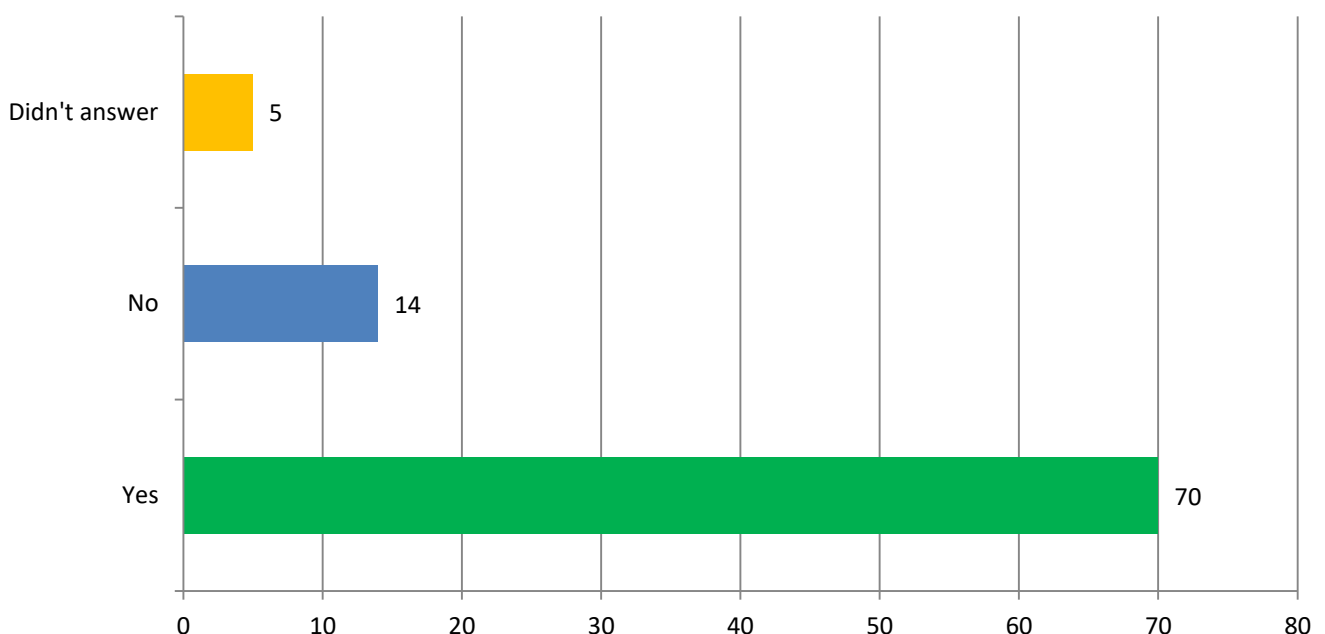
The survey asked people to give us their feedback on the proposals to develop community mental health services for both working age adults and older people. We asked people if they thought the proposals for both working age adults and older people would help them or their loved one stay well and/or recover at home and if they had any feedback on proposals. People were also asked if they had any additional feedback on the proposals or other mental health services.

When analysing the feedback, in many cases, we found it was similar, regardless of whether the respondent was a patient, carer, member of the family, a health and care professional or had no direct experience of mental health services.

Developing Community Adult Mental Health Services

Do you think the proposals for adult mental health services will help you and/or your loved one stay well/recover at home?

84 people answered this question. 5 people chose not to answer this question.



- **83%** (70 people) of people who answered the question told us that the proposals for adult community mental health services would help them stay well or recover at home.

“I think the proposals would help if there is somewhere local or someone to come into your home to see you.”

Current or past service user and carer

“I think the proposals to offer help at home are a good idea if carried out properly.”

Current or past service user

- **17%** (14 people) of people who answered the question told us that the proposals for adult community mental health services would not help them stay well or recover at home.

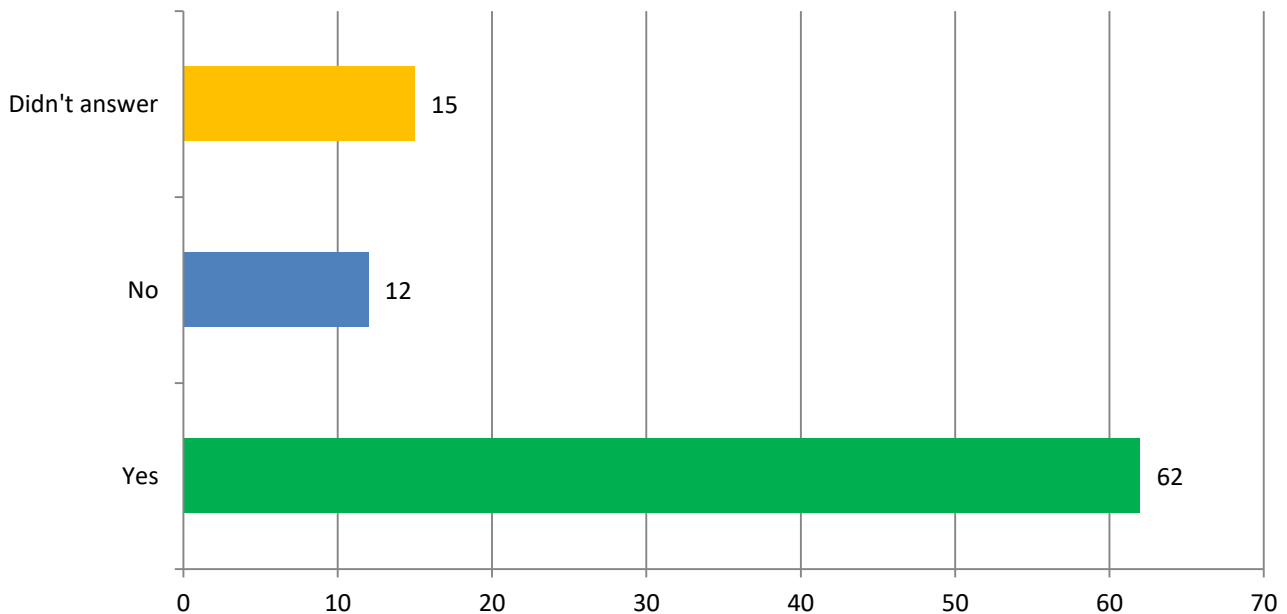
“The elaborate triage system mental health services are good at applying ensures people feel rejected by those who should be skilled enough to help.”

Current or past service user, carer, family member of someone who has used mental health services and a health care or professional in another health service

Developing Older People’s Community Mental Health Services

Do you think the proposals for older people’s mental health services will help you and/or your loved one stay well/recover at home?

74 people answered this question. 15 people chose not to answer



- **84%** (62 people) of people who answered the question told us that the proposals for older people’s community mental health services **would** help them stay well or recover at home.

“I’m really happy if this is going to be included and making progress and including Wetherby in it but I’m just wondering about the travel.”

Older person with long-term condition, Wetherby Care Home focus group

- **16%** (12 people) of people who answered the question told us that the proposals for older people’s community mental health services **would not** help them stay well or recover at home.

“I am unsure how much and how regular any professional help would be and what form it would take.”

Current or past service user and carer

“I feel the crucial time when older people need care and support is through the night and increasing the hours of the older person’s crisis and home treatment team from 8am to 6pm, to 8am – 8pm will make little difference.”

Member of the public

Other considerations for the proposals

We asked people to tell us if they thought there was anything missing from the proposals mentioned in the summary or narrative documents.

People mentioned a number of things they would like to see more detail about or included in the plans for community mental health services:

Option to remain under Community Mental Health Team as a buffer if suitable – knowing that support is there could be all someone needs to stay well, rather than feeling like there’s no one
Make care more person centred and get rid of the limited/restrictions on access to talking therapy sessions – it is hard to make progress if you can only talk about one subject and for a limited time.
Offer preventative interventions via referral or on the NHS, such as mindfulness, Yoga or art classes.
Access to meetings/therapies out of the traditional working hours – if you work it can be difficult to make some through the day appointments.
Access to holistic therapies in a support group setting – this would provide peer support and an activity for people to keep busy
Befriending service for those who find it hard to socialise
Drop-in centres in the area with staff to provide support
Support for family and carers to be able to visit their loved ones in hospital
Support groups that focus on both physical and mental health that can look at occupational therapies, including groups that working age adults can access
Work with local organisation and communities to support community services – organisations could work in collaboration in the area to support the work
Details on the support for people with learning disabilities and autism – what support and therapy will they have access to?

Access to support over the phone that isn't just crisis conversations.
Details on family support – what support will services give to carers and family members of someone who needs mental health services
Ability to be able to self-refer or a member of family or carer refer into services
Regular ' care calls ' to check in with people, particularly older service users
Services and support that is available with regularity and aren't 'term time' services (stop when it's the school holidays)

Drop-in sessions

NHS Leeds CCG engagement team briefed GPs and asked them to support the engagement by:

- Sharing and promoting within the surgery and wherever possible; i.e. sending out text messages to relevant patients.
- Promoting and sharing with Patient Participation Groups and encouraging them to come to the drop-ins.
- Putting up posters and surveys in the reception area.
- Promoting on any social media platforms that they have access to.

The drop-ins were also promoted with the local parish councils and via social media: Twitter, Facebook and NextDoor.

At the drop-ins, staff were on hand to discuss the engagement and provide the people the opportunity to learn more about the changes and have their say, comment on the 'question board' (except Wetherby) and take away or complete a survey. Surveys were available in both standard and easy-read format.

Below are some of the comments and main themes from each drop-in session held:

Drop-in	How many attended	What did people tell us?
Spa Surgery, Boston Spa 05.08.19	31	<ul style="list-style-type: none"> • Feeling of being lost/displaced by the barriers created by the boundaries between Harrogate and Leeds services. • Wetherby Health Centre is underused, can it be used a hub, even just for a day a week to provide signposting or mental health support in some form. • Harrogate only do CMHT and inpatient, anything else (such as social care) and they can't help you and can't signpost you as they don't know what you can access in Leeds <ul style="list-style-type: none"> ○ Confusion with Leeds services because of assumption of service from Harrogate ○ Extra tasks and stress for someone who is already overwhelmed and not mentally well to find out what help they can actually get (calling the right numbers, googling the right terms etc.) ○ Patients should be able to get a "full package of care" that is joined up.

		<ul style="list-style-type: none"> • A comprehensive list of “for this go here”, agreed and confirmed with associated organisations would be incredibly beneficial • Services need to link up better with the GP, they need to know what is happening and have a consistent approach. <ul style="list-style-type: none"> ○ Example given of a miscommunication between clinicians led to a severe reduction in someone’s medication without any consultation with the patient • Waiting times to see someone are an issue • People need support to “get through the door”, can be daunting to attend a new service/group without extra help. • Feeling from patients that TEWV don’t care • Patients find it strange that if there isn’t a bed in Harrogate/York then you would end up in Scarborough or Durham first rather than Leeds • Easier to connect with other organisations who may be connected to your care if local, there’s more available in Leeds • The boundaries between services do a lot of damage because of the contractual barriers. “If I needed care in another part of the country in A&E, I’m not told I can’t because I’m from Leeds, I still get it” • Experience shared of Durham paying in area patients to go on home visits which is very important for a service user’s recovery, but won’t fund out of area patients the same, would York be offering that? • A hospital in a nice environment is also important for people’s recovery, York is a good pick for that. • Ultimately, the staff need to be good, care needs to be provided in the right way. • The Wetherby area often gets forgotten about.
Memorial Hall	3	<ul style="list-style-type: none"> • The Wetherby area gets forgotten about with these things. • Care in the community is great, but only if the carers supporting people are supported. <ul style="list-style-type: none"> ○ One example from someone who was very overwhelmed was starting to think that for his own piece of mind, putting his wife in a home because of her dementia was the best thing. ○ Had tried to get carer support but needed to fill in a lot of forms and hasn’t spoken to the right people and spend money to get put on a register to get some respite care.
Victory Hall	1	<ul style="list-style-type: none"> • Encouraged the use of the Victory Hall for open days and events such as information days and getting involved. Helps join up a more disconnected and socially isolated community. • Be good if what is offered locally via organisations etc. were promoted via services, such as social prescribing and linked in locally
Bramham Medical Centre	20	<ul style="list-style-type: none"> • Previous experience of Leeds – they’ve been amazing – staff are so important, be truly person centred, especially for something like mental health. • Travel to York is ridiculous if you can’t drive • Wetherby Health Centre should be better used • Prefer services that are as local as possible • Difficulty knowing what you can and can’t access – if I had a crisis now or mental health problem I’d have no idea what the pathway is • Waiting lists/times are an issue • Need more “Get out of your head” schemes, things that give you something to do and support you to think about other things • Look at alternatives interventions – advice on “turning off your phone” impact that social media/technology could have (e.g. effect of blue point lighting from your phone on you staying up at night)

Village Hall	4	<ul style="list-style-type: none"> • Mental health care needs real investment and dedication to it, the additional investment sounds like it will be positive. • Single Point of Access sounds very positive • As part of a branch practice, feeling that the surgery is forgotten about, what do people have access to help support them mental health wise? • “There’s no community in Harewood, just muddy boots” • Will the pharmacy closing have an impact, ease of access to mental health medications?
Wetherby Town Hall	15	The format of this event differed slightly as individual conversations took place and people who attended were then encouraged to complete the online or paper survey to provide feedback on the proposals.

Voluntary Action Leeds (VAL)

NHS Leeds CCG commissions VAL to support its engagement activity through the ‘Leeds Voices programme. You can read about Leeds Voices here:

<https://doinggoodleeds.org.uk/leeds-voices/>

The key themes and recommendations from VAL’s report can be seen below:

Theme	Recommendation
Travel & transport to inpatient unit	Commissioners should further consider the impact of the planned move of inpatient mental health services from Harrogate to York on travel times, travel costs and the broader accessibility of the new facility for the communities engaged. Particular consideration should be given to the impact of the move on those reliant on public transport and people with restrictions to mobility.
Accessible, community based services	Extra consideration should be taken around the accessibility of community based mental health services within the area engaged.
Joined up care	Plans should be further developed and delivered with an understanding of the broad range assets and needs of the communities and people impacted upon; ensuring that care received is joined up and person centred. Additional consideration should be given to the role of broader community assets including community infrastructure, care homes, volunteers and community champions in delivering mental health support within the community.
Staying well at home	Consideration should be given to how NHS services, social care and third sector organisations can support improved self-care and connection with community assets.
Knowledge, skills and training	Development of plans should further consider the knowledge and skills required by staff and partners to deliver effective, person centred and joined up mental health care to people in the engaged areas.
Needs of families, friends and carers	The needs and interests of families, friends and carers should be further considered in the ongoing development of plans.
Funding & resources	Further consideration should be given to the funding package assigned to deliver this work, and whether this level of investment can enable objectives to be achieved.

You can read VAL's full report on their engagement activities here:
<https://www.leedscg.nhs.uk/get-involved/your-views/tewvmh2019/>

Themes

A number of common themes were mentioned from the people who responded.

a. Local Services

People told us that there needs to be more presence and mental health services provided out of the Wetherby area. Several people through the course of the engagement told us that the Wetherby area often feels "forgotten about".

People told us that they feel the **Wetherby Health Centre** is underused and would be an ideal place to host a mental health hub and signposting service once a week or provide something mental health related out of it. People commented that the nearest in Leeds involve commuting to Horsforth or elsewhere for support groups or other services.

"If something was in the area, such as Wetherby Health Centre, that could be accessed for support it would make a huge difference."

Carer, family member and health or care professional in another service

"It would be good to have local mental health services as my current care co-ordinator tells me it's a very long way to travel from Harrogate to see me."

Current or past service user

"Wetherby is desperate for services. I am desperate for services. Let this happen and happen quickly. Services should be available to everyone in all areas. Isolated, desperate, lonely, suicidal, stressed and anxious...welcome to Wetherby."

Current or past service user

"Having access to mental health services at Wetherby Health Centre would help with initial contact and help required."

Current or past service user, carer and family member

People told us they would like to see **support groups** run in the Wetherby area as it is easier for people to get to, accessible to all of may need it, easy to attend and easy to find out about. People told us that they can't access similar groups in Harrogate as easily or at all because of being in Wetherby.

"Peer support groups are very good, giving us confidence and enabling us to take more control of our lives and mental health conditions. Initially, support from a charity to set up and get under way would be needed until the group was running smoothly. Then the charity could step back somewhat but remain in touch in a supporting role."

Current or past service user

"I think there needs to be some dedicated groups for Wetherby area patients. Some groups, we can't access in Harrogate because our postcode or out of area GP excludes us, and others that are charity based just feel too far away when you aren't so well. If some mental health activity groups and support groups could meet in the Wetherby area that would be great."

Current or past service user and worker/volunteer in mental health services

People also told us that they would like to have **appointments nearer by** as travel can be a source of stress.

“A major problem is there is are appointments close to home, I’ve always had to travel into Leeds or a part of Leeds which is difficult for someone with anxiety as a one hour appointment can result in a whole day being taken up as I don’t drive so would have to get buses.”

Current or past service user

“A bus journey into Leeds and back can take three hours so Leeds based services are a day trip sometimes needing two buses and Mind in Horsforth, Community Links and Touchstone are Leeds centric. This is unfair to people who have travel phobia, low budget for fares, carers commitments. These services need to be operating in Wetherby.”

Current or past service user

b. Travel

Though the engagement is about proposals to develop community mental health services in the area, a number of people did address travelling to York for the new hospital if inpatient services were needed and how it is very difficult for people in the area who don’t drive.

Concerns were raised about accessing the new hospital via **public transportation** highlighting issues related to increased travel time and costs. People discussed the poor transportation routes and service in the area, including:

- Lack of buses/routes that go to York
- The frequency of said transportation
- Current ease and use of the 7 bus that goes through to Harrogate with more regularity
- The villages are quite disconnected as it is already, people talked about a lack of community in some of the villages.
- The impact it will have on carers/family having to visit the York hospital if not driving – length of time, cost and how that lines up with visiting times and regularity (if visiting on a regular basis).
- A preference to visit Leeds over York.

“How would relatives get to the specialist facility in York if they do not drive and live in the Wetherby area? There is a bus from Wetherby to the centre of York but it does not run very often so it would be virtually impossible for relatives to visit their loved ones. The article says under the “Inpatient Care” heading that keeping in touch with family, while they’re in hospital, is really important and the NHS want to do what they can to support this.”

Member of the public

“I’m worried about going all the way to York for inpatient services.”

Current or past service user and worker/volunteer in mental health services

“I worry about public transport for visitors and patients who are admitted to hospital miles away from home. Really would prefer inpatient facility in Harrogate, don’t want to have to go to York, Middlesbrough or Scarborough.”

Carer and family member

“Public transport for inpatient in York will be difficult. Will patient transport be available?”

Worker/volunteer in mental health services

“Physical access to services needs to be considered – we live in a rural community with poor public transport links. Travel training schemes and additional funding may be required to support service users to attend groups, thereby reducing social isolation and increasing confidence”

Member of the public

Ahead of conducting this engagement, we anticipated travel being raised as a concern by people. We did a comparison of the current and proposed travel routes for people to access inpatient services for reference. You can view this in **Appendix B**.

In the drop-in sessions we asked people to discuss where they would prefer to travel to between Leeds and York and why. This was in anticipation of travel being raised as a concern and was used as a method to engage with people to further explore the proposals for community services.

Generally, there was fairly even split between a preference for York or Leeds. Some of this was about preference for the services provided, but was largely based around whether people could drive or not.

- People preferred Leeds because it was easier to get to and was better known to people.
- People preferred Leeds because it had a good reputation generally (not necessarily for mental health care specifically).
- People preferred York because it was easier to get to for drivers.
- People preferred York for the purpose built mental health hospital.
- A lot of people told us that Harrogate was their preferred choice, even though this wasn't a choice in the question.
- A number of people told us that they didn't have a preference providing the right service was available.
- People told us they would like to be able to choose where to go if there was availability.

c. Staff

People told us that the staff in mental health services played a big role in their experiences of mental health services as well as the impact that they can have on people's wellbeing.

They told us that there needs to be **good investment** in the staff. People said that staffing in the community teams has been very unstable and there has been a lot of change; with lots of people leaving, retiring or moving which can cause disruption to patients if they don't get a good handover and have to "start over" making developing a therapeutic relationship difficult.

"It is important that the same person, or maybe two, help to support with care."

Carer

"There needs to be more investment in the mental health staff- I have had four different community mental health nurses in the space of two years which is upsetting, disruptive and causes a delay in my recovery as I have to "start all over again" with a new nurse. This change of staff was due to nurses going off sick with stress or leaving the profession due to workload and pressure! Ironic really considering their specialism."

Current or past service user

People told us about rising demands and long waiting times to be seen or receive therapy. They told us that **more staff** would be needed to meet these demands.

"Will there be enough support for those needing it in their own home and where will the resources come from? Demand is high and currently there is not enough provision so the concern is that waiting lists get longer and people won't get a good service."

Current or past service user

Due to the boundary between Wetherby and Harrogate, ease of access and availability of transportation, patients get some of their support and access from Leeds. People told us that the staff in Harrogate and working for TEWV NHS Foundation Trust need to be **better informed to support people in Wetherby** as they often don't know what is available to access in Leeds or for the people of Wetherby.

This was raised as a concern as people told us that the TEWV NHS Foundation Trust staff only know what is in their area and therefore can't direct people to these things. People told us that they have to do a lot of the work themselves to find out what they can access, which can be difficult if you're not well.

"There should be a file in Harrogate CMHT with all Leeds services that Wetherby patients can access whilst under TEWV's care. That way, any care co-ordinator with a Wetherby area patient that is missing out on something because they are out of area knows the alternative referral for them to access through their Leeds postcode."

Current or past service user and worker/volunteer in mental health services

"No one seems to know. What am I supposed to do? There's no support."

Carer, speaking at Collingham drop-in

"TEWV's team don't know what services we can or can't access (NB: it should be whichever service we need and then cross-charge to whoever holds the contract) and therefore we often have to figure it out ourselves. If your staff are working with us in our area they need to know what is available to us, there needs to be some joined-up work going on and continuity of care – link in with the GPs in the area and the services in Leeds."

Carer & health or care professional in another service

d. Communication

People told us that it isn't clear what services you can and can't access, or what services are available and there needs to be clear communication around this.

People told us there needs to be **better promotion** about availability of mental health services; what is available to people and where those services are. People suggested a clear list of all services that Wetherby patients can access whilst under TEWV's care.

"Publicise the services more, rather than just stumbling across them."

Member of the public

"I'm fortunate enough to not have had any experience with mental ill health, I assume if I needed to get help I'd come to the GP but I wouldn't know what services there were available to me in the context of mental health; can I go to A&E or somewhere else if it's something urgent?"

Member of the public, speaking at Bramham drop-in

"How do people find out it? Where to contact? Very little information except on website – can be confusing – don't use the internet. Come to the library for information or in doctor's surgery"

Member of the public

"I was once given a number for IAPT from my GP and rang for days. I eventually went in and it was an old leaflet with the wrong number. This shouldn't happen. Very stressful."

Carer

e. Reduced Access to Services

People told us that, because of the issues created by the boundary between Wetherby and Harrogate services, people aren't getting a complete service.

People commented that they can only access inpatient and community mental health services from Harrogate, and if a social worker is needed then this would come from Leeds. Some people told us that **this isn't being communicated** to them and TEWV NHS Foundation Trust don't know what services people can access in Leeds as it isn't their region.

"Wetherby area patients can't access a social worker like other TEWV patients as their postcode falls out of area and excludes them. Even with the money invested into the services, will there still be this gap in care for patients from Wetherby, and also the lack of transparency on this issue for Wetherby patients? I was not told until my discharge that I should've had a social worker. If Wetherby patients can't access the full package of care, should they really be continued to be seen under TEWVs?"

Current or past service user & worker/volunteer in mental health services

"I keep getting bounced between different services in Harrogate and Leeds, one tells me it's the other that should be helping me. I'm starting to think that for my own wellbeing it would be easier to put my wife into a care home to care for her and her dementia."

Carer, speaking at Collingham drop-in

"I am incredibly frustrated by the division in services. If you need further support, such as community or inpatient, then you're with TEWV, but TEWV don't work with anyone else, not even services in their own remit. How are you supposed to get a 'package of care' or person centred services when they wash their hands of you because you happen to live somewhere slightly less convenient for them?"

Carer, speaking at Boston Spa drop-in

People told us that it was **confusing** to know where you get help as services seem unsure because of the Wetherby geography and who provides what to which area. Some people said they would like to be able to choose where they receive their mental health services.

"I think it would be good if all of Wetherby is included rather than being in teams from Leeds or Harrogate services. I fit in Harrogate catchment area for some of my care issues but then sometimes I go to Leeds. It's confusing."

Current or past service user

"Why can't people in Wetherby access Leeds services if it is preferred? Someone said it's something to do with boundaries but I don't understand that. It isn't the same for physical health (what if I was somewhere else in the UK, I'd still get seen right?). I'd hate to think that people are having care detrimental to them because they can't see family/friends or because they're very far away because the preferred choice is Middlesbrough over Leeds because there isn't a bed nearby in the 'patch'."

Carer & health or care professional in another service

People told us that they would like **ongoing support** throughout their care. People told us that they had been **discharged from CMHT without any support** or coping mechanisms developed to help keep them well and in recovery.

"Whilst it's important people really needing crisis support get help, this isn't at the detriment to people with severe ongoing problems. If I wasn't to continue getting the support I do every

2-3 weeks then I don't think I would be able to continue working and would end up isolated at home all the time. Don't forget about people like me please."

Current or past service user

"I was discharged from CMHT without a care plan, even though I'm on the care plan approach programme. I hear a voice and experience psychosis and have been under CMHT for 15 years but never had any work to help my cope with the voice when it appears but yet I was discharged entirely from services with no support. How am I supposed to 'cope' with the voice if it comes back without any strategies that work, nothing I've done before has worked when it has gotten bad."

Current or past service user & worker/volunteer in mental health services speaking at Boston Spa drop-in

"I think the proposals need to include something around being proactive and truly person-centred as there is a risk of people being discharged without any support because the team just isn't able to do anything, not because the person is in a place where they are recovered."

Carer & health or care professional in another health care service

People also told us that the **waiting times** to be seen for therapies are too long.

"The waiting times for CBT are a disgrace, unless you can afford to go private."

Current or past service user

"I know there are certainly capacity issues, but no update and just sat waiting twiddling your thumbs to be seen surely isn't the best way to support someone who needs that help now. How we can work on preventative measures if people have to endure their poor mental health for those coveted nine sessions in six months' time."

Carer & a health care or professional in another health service speaking at Bramham drop-in

"[My mum, who had dementia] had to wait six weeks to see a psychologist and we had to travel into Leeds, there was one person and she didn't have another repeat consultation with that person for maybe another 7,8,9 10 weeks."

Older person/carers at Wetherby Town Hall focus group

Assessment of Equality Impact

Evidencing that we have considered the impact our activities will/may have on patients and the public; and identifying changes we can make to reduce/remove any negative impacts is a **statutory duty**. This engagement was a joint effort between NHS Leeds CCG and TEWV NHS Foundation Trust. TEWV NHS Foundation Trust led on the engagement and therefore completed the equality analysis. The considered the protected characteristics and did not identify any group that would be negatively impacted by the proposed changes. You can view the equality analysis here:

<https://www.leedsccg.nhs.uk/content/uploads/2019/09/appendix-10-equality-impact-assessment.pdf>

Additionally, we produced our own engagement plan and considered the population of Wetherby and identified some groups that we wanted to work with. You can view our engagement plan here:

https://www.leedsccg.nhs.uk/content/uploads/2019/06/Developing_community_MH_for_Wetherby_V2.5.pdf

We asked Voluntary Action Leeds to hold focus groups with the following communities:

- **Older people (aged 65+)** – because this is a service for older people. Also because we are moving inpatient facilities to York and travel may impact on some older people.
- **People with mental health difficulties** – because this service change directly affects them and we know that sometimes this group can be seldom heard.
- **People with long term conditions**- Around 30% of all people with a long term physical health condition also have a mental health problem, most commonly depression/anxiety (The Kings Fund).
- **Carers** – because we are moving inpatient facilities to York carers may need to travel further to see patients. (note: TEWV and HaRD committed to ensure that families and carers are made aware of any financial assistance or support with travel that they may be eligible for/have access to as well as any public transportation that is available)
- **Men** – The male suicide mortality rate in Leeds was nearly five times that of females (State of Men's Health in Leeds, 2016). In addition we know from experience that men are less likely to share their views during engagements

We also promoted the survey with voluntary sector groups who work with the following communities:

- People with learning difficulties
- Lesbian, gay, bisexual and transgender (LGBT) communities
- Young Asian women
- Young black men
- Asylum seekers
- Gypsy and Traveller women

5. What are the key themes from the feedback?

A number of themes can be identified through the engagement process:

- **Support for the proposals** – people told us that they thought the proposals to develop adult and older people’s community mental health services would help them recover or stay well at home.
- **Local services** – people in the Wetherby area told us that they would like to see more services delivered within the Wetherby area. They would like to see Wetherby Health Centre used for mental health services as most community services involve travelling out of area.
- **Transport** – people told us that transportation is a big concern regarding the proposed changes, including the move of inpatient services to York. People told us that the Wetherby area is poorly served by public transportation and accessing services outside of the area can be time consuming, costly and stressful.
- **Staff** – people told us that the staff in mental health services are vital for recovery. They told us that they would like to see investment in the staff so they are supported enough to carry out their job as well as there being enough staff to meet the needs of the service. They also told us that the staff need to be trained in what services people can and cannot access in Wetherby given the geographical boundary between services.
- **Communication** – people told us that it isn’t clear what services are available to people in Wetherby and there should be better promotion and help from services to access what is available.
- **Reduced access to services** – people told us that due to the boundary differences between Leeds and Harrogate they were not always getting a ‘full package of care’ and services need to be better joined up and clear about what people should be getting and where from (Leeds or Harrogate) as it is confusing for people. They told us that they had to do a lot of research themselves to get help, which is not easy if you’re struggling with your mental health.

6. Recommendations

Developing community mental health services:

Following the engagement the mental health commissioning teams are asked to consider ways to:

- Bring community mental health services to the Wetherby area, including the use of the Wetherby Health Centre as a 'hub'.
- Develop clear support systems and services to ensure that people with learning disabilities, autism and/or mental health problems receive supportive and person centred care.
- Ensure that a 'service boundary' does not stop people getting the care they need.
- Work with partner organisations involved in delivering mental health services to ensure that people in Wetherby have a seamless and joined up 'package of care'.
- Ensure that services are delivered in a person-centred way, guaranteeing people receive the care and mental health services/support they need, for as long as they need, avoiding early discharges if service users don't feel ready.
- Develop a list that details what services service users in Wetherby can access so staff are better informed as to what they can recommend.
- Deliver a programme of preventative interventions across Wetherby to reduce likelihood of further mental health service use and improve resilience.
- Bring a befriending and support group network to the Wetherby area that could better connect the rural villages and the town of Wetherby, reducing social isolation and improving community feeling.
- Allow people the choice of where they receive mental health services from.
- Support service users, carers and family members to travel to and access inpatient/hospital based services in York, such as a patient transportation system.
- Better promote mental health services in the Wetherby area.
- Recruit and support the right staff to deliver on the proposals.
- Ensure that information on leaflets, websites and conveyed by staff is clear, up to date and readily available in a variety of formats.

Supporting the Wetherby area:

- Engage with the people and organisations in Wetherby more regularly to develop a better understanding of the area and its people.
- Engage with the people of Wetherby to work on service development in the area.
- Work with local services and transportation organisations to influence better public transportation in the Wetherby area.

7. Learning from the engagement

We will ensure that things we have learned in the process of carrying out this engagement are considered for future work.

- **On-street engagement** – we found that visiting the different organisations and businesses in each of the villages we were doing a drop-in to be an effective way to meet people and raise awareness of the engagement. Where relevant, we will consider doing this for future engagements.
- **Drop-ins** – despite a comprehensive promotion campaign across all the villages and Wetherby, a number of the drop-in sessions had a low turnout. There could be several reasons for this, times of the drop-ins, location or time of year (the engagement took place over the summer months where a lot of people may go on holiday). The best attended drop-in sessions were the two held out of GP practices. To ensure we get the best engagement possible we will ensure that we promote the drop-ins as much as possible and try to use the GP practices in addition to other venues, if appropriate to do so. We also ensure that it is clear for people to get involved if they do not feel able to attend events such as drop-ins.
- **Promotion** – some of the feedback we received at drop-ins was that they didn't know the drop-in and the engagement was taking place. Although we had worked with GP practices to encourage the use of promotional options available to them, such as text messages, the feedback we have received indicates that these didn't go out or were limited. For future engagements, we will work with GPs to ensure an effective process can be adopted.

8. What will we do with the information?

The report will be shared with anyone involved in the project. The report will be included in our next e-newsletter which is sent out to patients, carers, and the public and voluntary, community and faith sector services. The report will also be available on the NHS Leeds CCG and Tees, Esk and Wear Valley NHS Foundation Trust websites.

The project team will use the report to develop community mental health services in the Wetherby area as part of the wider work to develop community mental health services in the Harrogate and rural district areas. An update will be produced once the project has begun to show to what extent the recommendations have been implemented. This briefing will be shared in the same ways noted above.

The patient feedback will also be used to inform a wider strategy for enhancing communication, access and the quality of services.

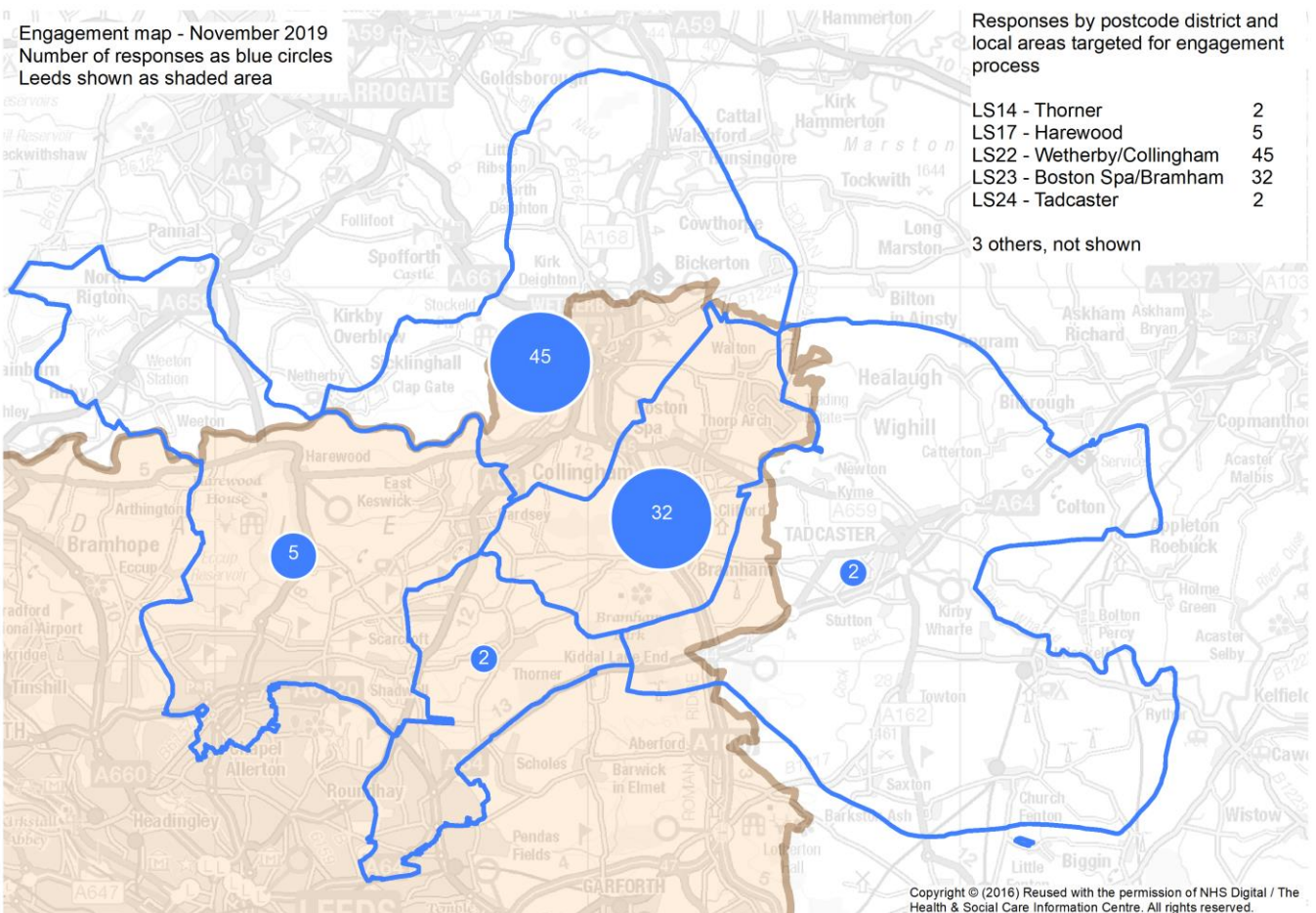
Appendices

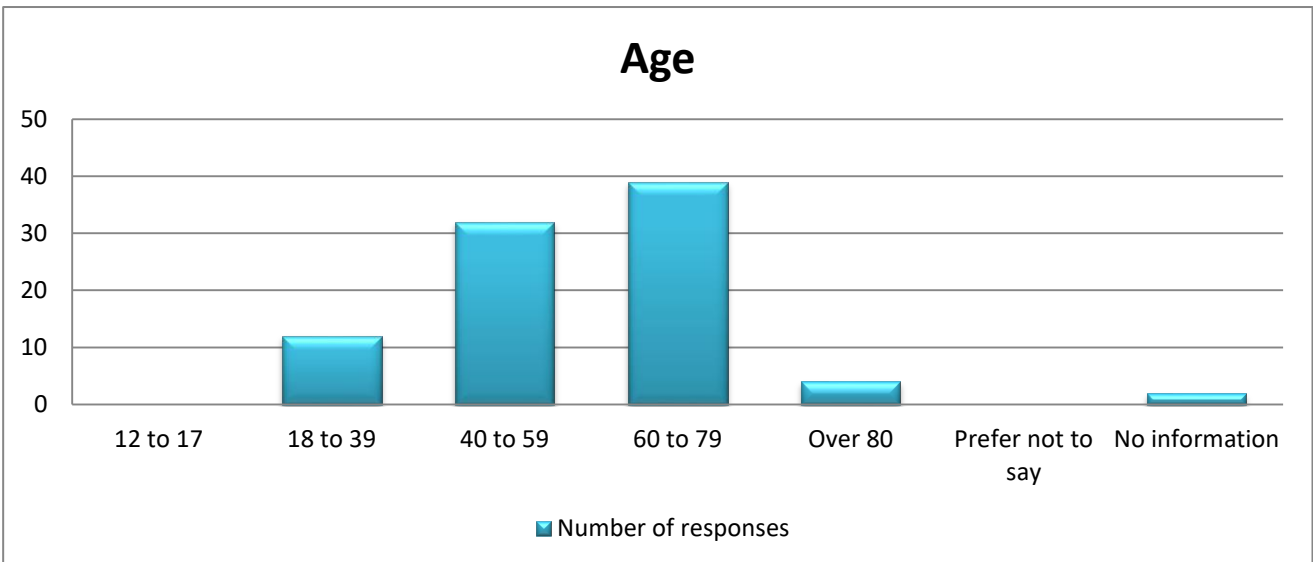
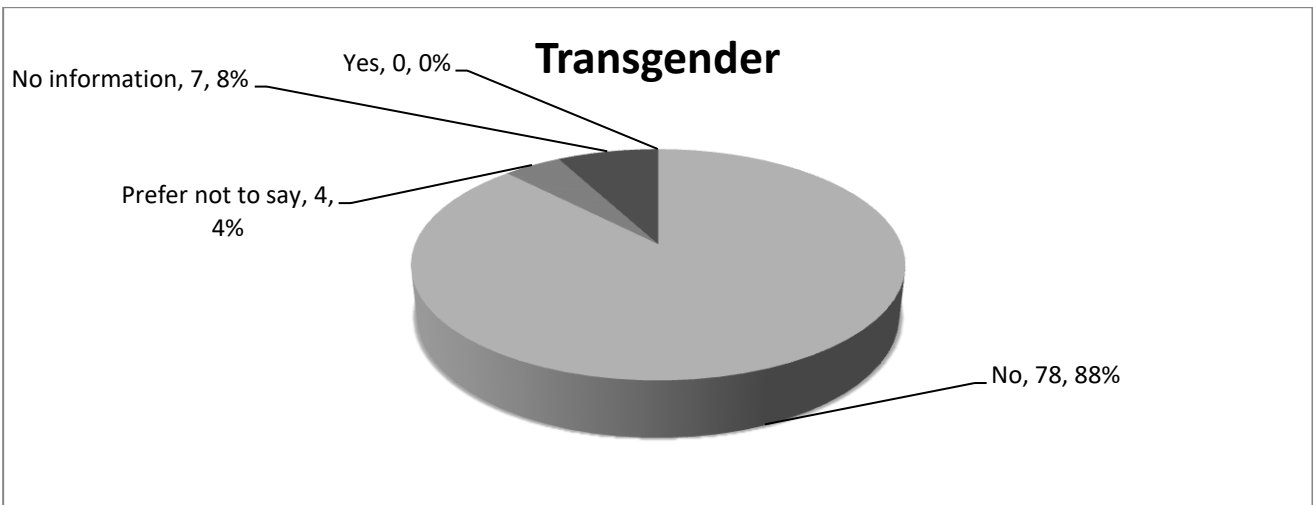
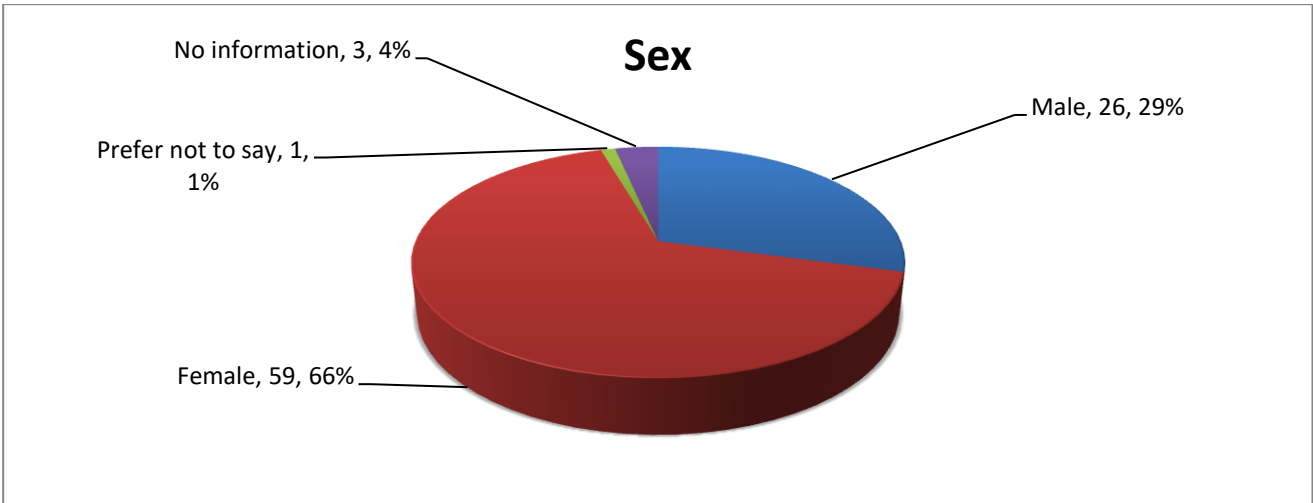
Appendix A

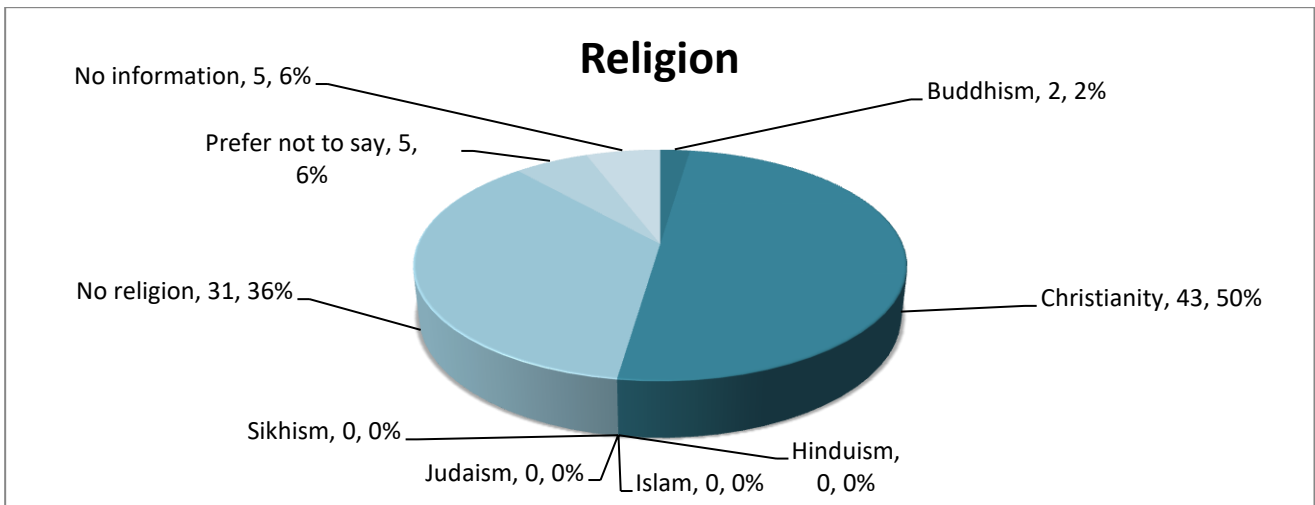
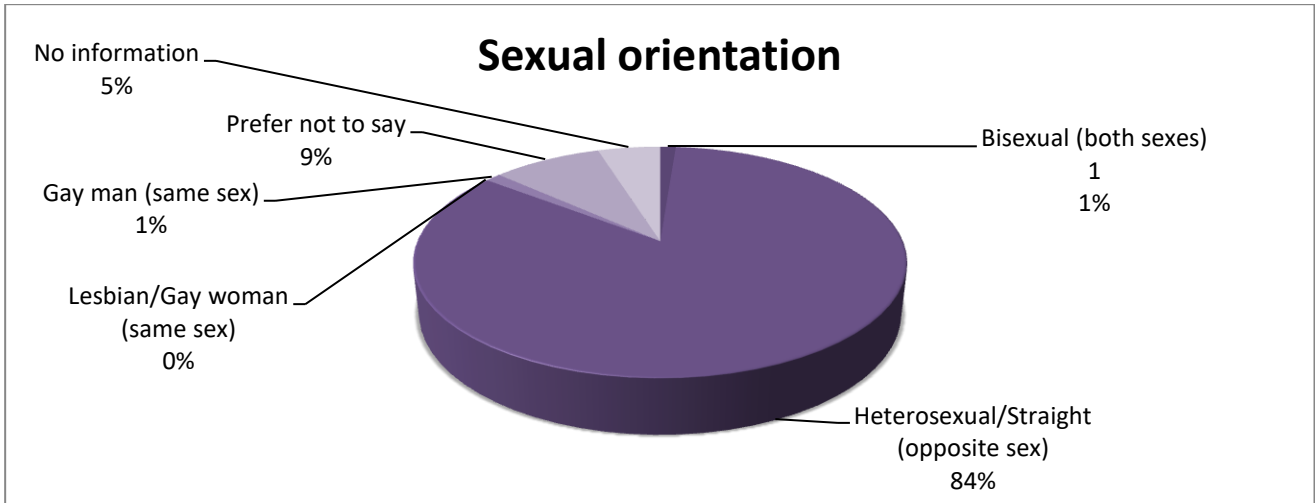
Detail about the people who were involved

We want our events to be attended by a representative section of our population. When we ask people to get involved we also ask people to give us some information about themselves so that we have a better understanding of which groups are not represented. Using this information we will work hard at future events to invite people from under-represented communities. Patients are able to opt out of giving personal information.

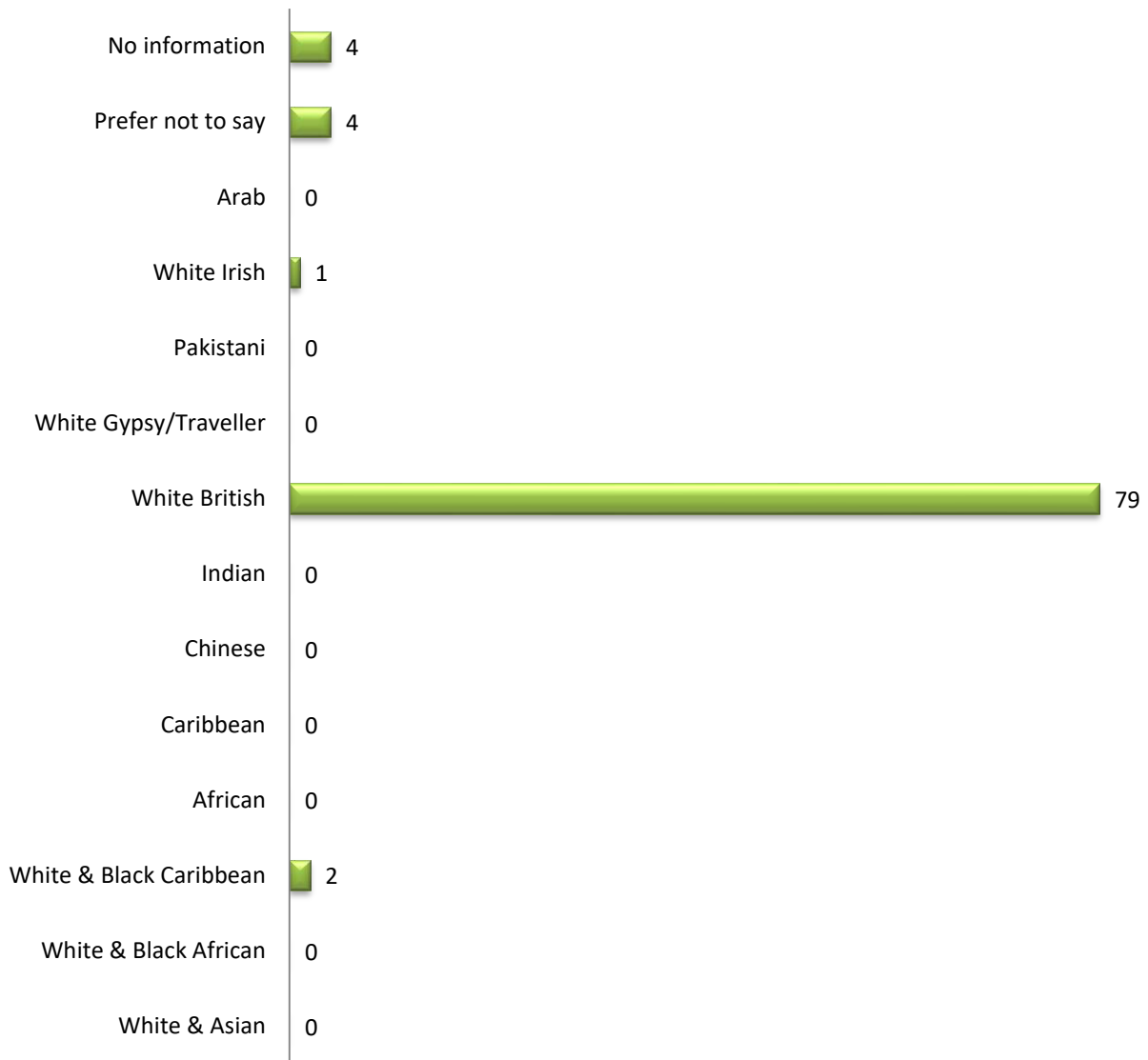
Postcodes map

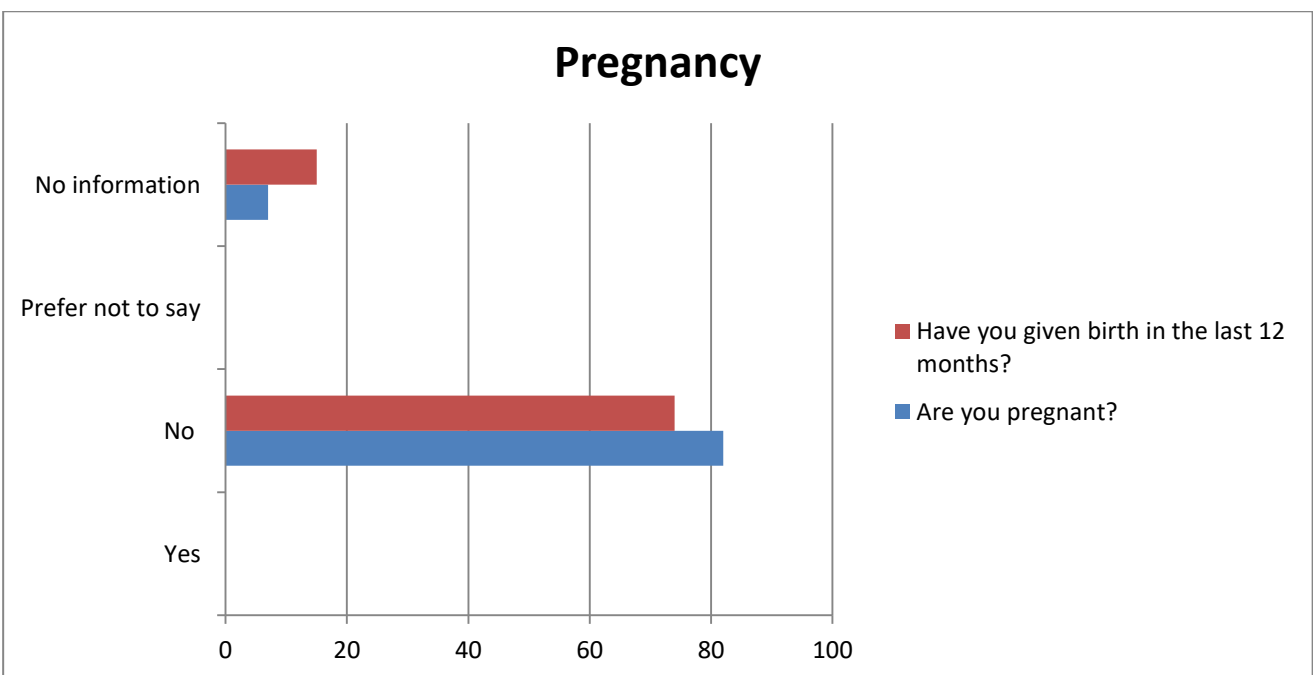
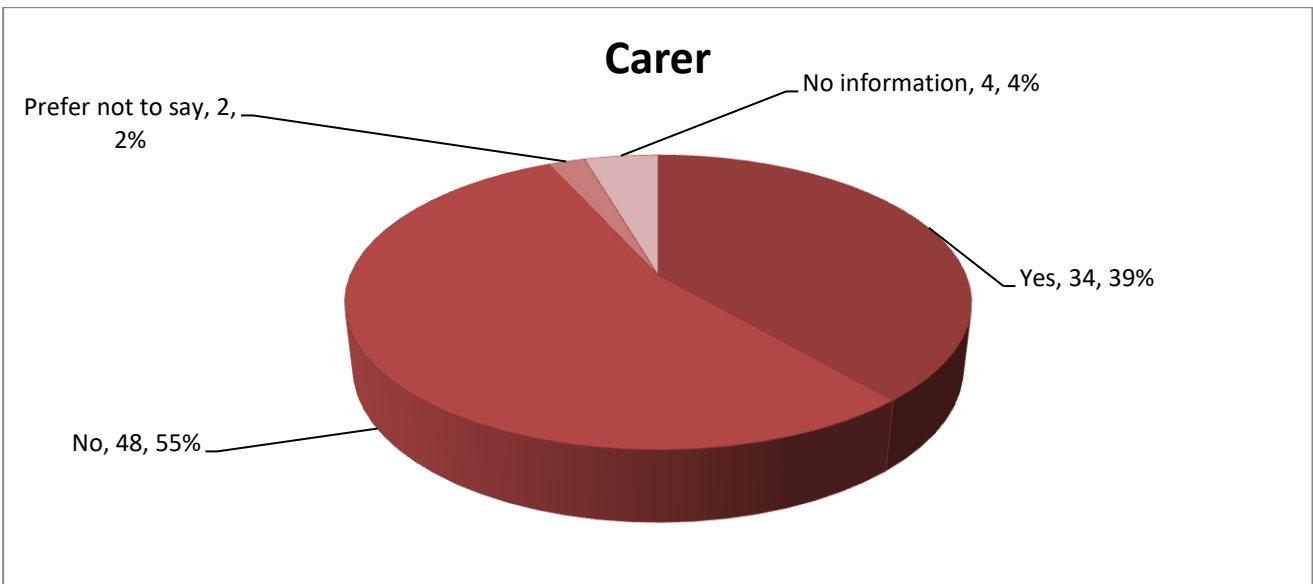
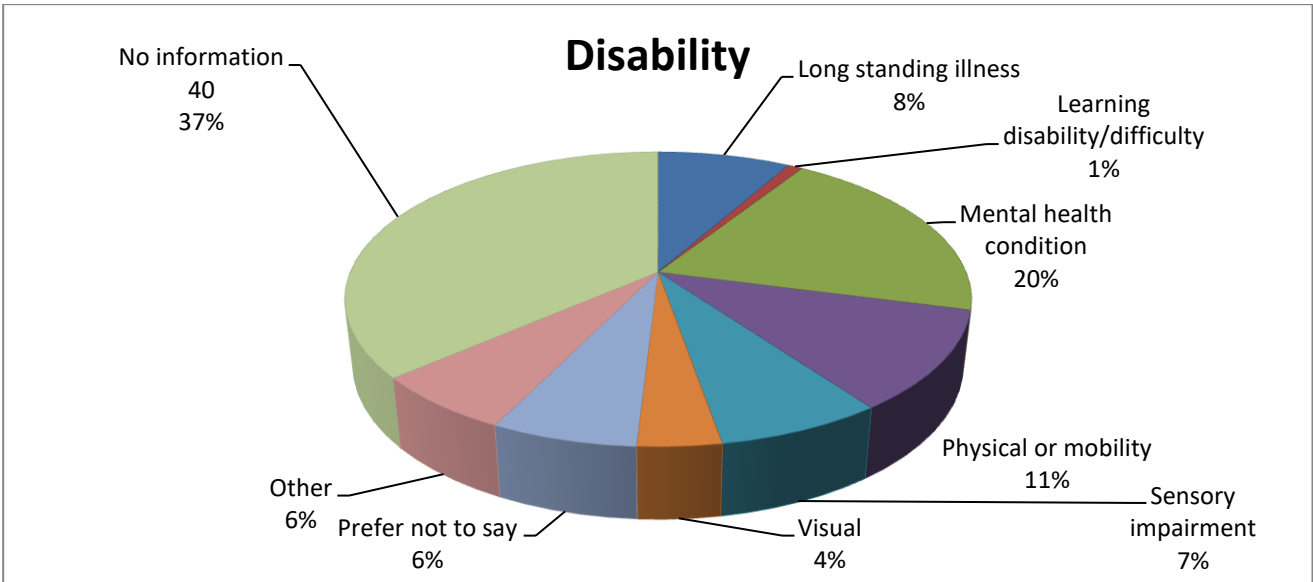






Ethnicity





Who was under-represented in this engagement?

A number of people chose not to complete the equality monitoring section of the survey used by NHS Leeds CCG and therefore it is difficult to ascertain which population groups in Leeds were under-represented. As always, we will strive to engage with as many different populations as we are able, relevant to the engagement and affected areas of Leeds.

Appendix B

Travel comparisons between Harrogate and York for each of the villages and Wetherby in the area. Details correct as of 05.07.19. The routes listed below are the most direct and quickest routes.

Travel to Harrogate District Hospital

Harrogate District Hospital – HG2 7SX	Bramham	Boston Spa	Wetherby	Thorner	Collingham	Harewood
Bus route number	7				1 st - X98/X99	1 st – 36
					2 nd - 7	2 nd – 1C
Travel time by bus	55 mins	45 mins	30 mins	1 hour 7 mins	55 mins	42 mins
Costs by bus	£8 return (can't use concession cards before 9:30am)				Fare for X98/X99 £8 return for 7	£4.70
Frequency of buses	Buses run fairly frequently throughout the day (up to every 30 mins). Goes down to once an hour after 6pm. Buses travel up Wetherby Road which is often very congested and make a significant impact on travel time (important when trying to attend appointments at Harrogate Hospital or elsewhere) Last bus leaves Harrogate at 10:30pm					Buses run fairly frequently throughout the day (up to every 30 mins). Goes down to once an hour after 6pm.
Travel time by car	30 mins (12 miles)	30 mins (12 miles)	25 mins (8 miles)	33 mins (14 miles)	25 mins (11 miles)	18 mins (8 miles)
Costs via taxi (Uber)	£26 (one way)	£24 (one way)	£18 (one way)	£30 (one way)	£20 (one way)	£20 (one way)

Travel to site of new hospital in York, Haxby Road

York – Haxby Road YO31 8LA	Bramham	Boston Spa	Wetherby	Thorner	Collingham	Harewood
Bus route number	1 st - 7 to Wetherby	1 st - 77 to Tadcaster	1 st - 412 to York Rail Station	1 st – 7 to Leeds	1 st - X98/X99 to Wetherby	1 st – 36 to Leeds
	2 nd - 412 to York Rail Station	2 nd - 843 to York	2 nd - 1 to Haxby Road	2 nd – ZAP to York	2 nd - 412 to York Rail Station	2 nd – ZAP to York
	3 rd - 1 to Haxby Road	3 rd - 1 to Haxby Road		3 rd - 1 to Haxby Road	3 rd - 1 to Haxby Road	3 rd - 1 to Haxby Road
Travel time by bus	1 hour 50 mins	1 hour 20 mins	1 hour 5 mins	1 hour 58 mins	1 hour 20 mins	1 hour 45 mins
Costs by bus	<p>As York is out of the West Yorkshire Metro area, tickets have to be bought separately with each bus company. Can't use concession cards before 9:30am.</p> <p>7 - £4.70 return to Leeds (7 (First), 36, X98/X99, 412 and 77 probably similar price) ZAP - £10 return to York</p> <p>NB: After the last buses for the most 'direct' routes (above), an alternative route is the as the Thorner route – (into Leeds then ZAP to York) – Collingham would do the same but via X98/X99 to Leeds instead of the 7. Journey times increase based on where travelling from along the bus route, up to 35/40 mins from Wetherby.</p>					
Frequency of buses	Last bus back from York to Wetherby is 4:20pm	Last bus to Tadcaster is at 3:20pm and the last one back to Boston Spa is at 3:50pm	Last bus back from York to Wetherby is 4:20pm	Last bus from York to Leeds is 9:07pm	Last bus back from York to Wetherby is 4:20pm	36 runs every 10 mins through the day and 30 mins in an evening
	7 and ZAP run up to every 30 mins during the day and around once an hour after 6pm					
Travel time by car	35 mins (24 miles)	35 mins (21 miles)	35 mins (17 miles)	45 mins (23 miles)	40 mins (22 miles)	40 mins (31 miles)
Costs via taxi (Uber)	£26 (one way)	£24 (one way)	£18 (one way)	£30 (one way)	£20 (one way)	£49 (one way)

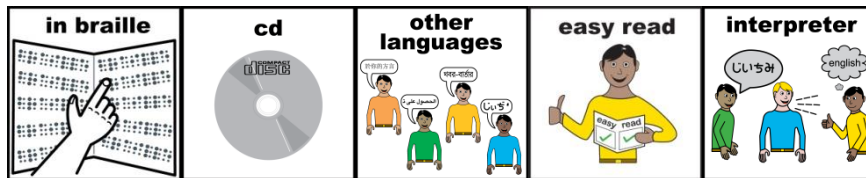
Alternative formats

An electronic version of this report is available on our website at <https://www.leedscg.nhs.uk/get-involved/your-views/tewvmh2019/> or please contact us direct if you would like to receive a printed version.

If you need this information in another language or format please contact us by telephone: **0113 843 5470** or by email: leedscg.comms@nhs.net

Jeśli w celu zrozumienia tych informacji potrzebuje Pan(i) pomocy w innym języku lub innej formie, prosimy o kontakt pod numerem tel.: **0113 843 5470** lub poprzez email na adres: leedscg.comms@nhs.net

اگر آپ کو ان معلومات کو سمجھنے کے لیے یہ کسی اور زبان یا صورت میں درکار ہوں تو برائے مہربانی سے اس نمبر پر فون کر کے رابطہ کریں: 84354700113 یا اس پتہ پر ای میل لکھیں: leedscg.comms@nhs.net



Further information

If you would like any more information about this project, please contact:
NHS Leeds CCG, WIRA House, Leeds, LS16 6EB
email: leedscg.comms@nhs.net

website. <https://www.leedscg.nhs.uk/get-involved/your-views/tewvmh2019/>

Report of Head of Democratic Services

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

Date: 7 January 2020

Subject: Chairs Update – January 2020

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

1. Purpose of this report

1.1 The purpose of this report is to provide an opportunity to formally outline some of the areas of work and activity of the Chair since the previous Scrutiny Board meeting in November 2019.

2. Background information

2.1 Invariably, scrutiny activity can often occur outside of the formal, regular Scrutiny Board meetings. Such activity may involve a variety of activities and can require specific actions of the Chair of the Scrutiny Board.

3. Main issues

3.1 This report provides an opportunity to formally update the Scrutiny Board on the Chair’s activity and actions since the previous Scrutiny Board meeting held in November 2019. It also provides an opportunity for members of the Scrutiny Board to identify and agree any further scrutiny activity that may be necessary.

3.2 The Chair and Principal Scrutiny Adviser will provide a verbal update at the meeting on the above matters and any further issues that might arise, as required.

3.3 The Scrutiny Board is asked to consider the update provided and identify/ agree any matter where specific further scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

- 3.4 As detailed elsewhere on the agenda; when considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

4. Corporate Considerations

4.1 Consultation and engagement

- 4.1.1 The update provided at the meeting is a factual report and therefore is not subject to consultation. However, it should be noted that matters often identified as part of the update can arise as a result of specific engagement activity with the Scrutiny Board that requires specific action from the Chair between the Scrutiny Board’s formal meeting cycle.
- 4.1.2 Any specific consultation and engagement activity will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all work undertaken by Scrutiny Boards will ‘...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’.
- 4.2.2 Matters set out in the Council’s Equality and Diversity Scheme will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate.

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.

Climate Emergency

- 4.3.2 This report has no specific climate emergency implications at this time. Any appropriate matters will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate.

4.4 Resources, procurement and value for money

- 4.4.1 This report has no specific financial implications at this time. Any appropriate matters will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate.
- 4.4.2 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 considering any additional detailed inquiry activity 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. Any appropriate matters will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate.

4.6 Risk management

- 4.6.1 This report has no specific risk management implications. Any appropriate matters will need to be taken into account if/ when any additional scrutiny activity is deemed appropriate.

5. Conclusions

- 5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. This update provides an opportunity to highlight any emerging issues for the Scrutiny Board to consider.

6. Recommendations

- 6.1 The Scrutiny Board (Adults, Health and Active Lifestyles) is asked to note the content of this report and the verbal update provided at the meeting; and identify any specific matters that may require further scrutiny input or activity.

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.

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Report of Head of Democratic Services

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

Date: 7 January 2020

Subject: Work Schedule – January 2020

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

1. Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the remainder of the current municipal year.

2. Background information

2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3. Main issues

3.1 During the Board’s initial meeting in June 2019, Members discussed a number of possible areas of work for the Board to undertake during the current municipal year. The work schedule for the current municipal year has evolved over the course of the year, with the latest iteration attached at Appendix 1.

Developments since the previous Scrutiny Board meeting

3.2 The latest iteration of the Board’s work schedule is attached as Appendix 1 for consideration.

3.3 While there are no significant additions to report since the previous Scrutiny Board meeting in October 2019, some matters that may subsequently impact on the work schedule will also be outlined as part of the Chair's update report, considered elsewhere on the agenda.

3.4 Other specific matters to consider are detailed below.

Women's Reproductive Health

3.5 At its meeting in July, the Board agreed to give specific consideration to Reproductive Health identified within the Women's Health Matters report. This followed a specific request for scrutiny in relation to endometriosis. Arrangements to progress this work early in the new year are being taken forward.

Aireborough Leisure Centre

3.6 At its meeting in November, the Board agreed to give specific consideration to matters associated with the Aireborough Leisure Centre project. Arrangements to progress this work early in the new year are being taken forward. This is likely to involve an additional meeting, dedicated to considering the matters agreed by the Board.

Unscheduled matters

3.7 Further to the discussions at the November meeting, a review of the unscheduled items and the overall work programme has been undertaken. The outcome of this work is presented in the latest iteration of the work programme – presented at Appendix 1.

Executive Board and Health and Wellbeing Board

3.8 Draft minutes from the Executive Board meeting held on 25 November 2019 are appended to this report (Appendix 2).

3.9 Draft minutes from the Health and Wellbeing Board meeting held on 11 December 2019 were not available at the time of publication of this report; but may subsequently become available and distributed as supplementary information ahead of the Scrutiny Board meeting.

3.10 Insofar as the above minutes relate to the remit of the Scrutiny Board, Members are asked to consider and note the content; identifying any matters where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

3.11 When considering any developments and/or modifications to the work schedule, effort should be undertaken to:

- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Avoid pure "information items" except where that information is being received as part of a policy/scrutiny review.

- Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

3.12 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

3.13 As mentioned above, the latest iteration of the Board’s work schedule is attached as Appendix 1 for consideration. The Scrutiny Board is asked to consider the details in this report, the associated appendices and matters discussed at the meeting in order to agree its future work schedule for the remainder of the municipal year.

4. Consultation and engagement

4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) 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.

Climate Emergency

4.3.2 When considering areas of work, the Board is reminded that Active Travel now forms part of the Health, Wellbeing and Adults portfolio area.

4.4 Resources, procurement 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 This report has no specific risk management implications.

5. Conclusions

5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for the Board's consideration and agreement – subject to any identified and agreed amendments.

6. Recommendations

6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2019/20 and further discussion.

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.



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2019/20 Municipal Year (October 2019)

25 June 2019	23 July 2019	August 2018
Meeting Agenda for 25/06/19 at 1.30 pm.	Meeting Agenda for 23/07/19 at 1.30 pm.	No Scrutiny Board meeting scheduled
Appointment of Co-opted members (DB) Scrutiny Board Terms of Reference (DB) Request for Scrutiny – Health Impacts of 5G Performance Report (Adults, Health & Active Lifestyles) (PM) Quality of services for adults and older people, including CQC Inspection Outcomes (Feb– April 2019) (PM) Proposals for Community Dentistry (C)	Request for Scrutiny – Inquiry into Endometriosis NHS Integrated Performance Report (PM) Mental Health Services for Adults and Older People in Wetherby (PSR) Dementia Strategy (PSR) Adults & Health – Financial Outturn (2018/19) – (PM)	
Working Group Meetings		
Site Visits / Other		

Scrutiny Work Items Key:

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



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2019/20 Municipal Year (October 2019)

17 September 2019	22 October 2019	26 November 2019
Meeting Agenda for 17/09/19 at 1.30 pm.	Meeting Agenda for 22/10/19 at 1.30 pm.	Meeting Agenda for 26/11/19 at 1.30 pm.
Development of Leeds Mental Health Strategy (PSR) Mental Health Crisis in Leeds – Healthwatch Leeds report (DB) Local Care Partnerships – progress report (PM) Bereavement Arrangements at LTHT – Action Plan (PSR)	Proposals for Community Dentistry – update on engagement / consultation and proposed next steps (C) IAPT – mobilisation arrangements (PM) Leeds Health and Care System Review – progress against action plan (PM) Leeds Health and Care Plan – Progress Report (PM)	Quality of services for adults and older people, including CQC Inspection Outcomes (May – Sept 2019) (PM) Urgent Treatment Centres – update (PSR) Winter Plans (PDS)
Working Group Meetings		
Site Visits / Other		
West Yorkshire JHOSC – 10 September 2019		West Yorkshire JHOSC – 19 November 2019

Scrutiny Work Items Key:

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



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2019/20 Municipal Year (October 2019)

December 2018	7 January 2020	11 February 2020
No Scrutiny Board meeting scheduled	Meeting Agenda for 7/01/20 at 1.30 pm.	Meeting Agenda for 11/02/20 at 1.30 pm.
	Performance Report (Adults, Health & Active Lifestyles) (PM) Adults Health & Active Lifestyles Financial Health Monitoring (PM) 2019/20 Initial Budget Proposals (PDS) Best Council Plan Refresh (PDS) Mental Health Services for Adults and Older People in Wetherby – update on engagement / consultation and proposed next steps (C)	Leeds Safeguarding Adults Board Annual Report and Strategic Plan – mid-year review (PSR) NHS Integrated Performance Report (PM) LTHT report on access to specialist services, including dermatology and spinal surgery
Working Group Meetings		
Site Visits / Other		
		West Yorkshire JHOSC – 18 February 2020

Scrutiny Work Items Key:

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



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2019/20 Municipal Year (October 2019)

31 March 2020	April 2020	UNSCHEDULED
Meeting Agenda for 31/03/20 at 1.30 pm.	No Scrutiny Board meeting scheduled	
<p>Quality of services for adults and older people, including CQC Inspection Outcomes (Oct 2019 – Jan 2020) (PM)</p> <p>Local Care Partnerships – progress report (PM)</p> <p>Get Set Leeds – progress update (PSR)</p>		<p>Dental Services in Leeds (PM)</p> <p>Response to the request for a Scrutiny Inquiry into Endometriosis (extended to include reproductive health).</p> <p>GP appointment availability</p> <p>Gaining an understanding of life as a career in Leeds</p> <p>Bereavement Arrangements at LTHT – Action Plan Review and developing access to non-invasive post mortems (PM/ PSR)</p> <p>Adult Social Care Annual Complements and Complaints Report (2018/19) (PM) – consider at the first meeting of the municipal year.</p> <p>Leeds Health and Care System Review – progress against action plan (PM) – incorporate into future performance reporting arrangements.</p>

Scrutiny Work Items Key:

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



SCRUTINY BOARD (ADULTS, HEALTH AND ACTIVE LIFESTYLES)

Work Schedule for 2019/20 Municipal Year (October 2019)

31 March 2020	April 2020	UNSCHEDULED
Meeting Agenda for 31/03/20 at 1.30 pm.	No Scrutiny Board meeting scheduled	
Working Group Meetings		
	24 April 2020 – Joint Workshop – Quality Accounts (TBC)	Women's Health – One Year On: Progress Report (to coincide with / around International Women's Day (8 March 2020))
Site Visits / Other		
	West Yorkshire JHOSC – 14 April 2020	

Scrutiny Work Items Key:

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

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EXECUTIVE BOARD

MONDAY, 25TH NOVEMBER, 2019

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, D Coupar, S Golton,
J Lewis, L Mulherin, J Pryor and F Venner

SUBSTITUTE MEMBER: Councillor A Khan

APOLOGIES: Councillors R Charlwood and M Rafique

97 Substitute Member

Under the provisions of Executive and Decision Making Procedure Rule 3.2.6, Councillor A Khan was invited to attend the meeting on behalf of Councillor R Charlwood, who had submitted her apologies for absence from the meeting.

98 Chair's Opening Remarks

At the commencement of the meeting, the Chair highlighted that the Board meeting was being held during the pre-election 'purdah' period, and invited Board Members to bear in mind when making comment at today's meeting that the purpose of the purdah period was not to prevent the Council from carrying out its normal business, but to prevent such business from being used, or having the potential to be perceived as being used, to secure any electoral advantage.

99 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendix 1 to the report entitled, 'Proposal to Acquire the Rose Court Site for Additional SEN Places from September 2021', referred to in Minute No. 107 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that Appendix 1 contains commercially sensitive information relating to the financial or business affairs of any particular person or organisation (including the authority holding that information) which if disclosed, could, or be likely to, prejudice the commercial interests of that person, organisation or the Council. As such, it is felt that the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

100 Late Items

There were no late items of business submitted to the meeting.

101 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

102 Minutes

RESOLVED – That the minutes of the previous meeting held on 16th October 2019 be approved as a correct record.

INCLUSIVE GROWTH AND CULTURE

103 Update on Leeds City Council's Preparations for the UK's Exit from the European Union

Further to Minute No. 89, 16th October 2019, the Chief Executive submitted a report which provided a further update on the preparations being made by Leeds City Council regarding the UK's exit from the European Union.

Responding to a previous request, the inclusion within the submitted report of a section regarding the agricultural sector was acknowledged, whilst a comment regarding the appropriateness, or otherwise of submitting a report on the UK's exit from the European Union for Member's consideration during the purdah period was noted.

RESOLVED –

- (a) That the continued work being undertaken to prepare the Council and the city for the UK's exit from the European Union, together with the ongoing concerns which exist regarding the lack of clarity about the nature of the exit from the EU, be noted;
- (b) That the contents of the strategic response plan, as attached at Appendix A to the submitted report, together with the updates provided in the submitted cover report, be noted, with it being recognised that assumptions and planning will continue to develop as new information becomes available.

HEALTH, WELLBEING AND ADULTS

104 Enhancing Access to Community Public Access Defibrillators in Leeds

The Director of Adults and Health submitted a report which outlined the benefits associated with Community Public Access Defibrillators (CPADs) and provided details of the current provision of them across the city. The report also sought a number of approvals including the proposed approach towards the allocation of CPADs, the raising of community awareness and the training of communities on Basic Life Support and the use of the CPADs.

The Chair welcomed Councillor Khan to the meeting. Councillor Khan had been invited to attend the Board on behalf of Councillor R Charlwood, who had submitted her apologies for absence from the meeting. Councillor Khan introduced the submitted report to the Board.

Responding to a Member's enquiry regarding the recommended distances between defibrillator locations, the Board was advised that the relevant guidance had been taken into account when considering the location of CPADs within Wards, and that the identification of Wards had been based upon ensuring that each Ward had a minimum of 4, with additional allocation to those Wards judged to have a higher need based upon the criteria used. It was also noted that the location of CPADs within Wards would be determined in collaboration with the Yorkshire Ambulance Service and Ward Members.

The Board also acknowledged the importance of the work which continued to take place across the city via a range of organisations and sectors to enhance the provision of defibrillators in their local area, which complemented the CPAD programme. A Member highlighted their hope that in addition to the CPAD initiative, liaison would take place with organisations who were putting defibrillators in place in the future so that the public accessibility of those units was maximised.

The importance of the awareness raising and training proposed as part of the CPAD programme was also emphasised.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That the proposed allocation of 54 Community Public Access Defibrillators to ensure that every Ward has a minimum of 4, with additional allocation to Wards with highest cardiac arrest and low bystander cardiopulmonary resuscitation rates and highest early deaths from circulatory disease, be agreed;
- (c) That the approach to allocate a short term project support worker, working with the Communities and Environment directorate to support: the allocation of the Community Public Access Defibrillators, community awareness raising and training through the Yorkshire Ambulance Service, be agreed;
- (d) That it be noted that the Communities and Environment directorate will lead the implementation of the programme, working closely with Ward Members and with advice and guidance from the Adults and Health directorate.

CHILDREN AND FAMILIES

105 Thriving: The Child Poverty Strategy for Leeds

The Director of Children and Families submitted a report presenting for the purposes of approval the Child Poverty Strategy for Leeds, entitled, 'Thriving'. In addition, the report provided an overview of the range of ongoing work being undertaken across the city aimed at mitigating the impact of poverty for children and young people.

By way of introduction to the report, Members received a detailed introduction to the range of initiatives being undertaken in this area, with a proposal that further reports would be submitted in due course providing an update on the progress being made.

Members commended the work of the 'A Different Take' Leeds Panel comprising young people, young adults and parents, specifically with respect to the production of their 'More Snakes than Ladders' report.

In response to an enquiry, it was proposed and agreed that update reports would be submitted to the Board on a quarterly basis providing quantifiable information on the progress being made by the work streams undertaken as part of the strategy, with it being noted that some of the data, by its very nature, would only be available on a periodic basis.

Responding to a comment regarding the timeframes associated with the implementation of some initiatives, emphasis was placed upon the importance of ensuring that such schemes were sustainable and fully met the needs of the community. Providing further response, it was acknowledged that although academic data was sought in some instances when establishing initiatives to ensure an evidence based approach, it was highlighted that the delivery of such initiatives was also informed by those living in poverty.

A Member's comment regarding the need for local Ward Councillors to be kept informed of the related activities taking place in their respective areas was acknowledged, with an undertaking that greater communication with Ward Members would take place in future.

Emphasis was also placed upon the need for the correct balance to be found between a quantitative and qualitative approach, with the ability to be able to provide overarching citywide data on the progress being made, whilst at the same time still maintaining the ability for initiatives to be delivered in a child focussed and localised way.

The importance of striking the correct balance was further highlighted, as it was seen as key to successfully delivering schemes, when tackling hunger for example, by providing food to those young people who needed it without any of the associated stigma, whilst at the same time also looking to provide them with an opportunity to have fun and improve their wider wellbeing.

RESOLVED –

- (a) That the Child Poverty Strategy for Leeds (2019-2022) entitled, 'Thriving', as appended to the covering report, be approved;
- (b) That the strategic framework which is in place to tackle child poverty, together with the work being undertaken by the Council and its partners in the key areas of activity, be noted;

- (c) That it be noted that the officer responsible for the implementation of the strategy is the Chief Officer, Partnerships and Health by December 2022.

106 Children and Families - Strengthening Families, Protecting Children Programme

The Director of Resources and Housing submitted a report regarding proposals which would enable the Council to take a lead role in national improvement programmes and at the same time ensure that there was sufficient leadership capacity to maintain the Council's own position whilst supporting other Authorities.

Members welcomed the submitted report and the recognition that Leeds had received in this area. The Board also welcomed the framework in the submitted report which looked to meet the challenge of ensuring that the Council continued to successfully support the children and young people of Leeds in addition to those in other designated Authorities.

RESOLVED –

- (a) That the proposals, as set out within the submitted report, be approved, specifically with the following being agreed:-
- (1) To formally accept the Department for Education's 'Strengthening Families, Protecting Children' funding offer;
 - (2) The establishment of a 'Strengthening Families, Protecting Children' team including a Programme Director post, which will operate at Director level;
 - (3) The flexible deployment of the current Director of Children and Families to the post of Programme Director;
 - (4) The appointment of a temporary Director of Children and Families, subject to the decisions of the Employment Committee;
 - (5) To review these arrangements in 12 months' time.
- (b) That as a result of the resolutions (above), it be noted that the Chief Officer HR will, during December 2019 make the necessary arrangements to implement resolutions (a)(2) – (a)(4), with it also being noted that the Chief Officer HR will undertake a review of these arrangements in December 2020.

LEARNING, SKILLS AND EMPLOYMENT

107 Proposal to acquire the Rose Court site for additional Special Educational Needs (SEN) places from September 2021

The Director of Children and Families and the Director of City Development submitted a joint report which set out details of a proposal brought forward to meet the local authority's duty to ensure a sufficiency of learning places including provision for children and young people with Special Educational Needs and Disabilities (SEND). Specifically, the report detailed the proposal to purchase Rose Court (the former Girls Grammar School site) to deliver a new special free school from September 2021.

A Member enquired whether this proposal for the Rose Court site together with other actions being taken regarding SEND provision would mean that the proposal for the Elmete Wood site (Minute No. 108 refers) would not be required. In response, the rising demand for Education Health and Care Plans and SEND provision was highlighted, and it was confirmed that the capacity which would be provided by both proposals was deemed to be necessary, and that it would enable the Authority to keep pace with demand and would look to provide parents and young people with an element of choice.

Following the consideration of Appendix 1 to the submitted report, designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the proposal for the Council to enter into draft Heads of Terms for the purchase of Rose Court from The Grammar School at Leeds, as set out in exempt Appendix 1 to the submitted report, be approved;
- (b) That the necessary authority be delegated to the Director of City Development, to enable the Director, with the concurrence of the Executive Member for Resources and the Executive Member Learning, Skills and Employment to agree the final terms of the purchase;
- (c) That it be noted that a public consultation exercise on the proposal to open a new special free school on the Rose Court site through the free school presumption route, will be required, which will be delivered by the Sufficiency and Participation Team, with it also being noted that a report will be submitted to a future Executive Board detailing the outcome of that consultation process.

108 Proposal to establish a new special free school on the Elmete Wood Site

The Director of Children and Families submitted a report regarding a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of learning places including provision for children and young people with Special Educational Needs and Disabilities (SEND). Specifically, the report presented the outcome of a consultation exercise regarding a proposal to establish a new 200 place special free school on the Elmete Wood site following Leeds City Council successfully securing funding through Wave 2 of the Special Educational Needs / Alternative Provision free schools funding provision.

It was confirmed that correspondence had been received by Board Members from a member of the public in advance of the meeting with regard to this proposal, with it being undertaken that an appropriate response would be provided to that individual.

A Member enquired whether the proposal for the Rose Court site (Minute No. 107 refers) together with other actions being taken regarding SEND provision would mean that this proposal for the Elmete Wood site would not be required. In response, the rising demand for Education Health and Care Plans

and SEND provision was highlighted, and it was confirmed that the capacity which would be provided by both proposals was deemed to be necessary, and that it would enable the Authority to keep pace with demand and would look to provide parents and young people with an element of choice.

Responding to a Member's enquiry, it was confirmed that although the proposed scheme would be delivered and funded by the Department for Education, the Council would be responsible for providing funding to deliver the access solution designed to address highways planning conditions relating to the scheme.

RESOLVED –

- (a) That the outcome of the consultation exercise on the proposal to establish a new 200 place special free school on the Elmete Wood site, as detailed within the submitted report, be noted;
- (b) That it be noted that the Department for Education is delivering and funding the capital costs of the scheme under the provisions of Wave 2 – Special Educational Needs/Alternative Provision (SEN/AP) free schools funding;
- (c) That under the specific conditions of the funding bid, approval be given to the transfer of the Elmete Wood site under a 125 year peppercorn lease without premium to the successful sponsor identified through the free school presumption process;
- (d) That it be noted that within the related funding conditions Leeds City Council must meet any associated highways costs required under planning, in addition the Local Authority must meet any ground abnormal costs where remediation is required under planning, with it also being noted that once these costs are determined, 'authority to spend' will be sought through a design and cost report;
- (e) That it be noted that the successful sponsor will be determined by the Secretary of State following an assessment and interview process, with the announcement on the successful sponsor expected to be made in February 2020;
- (f) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

RESOURCES

109 Capital Programme 2019/20 - 2022/23: Quarter 2 Update

The Chief Officer (Financial Services) submitted a report providing an update on the Capital Programme position as at Quarter 2 of the financial year. In addition, the report also sought some specific approvals in relation to funding injections.

RESOLVED –

- (a) That the latest position on the General Fund and Housing Revenue Account (HRA) Capital Programmes, as at quarter 2 of the financial year and as detailed within the submitted report, be noted;
- (b) That the net increase in the General Fund and HRA Capital Programme 2019-2023 of £115.2m since the Capital Programme setting in February 2019, be noted, with it also being noted that these injections and movements are listed in Appendix D to the submitted report and that £21.3m of schemes require injection approval as part of this report;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2019-20 has reduced by £52.6m since the Capital Programme setting in February 2019, with it also being noted that the Capital Programme remains affordable within the approved debt budget for 2019-20, and that further work is underway through regular Capital Programme reviews to ensure that future debt costs are maintained within the overall medium term financial strategy;
- (d) That the following £21.3m worth of injections into the Capital Programme, as set out below and as detailed within Appendix D to the submitted report, be approved:-
- £7.347m East Leeds Orbital Road additional grant from WYCA
 - £2.814m Devolved Formula Capital (DFC) additional grant from govt
 - £2.376m NE Leeds Junction Improvements, grant from WY+TF
 - £2.062m HRA net revenue contributions
 - £1.967m Learning Places Programme, S106 funding
 - £1.885m Leeds city Centre Network Ph1, grant from WYCA
 - £1.506m SEND Special Provision Fund Top Up Grant
 - £0.392m Outer Ring Road Pudsey to Horsforth grant from WYCA
 - £0.22m Community Hepatology Programme, Public Health Grant
 - £0.158m Flood Risk Hawthorn Terrace, Highways Agency Grant
 - £0.111m TV & Film Studio, stamp duty obligation
 - £0.463m Other smaller scheme, grants and contributions
- (e) That it be noted that the decision to inject funding, as detailed at resolution (d) above, will be implemented by the Chief Officer, Financial Services;
- (f) That the review of Capital Programme pressures from 2020/21 onwards together with the prioritisation of proposals for consultation and inclusion in the February 2020 Capital Programme update to Executive Board, as shown in Appendix F to the submitted report, be noted.

110 Treasury Management Strategy Update 2019/20

The Chief Officer, Financial Services submitted a report providing a review of, and update on the Council's 2019/20 Treasury Management Strategy.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2019/20, as detailed within the submitted report, be noted.

111 Financial Health Monitoring 2019/20 - Month 6

The Chief Officer, Financial Services submitted a report which set out the Council's projected financial health position for the 2019/20, as at Month 6 of the financial year.

Responding to a Member's enquiry regarding the compensation to be paid by Veolia to the Council for not meeting contracted recycling targets, it was noted that this projected sum had been incorporated into the Council's budget assumptions. Also, it was highlighted that discussions were ongoing with Veolia regarding the level of compensation to be received and with DEFRA (Department for Environment, Food and Rural Affairs) regarding how such compensation could be invested to assist with the future achievement of recycling and waste management targets, with it being undertaken that when an agreement had been reached with DEFRA, the matter would be reported to Members of Executive Board.

Regarding the Children and Families directorate, a Member highlighted the current position in terms of External Residential (ER) placements and enquired whether it would assist the position if the Council further invested in its own accommodation provision. In response, it was highlighted that investment had taken place in children's homes in Leeds through an extensive refurbishment programme which had meant the temporary closure of some homes whilst works took place. It was noted however that newly refurbished homes were beginning to come back on stream and it was hoped that this would further reduce the need for ER placements. As such, it was believed that extra capacity in this area was not currently needed, a position that would continue to be reviewed as appropriate.

Also, responding to an enquiry regarding the loss of fee income from Children's Centres, it was highlighted that there was a plan in place to address this, which included a rebranding and marketing exercise for the centres, a review of the infrastructure with the aim of making the buildings more appealing as venues and work which was being undertaken to ensure that the correct balance of staffing was achieved at each centre.

RESOLVED –

- (a) That the projected financial position of the Authority as at Month 6 (September 2019) of the financial year, be noted;
- (b) That with regard to the risk that the budgeted level of capital receipts may not be receivable in 2019/20, the progress made to date on such matters, together with the fact that work is ongoing to identify budget

savings proposals that will contribute towards the delivery of a balanced budget position in 2019/20, be noted.

112 Disposal of land located on Seacroft Crescent, Killingbeck and Seacroft, for Extra Care Housing delivery and final terms of Development Agreement

Further to Minute No. 131, 19th December 2018, the Director of Adults and Health, the Director of City Development and the Director of Resources and Housing submitted a joint report which sought approval to dispose of a Council owned site on Seacroft Crescent in Killingbeck and Seacroft Ward to facilitate the development of new Extra Care housing provision in support of the Better Lives Programme.

RESOLVED –

- (a) That it be noted that the Director of City Development, in consultation with the Executive Member for Resources, will progress with the disposal of the subject land;
- (b) That approval be granted to enter into the Development Agreement with the consortium;
- (c) That approval be granted for any subsequent amendments to the terms of the disposal being delegated to the Director of City Development for his consideration and approval under the scheme of officer delegation, in consultation with the Executive Member for Resources.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

113 City Connect 3 Leeds Package - Segregated Cycleways at Dewsbury Road (Phase 3), Elland Road and Clay Pit Lane

The Director of City Development submitted a report which sought approval for the design and delivery of a package of 3 schemes to provide segregated cycleways linking to Leeds City Centre. Specifically, the proposed cycleways were to run along Clay Pit Lane, Dewsbury Road and Elland Road. The schemes form part of the Combined Authority's 'City Connect 3' package of improvement to cycle infrastructure in West Yorkshire.

In noting that the proposals within the submitted report were to be fully funded by the West Yorkshire Combined Authority's (WYCA) City Connect programme, a Member sought an update on the current position regarding the outstanding WYCA funding in respect of phase 1 of the scheme, and given that outstanding sum, a further enquiry was made as to whether guarantees could be provided that the proposals in respect of phase 3 would be fully funded by the Combined Authority. The Member also requested to see a copy of WYCA's letter to the Council in 2016 regarding the Combined Authority's commitment in respect of funding phase 1 of the project.

In response, the Board noted that this proposed scheme would be governed by a funding agreement which phase 1 was not, and would include appropriate contingency provision. It was also noted that this scheme had the

advantage of the experience gained from the delivery of earlier phases. With regard to the commitment that WYCA had provided regarding the funding of phase 1, it was noted that the Director of City Development was scheduled to meet with the Combined Authority tomorrow with a view to raising the issue of the outstanding sum. The Director undertook to update Board Members as appropriate.

RESOLVED –

- (a) That the success to date of the City Connect programme within Leeds, be noted;
- (b) That the proposed Phase 3 projects which will provide segregated cycleways on Dewsbury Road, Elland Road and Clay Pit Lane, as detailed within the submitted report, be approved; and that the submission of the projects to the West Yorkshire Combined Authority as part of a full business case for the purposes of final approval, be approved;
- (c) That the authority to incur expenditure of £6.14m to design and construct the cycleways, to be fully funded from the West Yorkshire Combined Authority's City Connect programme, be approved;
- (d) That the following be noted:-
 - (i) The construction of the scheme is programmed to commence in the Spring of 2020 for completion by Spring 2021; and
 - (ii) The Chief Officer (Highways and Transportation) will be responsible for the implementation of such matters.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

COMMUNITIES

114 The Leeds Pledge to Strengthen Civil Society

The Director of Communities and Environment submitted a report which presented for the purposes of endorsement the 'Leeds Pledge to Strengthen Civil Society' which was the result of a cross sector co-production exercise, initiated and led by Leeds Third Sector Partnership.

By way of introduction to the submitted report, the Executive Member for Communities paid tribute to Pat Fairfax, Policy and Performance Manager – Third Sector, for the longstanding work she had undertaken with the Leeds Third Sector Partnership and the wider support which she had provided across the sector, as Pat was due to retire from the Council in the near future.

In addition, Chris Hollins, Chair of Third Sector Leeds and Deputy Chair of the Leeds Third Sector Partnership, was welcomed to the meeting, and he provided an overview of the collaborative work which had been undertaken across a range of partners throughout the development of the Pledge.

In response, Members welcomed the proposals detailed within the submitted report.

RESOLVED –

- (a) That the ‘Leeds Pledge to Strengthen Civil Society’ as detailed at Appendix 1, together with the submitted covering report, be endorsed;
- (b) That the Executive Member for Communities, as Chair of the Third Sector Partnership be requested to invite the NHS, University and Third Sector colleagues to take the Pledge into their sectors and institutions and to seek their support and commitment to partnership working on this agenda;
- (c) That it be noted that the Director of Communities and Environment and the Chief Officer, Communities are the senior officers responsible for the Council’s oversight of the Pledge and its promotion and roll out.

115 Tackling Poverty and Inequality through Digital Inclusion

The Director of Communities and Environment submitted a report which provided an update on the approach being taken on the promotion of digital inclusion in Leeds through the ‘100% Digital Leeds’ programme.

In presenting the submitted report, the Executive Member for Communities provided the Board with an overview of the range of work being undertaken as part of the promotion of the digital inclusion agenda.

RESOLVED –

- (a) That the ongoing work, together with the progress achieved to date, on the 100% Digital Leeds programme in mitigating the impact of poverty and inequality in the city through a focus on greater digital inclusion, be noted;
- (b) That the suggested areas for further work, as outlined in Section 5 of the submitted report, be agreed;
- (c) That the positive approach being adopted to co-produce the future programme with citizens and communities who have ‘lived experience’ of poverty and inequality, be acknowledged.

DATE OF PUBLICATION: WEDNESDAY, 27TH NOVEMBER 2019

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00PM, WEDNESDAY, 4TH DECEMBER 2019

Draft minutes to be approved at the meeting to be held on Tuesday, 7th January, 2020