

## Medium Term Financial Strategy 2024/25-2028/29

Date: 20<sup>th</sup> September 2023

Report of: Chief Officer – Financial Services

Report to: Executive Board

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

This report provides Executive Board with an update of the Council's Medium Term Financial Strategy (MTFS) for the period 2024/25 to 2028/29. The report sets out the framework for compiling the five year Financial Strategy. It is one of the key strategies of the Council, setting out the Council's commitment to provide services that meet the needs of people locally, that the Council is financially resilient, stable and sustainable for the future and that the use of resources represents good value for money.

The Best City Ambition sets out the Council's ambitions, outcomes and priorities for the City of Leeds and for the Local Authority. This financial strategy 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 ambitions against the financial constraints. This is a primary purpose of the Medium Term Financial Strategy.

The Council's Best City Ambition and MTFS are set within the context of challenging national circumstances for local government. As part of this next phase of development, the Council recognises there is a level of uncertainty and the Medium Term Financial Strategy is a well-established approach to ensure the Council can adapt to changing circumstances.

The ambition to be the best city for our citizens must fit within the financial envelope available for delivery. The Council will continue to stretch that envelope through maximising the impact of collaboration through Team Leeds partnerships, and by working hard to secure external income for place-based delivery and crucially ensuring the organisation is as productive and efficient as possible. In establishing this strategic response to a dynamic financial environment, the Council remains vigilant to potential risks and challenges, focused on statutory duties and ready to implement further short-term measures to minimise the disruption of changing resources and service demands. This is part of the overall resetting of the Council's role with regional and national government enabling effective service delivery within the financial envelope available. Organisational agility is a crucial feature of this MTFS enabling the Council to drive productivity through transformation work, improve the integration of services within the Council and communities and work collaboratively with partners to achieve the Best City Ambition.

The attached MTFS provides a robust, consistent and sustainable approach to establishing and maintaining a stable and prudent financial basis on which the Council's services are delivered. The launch of the Office for Local Government will support this approach with the publication of authoritative and accessible data and analysis about the performance of local government and support its improvement.

This report sets out both the context and the factors that influence the shape of this financial plan. Not only does it provide an update on the level of resources available to the Council over the five year period of the Strategy, but it also details the impact of budgetary pressures on the Council's revenue budget position and provides an update on the Financial Challenge savings programme which will contribute towards the Council being able to present a balanced revenue budget for 2024/25.

This Medium Term Financial Strategy for 2024/25 to 2028/29 identifies an estimated General Fund budget gap of £251.0m for the five year period of which £59.2m relates to 2024/25.

For the Housing Revenue Account (HRA) there is a cumulative deficit of £16.6m to 2028/29 of which £1.9m relates to 2024/25.

The MTFS also incorporates a restated ten year Capital Programme in respect of the Council's annual programmes and a three year projection with regard to the level of resources available through the DSG (Dedicated Schools Grant). This, combined with uncertainty around Government funding and the political landscape, means that currently the Council is looking at significant budget gaps in future years.

There are a number of risks to the assumptions in the MTFS and these include pay and price inflation which in turn has resulted in both a cost of living crisis and higher costs to the services that the Council provides.

Another key driver of the budgetary pressures the Council is facing relates to both Adult and Children's Social Care. The Strategy reflects the increased cost of commissioned services for both the ongoing impact of demand and demography in adult social care, and increased need for social care within Children's Services resulting from a range of factors that includes the cost of living crisis and the continuing impact of the COVID 19 pandemic.

Provision of 4% for pay awards has been made in each of the years covered by this Medium Term Financial Strategy. If future pay awards are greater than this assumption, including acceptance of the National Employer's offer in 2023/24, then this will add a significant additional pressure to this Strategy and the requirement to identify additional income or savings in order to balance the budget in each of these years.

Recognising the challenge of bridging the estimated budget gaps for the period of the Strategy, whilst at the same time seeking to ensure that the Council's budget is robust, resilient and sustainable, another savings programme has been established. Reviews are underway across the Authority to identify opportunities to continue to modernise and improve services, reduce costs and generate additional income. This work will lead to a number of savings proposals for consideration by Executive Board during the Autumn of 2023. Those approved for implementation, or consultation as required, will subsequently be built into the 2024/25 Budget and Provisional Budgets for 2025/26 and 2026/27.

The MTFS aims to improve the Council's financial sustainability in order that the Council can withstand economic shocks in the future and deal with the current uncertainty. Whilst the Strategy proposes to use reserves to support the Council to deal with the pressures outlined in this report, the use of such one-off funding sources such as reserves, to support ongoing budgetary pressures is not financially sustainable. As such, the Strategy provides for the continuation of base budget increase to the General Reserve to improve future financial resilience.

The Strategy reflects the limitations on the ability of local authorities to raise local funding. The Council is currently restricted to a 3% increase on core Council Tax, before the requirement for a city-wide referendum. Should referendum limits be increased by Government this could help to meet the reported budget gap. Likewise, the MTFs makes prudent assumptions about the level of multiplier cap compensation, whereby local authorities are compensated for the Government's decision not to increase business rates by inflation. Should compensation be paid at the current high levels of inflation, this will help to meet the reported budget gap.

The recommendations of the Local Government Association (LGA) Corporate Peer Challenge which took place in November 2022 have been considered in the development and review of the Medium Term Financial Strategy.

This MTFs is set against a national context of uncertainty; a recognition of the available resource envelope over the next couple of years; a need to develop key partnerships; maximise available income streams; give consideration to organisational shape and the functions we deliver and preparing the local economic plan.

In addition, the Council will continue to make representations to ensure that the local government accounting framework remains sufficiently robust and flexible so that it can contribute towards local authorities meeting their financial challenges.

## **Recommendations**

Executive Board is recommended to:

- a) Note the updated Medium Term Financial Strategy for 2024/25 to 2028/29
- b) Note that savings proposals will be received at future meetings of this Board in advance of the Proposed Budget for 2024/25 being received at this Board in December.

## **What is this report about?**

- 1 Executive Board members are required to recommend a balanced Revenue Budget and a Capital Programme for 2024/25 to Full Council in February 2024. The Medium Term Financial Strategy provides a key part of the budget setting process.
- 2 This report presents an updated Medium Term Financial Strategy for 2024/25 to 2028/29 and the budget assumptions underlying that Strategy for Executive Board to note.
- 3 The report aligns the Medium Term Financial Strategy with the Best City Ambition, the Council's values and the Council's Being Our Best priorities.
- 4 Full detail on the Medium Term Financial Strategy 2024/25 to 2028/29 is provided in the attached appendices, with key points summarised below:

### ***The Five Year Revenue Financial Plan***

- a) The estimated revenue budget gap over the period 2024/25 to 2028/29 is £251.0m.
- b) The main movements are summarised here:
  - i. After taking account of changes in the level of resources, which includes forecast income from Council Tax, Business Rates, Grants and Reserves, it is projected that there will be

additional funding of £101m for the period covered by this Medium Term Financial Strategy;

- ii. Inflationary pressures relating to the cost of living crisis are expected to increase expenditure by £48.3m;
  - iii. Other cost pressures including pay awards, demand and demography and capital financing costs are forecast to increase by £322.3m for the five year period up to 2028/29.
  - iv. Projected savings of £18.6m include routine efficiencies identified as part of this update as well as the impact of prior year savings during the life of the Strategy.
- c) Whilst the level of funding is expected to increase over the period covered by the Medium Term Financial Strategy this is outweighed by significant projected cost pressures. Further work is required to both review and contain the cost assumptions contained in this Strategy whilst at the same time identifying robust savings options that will allow a balanced budget for 2024/25 to be presented to Executive Board in December.

### ***The Capital Programme***

- d) The ten year Capital Programme now incorporates £31.7m of additional priority schemes.
- e) The re-stated annual programme for the period up to 2032/33 totals £822.3m.

### ***Ring Fenced Funding***

- f) Within the Housing Revenue Account there is a cumulative deficit of £16.6m for the period up to 2028/29 of which £1.9m relates to 2024/25.
- g) In respect of the Dedicated Schools Grant a cumulative deficit of £50.9m is projected for the period up to 2026/27.

### **What impact will this proposal have?**

- 5 The Medium Term Financial Strategy informs the annual budget process. The 2024/25 budget proposals will be presented to Executive Board and to Full Council in February 2024 where a full strategic equality impact assessment and analysis of the proposed Revenue Budget for 2024/25 will be included.

### **How does this proposal impact the three pillars of the Best City Ambition?**

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 6 The Best City Ambition sets out our overall vision for the city, focused on improving outcomes across the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon. These outcomes 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 provides the framework for the determination of the Council's annual revenue budget.
- 7 This report needs to be seen in the context of the Best City Ambition update, the requirement for the Council to be financially sustainable and the requirement to set a balanced budget for 2024/25.

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes                       No

- 8 The Authority's Financial Strategy is driven by its ambitions and priorities as set out in the Best City Ambition. The determination of these ambitions was subject to consultation with Members and officers throughout its development, with additional extensive stakeholder consultation carried out on the range of supporting plans and strategies. This stakeholder consultation process will include public consultation in December and January in respect of the 2024/25 Proposed Budget.
- 9 The Medium Term Financial Strategy has also been informed by the public consultation on the Council's Proposed Budget for 2023/24. Whilst the consultation covered the key 2023/24 proposals, it also incorporated broader questions around the principles that underlie the Authority's financial plans and sought views on the savings proposals, a number of which covered a three-year period, and so the results are relevant to this report. The full results of the consultation are publicly available in the 2023/24 Revenue Budget and Council Tax report considered by Full Council on 22nd February 2023.

## What are the resource implications?

- 10 All resource implications are considered within the attached Medium Term Financial Strategy document.

## What are the key risks and how are they being managed?

- 11 This Medium Term Financial Strategy needs to be seen in the context of significant inherent uncertainty for the Council in terms of future funding and spending assumptions.
- 12 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 any one year. Both of these risks are subject to regular review.
- 13 Risks relating to some of the assumptions contained within this Medium Term Financial Strategy are addressed specifically in the appended Financial Strategy.
- 14 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and the Chief Officer - Financial Services has responsibility for these arrangements. If in undertaking this statutory role it is clear that the Council cannot deliver a balanced budget position then it is incumbent on the Section 151 Officer under the Local Government Finance Act 1988, Section 114 (3) to "make a report under this section if it appears....that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. Under S115 of the Local Government Finance Act 1988 Councillors have 21 days from the issue of a Section 114 report to discuss the implications at a Full Council meeting and before the consideration of an emergency budget.
- 15 Financial Management Corporate Risk Assurance is included in the Corporate Risk Register and is addressed in the Annual Corporate Risk and Resilience report that can be found elsewhere on this agenda.

## **What are the legal implications?**

### Medium Term Financial Strategy

- 16 Under Section 151 Local Government Act, the Council must make arrangements for the proper administration of its financial affairs and the Council's Chief Finance Officer and Director of Strategy and Resources have responsibility for the administration of those affairs.
- 17 The Council is under a statutory responsibility to set a balanced budget. Under Section 28 of the Local Government Act 2003 the Council is required to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 18 Under Section 3 of the Local Government Act 1999, the Council, as a best value authority, must make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This MTFS is one of the ways in which the Council can secure best value within its budget envelop. Under Section 15 of the Act, the Secretary of State has the powers to intervene if satisfied that the Council is failing to meet its best value duty. This includes the power to issue direction that the function of the Authority be exercised by the Secretary of State, or a person nominated by him for a specified period.

### Capital Strategy

- 19 Under Section 3(1) and (8) of the LGA ("Duty to determine affordable borrowing limit") the Council must determine and keep under review how much money it can afford to borrow, and the function of determining and keeping these levels under review is a Council, rather than an executive function.
- 20 Sections 15 and 21 (1A) of the LGA requires the Council to have regard to any guidance issued by the Secretary of State and guidance about account practices to be followed, in particular with respect to the charging of expenditure to a revenue account. Consequently, the Council is required to have regard to the "Statutory guidance on Local Government Investments 3rd Edition" and the "Statutory guidance on minimum revenue provision" issued under this provision.
- 21 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) make provisions for the capital finance and accounts under the LGA 2003. Regulation 2 requires the Council to have regard to the "Prudential Code for Capital Finance in Local Authorities" issued by CIPFA when determining, under section 3 of the LGA, how much money they can afford to borrow. Regulations 23 and 24 provide respectively that capital receipts may only be used for specified purposes and that in carrying out its capital finance functions, the Council must have regard to the code of practice in "Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes" issued by CIPFA.
- 22 Regulations 25 and 26 provide for expenditure which is, and which is not, to be treated as capital expenditure for the purposes of LGA 2003. Regulation 27 provides that local authorities must charge to a revenue account a minimum amount ("minimum revenue provision") and may charge to a revenue account an additional amount, in respect of the financing of capital

expenditure. The minimum revenue provision is calculated in accordance with regulations 28 to 29.

- 23 Under the Council's Budget and Policy Framework Procedure Rules, the Executive is responsible for the preparation of proposed plans, strategies or budgets that form part of the Budget and Policy Framework, including plans or strategies for the control of the Council's borrowing or capital requirement. The proposals in this report will therefore inform proposals for submission to full Council in February 2024.
- 24 Under the Council's Financial Regulations, the Chief Financial Officer is responsible for ensuring that a balanced revenue budget and capital programme and budget are prepared on an annual basis.

### Annual Investment Strategy

- 25 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (as amended) made pursuant to the Local Government Act 2003 require the Council to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities ("The Prudential Code"). Regulations 23 and 24 provide respectively that capital receipts may only be used for specified purposes and that in carrying out its capital finance functions, a local authority must have regard to the code of practice in "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes" ("The Treasury Code") issued by CIPFA.
- 26 In relation to the Annual Investment Strategy, the Council is required to have regard to the Guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 entitled "Statutory guidance on Local Government Investments 3rd Edition" which is applicable from and effective for financial years commencing on or after 1 April 2018.
- 27 In addition, the Prudential Code and the Treasury Code contain investment guidance which complements the Statutory Guidance mentioned above.
- 28 Local authorities are required to have regard to the current editions of the CIPFA codes by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended.
- 29 Under the provisions of Section 3(1) and (8) of the Local Government Act 2003, the Council must determine and keep under review how much money it can afford to borrow, and the function of determining and keeping these levels under review is a full Council, rather than an executive function.
- 30 The Council must also have regard to the Guidance issued by the Secretary of State under Section 21(1A) of the Local Government Act 2003 entitled "Statutory guidance on minimum revenue provision."
- 31 The Prudential Code requires authorities to prepare a capital strategy.

## **Options, timescales and measuring success**

### **What other options were considered?**

32 Not applicable.

### **How will success be measured?**

33 Not applicable

### **What is the timetable and who will be responsible for implementation?**

34 Not applicable.

## **Appendices**

35 The following appendices are attached to this report:

- Appendix A: The Medium Term Financial Strategy 2024/25 to 2028/29
- Annexe A1: Background to Business Rates Forecasts in the MTFS
- Annexe A2: Background to Council Tax Forecasts in the MTFS
- Annexe B: Capital Programme Review Prioritisation Criteria
- Annexe C: Financial Strategy 2020-2025

## **Background papers**

36 None.



# Medium Term Financial Strategy 2024/25 to 2028/29













faced severe reductions in Government funding and continues to face significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to this challenge through a combination of stimulating good economic growth, 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 since 2010/11 by 2,600 FTEs (full time equivalents) up to 31<sup>st</sup> July 2023.

- 1.1.6 At Month 4 2023/24 the Council is projecting a £33.9m overspend and this is reported in the monthly Financial Health report elsewhere on the Executive Board agenda. Whilst actions have been identified, and are being implemented to address this financial position, any overspend at year end will require to be funded from the Council's reserves. This will have implications for the level of resources available to address the estimated budget gaps detailed in this Medium Term Financial Strategy.
- 1.1.7 Unavoidably, managing this in year overspend position will mean that the Council will have to make difficult decisions around the delivery of services, and it will remain 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.
- 1.1.8 To deliver the Council's ambitions of tackling poverty and reducing inequalities, consideration has 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.
- 1.1.9 The financial challenge now facing the Council is to manage these pressures alongside the significant impact caused by the current cost of living crisis and increased inflation, within a backdrop of global economic issues. The needs of the communities served by Leeds City Council have already increased and will continue to do so, and the various funding streams that support local government will undoubtedly be affected by longer-term economic impact of the cost of living crisis. As disposable income becomes further reduced, the Council's traded and commercial income is expected to suffer. With stretching budgets, retention and recruitment pressures within the Council the ability to identify sufficient resources to support service transformation remains challenging.
- 1.1.10 This Financial Strategy provides a financial planning framework through to 2028/29 and forecasts the available budget for the next five years. It should be stressed that, under the Council's constitution, decisions to set the annual budget, the Council Tax base and the rate of Council Tax can only be taken by Full





Council and therefore these decisions will continue to be made as part of the Council's annual budget-setting process.

## 1.2 Risks

1.2.1 The Medium Term Financial Strategy makes assumptions in respect of the level of resources that are receivable through Council Tax, Business Rates and Government Grant. Any variation from these assumptions has implications for the level of resources available to the Council. These include:

- **Economic and Social Risks** – underlying risks caused by the aftermath of the global energy and fuel crisis that have resulted in a cost of living crisis, compounded by national economic issues due to Levelling Up and Spending Review uncertainties.
- **Risks to Funding** – Government's future spending plans covering the period from 1st April 2024 won't be known until the Autumn of 2023 and the spending intentions for local government could differ from assumptions contained in this Strategy. Any differences will, in turn, impact on the level of resources available to the Council. Further, there remain uncertainties around Business Rates reform, the Government's Fair Funding review, how the Government's Levelling Up policies will support local authorities in the future, and also the Government's intentions for the future funding of social care. Financial modelling indicates that Leeds could benefit by more than £45m each year if these key funding reforms were implemented.
- **Energy and Fuel Inflation** – the current assumption in the MTFS is for a reduction in the costs of utilities of 7.4% and fuel of 30.6% below initial budgets for 2023/24, reflecting the significant increases included in the 2023/24 budget and the subsequent fall in prices for these. These remain significant risks to the Council and in-year monitoring reports will continue to review the level of inflation assumed in these areas.
- **Employer Offer Pay Award** – the assumption in this MTFS is that the Pay Award will be 4% per annum for the life of the Strategy. However, the employer offer in respect of the 2023/24 pay award for NJC staff is a flat £1,925 increase. This has not yet been agreed and we await the outcome of further discussions. The offer itself exceeds the current budget and will add to the cost pressures shown in the is MTFS but there remains a possibility that the final agreed position will be higher. The Pay Award for 2024/25 is still to be discussed, and we also await further announcements about the Real Living Wage. The outcome of these discussions will indicate the extent of any additional pressures in the MTFS.
- **Resource Risk** – the long term impact of restructuring to reduce staff numbers and make savings, reduced availability of skilled workers, lack of funding and





other shortages will impact on the Council's ability to deliver services to the people of Leeds. This risk also includes social care demand led cost pressures and income shortfalls due to reduced uptake of services that are chargeable.

- **Interest Inflation Risk** – increased interest rates, which push up the costs of borrowing for the Council and across the local economy, impacting on many businesses and families. For the Council this will include costs associated with managing the Council's debt being higher than budgeted assumptions.
- **Demand and Demography Risk** – this Medium Term Financial Strategy contains risks surrounding the estimation of demand and demographic pressures within services such as Adult Social Care and Children's Services, including determination of key income budgets that rely on the number of users of a service and risk that inflation on the cost of demand and demography will be higher than assumed in the Strategy.
- **Political Landscape** – The Prime Minister, Rishi Sunak, took office in October 2022. In January 2023 he outlined his five key priorities for 2023: to halve inflation this year; to grow the economy and create better paid jobs; to reduce the national debt, to cut NHS waiting lists and to pass new laws to stop small boats. The focus on these priorities inevitably impacts on the Government's expectations of the role of local government and the areas for which funding is made available. The next general election can be held no later than 28<sup>th</sup> January 2025 and this contributes to the uncertainty with regard to both the current and a future Government's spending plans with regard to Local Government.
- **Risks to Capital Assumptions** – one of the main risks in developing and managing the capital programme is that insufficient resources are available to resource the impact of inflationary pressures such as the cost of materials. Current high inflation is impacting on the cost of delivering capital projects in a number of ways, and these pressures need to be managed appropriately to limit the revenue impact associated with requiring increased borrowing to fund these costs.

1.2.2 **Part 5** of this report gives more detail of the financial risks relating to these assumptions.

### 1.3 Overarching Principles of the MTFS

1.3.1 The Best City Ambition sets out the Council's ambitions, outcomes and priorities on behalf of the City. This 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 ambitions against the financial constraints. This is a primary purpose of the Medium Term Financial Strategy, which also provides the financial framework for the annual budget.





- 1.3.2 The Strategy contains provision for the Council's Revenue Budget to become both more financially resilient and sustainable, reducing the risks associated with funding recurring revenue expenditure through a requirement to generate capital receipts and making provision to unwind the utilisation of reserves and capitalisation of staffing costs, reducing the extent to which the Revenue Budget is supported by these mechanisms.
- 1.3.3 The purpose of the general reserve policy is to aid this longer-term financial stability and mitigate the potential impact of future events or developments which may cause financial difficulty. General and useable reserves are a key measure of the financial resilience of the Council, allowing the Authority to address unexpected and unplanned pressures.
- 1.3.4 One of Leeds City Council's values relates to "spending money wisely" and ensuring that maximum value is extracted for every £1 spent. External Audit provides the annual independent assurance that value for money is being achieved. In March 2023 Grant Thornton presented their 2021/22 Auditor's Annual Report on Leeds City Council to Corporate Governance and Audit Committee. This detailed the outcome of their review of the value for money arrangements in the Council. Across the key criteria of financial sustainability, governance and improving economy, efficiency and effectiveness Grant Thornton did not make any statutory or key recommendations and instead made a number of lower priority recommendations for improvement.
- 1.3.5 This Medium Term Financial Strategy recognises the requirement to keep the level of the Council's reserves under review to ensure that they are adequate to meet the identified risks. Grant Thornton's Annual Audit report on Leeds City Council for the year ended 31<sup>st</sup> March 2021, and which was received at Corporate Governance and Audit Committee in September 2022, recommended "that the Council should consider its current level of General Reserves and Balances to ensure that these remain adequate for its needs and potential unforeseen events." In accordance with this recommendation, this Medium Term Financial Strategy provides for a £3m annual contribution to the General Reserve from 2023/24 onwards. As a result, the balance on the General Reserve is projected to be £51.2m by 2028/29.
- 1.3.6 In addition, as detailed in the 2022/23 revenue budget outturn report, there is a balance of £19.9m in the Strategic Contingency reserve, established to provide for any unforeseen events requiring additional resources. The 2023/24 budget assumes a net use of £14.3m and no further commitments have been agreed to date in year. In addition, £0.6m of funding allocated to support work to reduce COVID backlogs in 2022/23 was not used in year and is still required in 2023/24. Elsewhere on this agenda, the Financial Health Report for Month 4 asks Executive Board to approve the use of £1.3m of this reserve to fund budgeted fleet savings which are not deliverable in year due to the costs of maintaining an ageing fleet and increased demand for services. This Strategy assumes that an additional £20m of capital receipts will be applied to redeem debt and reduce MRP in





2023/24 and that the resulting revenue savings will be taken to this reserve. This would leave an estimated balance on the Strategic Contingency Reserve of £23.7m at 31st March 2024, of which the Strategy then assumes use of £20m in 2024/25 to smooth the gaps over the years of the Strategy.

- 1.3.7 In April 2023 the Board approved the application of the remaining balance of the Merrion House capital receipt to redeem debt in 2022/23, to reduce MRP by the same amount and to contribute the resulting £22.3m revenue saving to earmarked revenue reserves. These funds will be available to fund future unforeseen budget pressures and to ensure the Council continues to become more financially resilient, particularly given the reduction in Strategic Contingency Reserve balances. This Strategy does not assume any use of the Merrion Reserve.
- 1.3.8 The 2021/22 budget also provided for the creation of COVID and Energy reserves which, alongside the Strategic Contingency Reserve, contributed towards the Council's revenue budget becoming more financially sustainable and resilient in the short term. The 2023/24 budget has not provided any additional resources for these reserves. A balance of £1.4m has been brought forward on the COVID reserve to be applied in full to ongoing COVID pressures in 2023/24.
- 1.3.9 In addition, the Medium Term Financial Strategy reflects the need to make the Council's financial position more resilient, reducing the extent to which internal charging and capitalisations are used to support the revenue budget. These measures are discussed further in **Section 2.7**.
- 1.3.10 Whilst the Government's spending plans for the forthcoming financial period were set out in the Comprehensive Spending Review in early Autumn 2021, given two changes of Prime Minister since those announcements the Government published a clarifying statement about local government finance for 2023/24 and 2024/25 in December 2022. The information this contained about 2024/25 was limited and is summarised at **Section 1.4** but full details will not become clear until the Provisional Local Government Finance Settlement in December 2023. This Medium Term Financial Strategy assumes no growth in the Settlement Funding Assessment (Business Rates baseline plus Revenue Support Grant) for the period 2024/25 to 2028/29. It is assumed that the 50% Business Rates Retention Scheme will apply for the whole period of this Financial Strategy.
- 1.3.11 Business Rates receivable over and above the Business Rates baseline have been projected forward with account being taken of the ongoing impact of the economic uncertainty caused by the cost of living crisis on the forecast level of Business Rates receivable. In respect of core Council Tax, a 2.99% per annum increase is forecast in 2024/25 with 1.99% each year for the remainder of this Strategy. The Council Tax base is forecast to grow by 0.97% in 2024/25 rising to 1.26% by 2028/29. It should be noted that if either of these funding streams were higher than reflected in the Strategy this would be an additional resource towards meeting the current gap.





- 1.3.12 At the time of writing this Strategy, a 3.5% Pay Award for JNC staff has been agreed for 2023/24. National Employers have offered an increase of £1,925 for NJC staff for 2023/24 but agreement has not been reached. Any Pay Awards will be required to be funded by the Council. The financial position in this Strategy includes the impact of the agreed JNC Pay Award for 2023/24 and the proposed NJC Pay Award for 2023/24 on the base position for 2024/25. The Strategy then makes provision for the costs of 4% annual pay awards for both NJC and JNC staff for each year of the period covered and assumes that increases in the Real Living Wage will remain consistent with the increase from 2022/23 to 2023/24 (£1 per hour).
- 1.3.13 In recent years the Strategy only provided inflation where there was a contractual commitment. Fees and charges were anticipated to rise by 3% where this could be borne by the market. The current cost of living crisis has impacted on this approach given the financial impact of current high rates of inflation, and this Financial Strategy now includes additional inflation where it is deemed necessary, as further discussed at **Paragraphs 2.5.2-2.5.9**.
- 1.3.14 The Medium Term Financial Strategy considers the impact of international, national and regional factors. In summary, these include: the Economy, including the current cost of living crisis and economic forecasts; Government announcements about funding for the Public Sector; National Policy such as the “Levelling Up” agenda; Regional working and the West Yorkshire metro mayor; the new operating context resulting from the economic impact of COVID-19; and Health and Social Care funding. These are further detailed in **Section 1.4**.
- 1.3.15 The Strategy reviews the key issues affecting the Housing Revenue Account (HRA) and includes the five-year strategy for the ringfenced account. **Part 4** details this further.
- 1.3.16 Further, this Strategy includes the issues affecting the Dedicated Schools Grant (DSG). **Part 4** details this further.
- 1.3.17 The approach to the determination of the Capital Programme considers the affordability of the Programme and the capital spending requirements over a 10 year period. The greater integration of the Capital Programme within the Strategy better reflects a more co-ordinated approach to capital investment requirements, whilst ensuring that affordability remains a key priority within the Medium Term Financial Strategy. The Capital Programme has recently undergone a review, with new capital scheme proposals having been assessed to decide which are of sufficient priority to add to the Council’s programme and how these might be funded, so as to appropriately manage the overall cost of the programme. The impact of this review process is detailed in **Part 3**.











- The Work Capability Assessment for disability benefits will be abolished to lessen the fear of losing benefits among the disabled.
- Providing an additional £8.1m for the next two years to about half of local authorities for young people leaving residential care, giving them accommodation and practical and emotional support.
- Providing £63m of funding for public swimming pool providers to help with immediate cost pressures and make facilities more energy efficient.
- Providing £100m of support to local charities for on-the-ground assistance to those falling outside of official support networks.
- Maintaining fuel duty at current levels with no RPI increase in 2023/24 and extending the temporary 5p per litre cut for 12 months.
- Increasing Draught Relief for beer and cider products in public houses from 5% to 9.2%, and for wine and spirits from 20% to 23% from 1 August 2023.
- Creating 12 new Investment Zones across the country with £80m in support. One of the areas included in current negotiations is West Yorkshire.
- A third round of the Levelling Up Fund will proceed later 2023 with a further £1 billion committed to the fund.
- A consultation was announced on bringing the activities of Local Enterprise Partnerships back into local authorities.

## National Policy

- 1.4.12 “Levelling Up” has been one of the Government’s flagship policies. It is intended to “level up opportunities across all parts of the United Kingdom, supporting jobs, businesses and economic growth and addressing the impact of the pandemic on public services.”<sup>2</sup> A Levelling Up Fund was announced at the 2020 Spending Review, initially making £4.8bn available for UK local infrastructure through a competitive bidding process, with this funding delivered through local authorities, and is intended to run until 2024/25. In February 2022 Government published a White Paper on its ‘levelling up’ strategy<sup>3</sup> and provided further detail on how the Fund would operate from 2022-23 onwards, including the first steps: Boosting pay and productivity, especially in places where they are lagging; Spreading opportunities and improving public services, especially where they are weakest; Restoring local pride; and Empowering local leaders.
- 1.4.13 Leeds City Council bid successfully for the ‘Connecting West Leeds’ scheme, a travel corridor scheme in the Pudsey constituency, receiving £20m from Round 1 of the Fund. A second round of funding opened in April 2022 with the Council

<sup>2</sup> The Levelling Up Agenda, House of Commons, LGA Briefing, 15 June 2021

<sup>3</sup> [Levelling Up the United Kingdom - GOV.UK \(www.gov.uk\)](https://www.gov.uk/levelling-up-the-united-kingdom)









- New grant funding:
  - £600 million will be distributed in 2023-24 and £1 billion in 2024-25 through the Better Care Fund to get people out of hospital on time into care settings, freeing up NHS beds for those who need them. The funding will be split 50:50 between the Department for Levelling Up Housing and Communities' Local Government DEL and the Department for Health and Social Care DEL, meaning Local Government DEL will allocate and distribute £300 million in 2023-24 and £500 million in 2024-25. This will be in addition to the existing improved Better Care Fund, for which the current distribution will remain.
  - £400 million in 2023-24 and £683 million in 2024-25 will be distributed through a grant ringfenced for adult social care which will also help to support capacity and discharge. Alongside this, the funding package for adult social care retains £162 million per year of Fair Cost of Care funding and its distribution to reflect the progress councils and providers have made this year on fees and cost of care exercises.

Government expects this new grant funding to enable local authorities to make tangible improvements to adult social care, in particular to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector. There will be reporting requirements placed on the new Adult Social Care Grant and the Better Care Fund regarding performance and use of funding to support improvement against these objectives. The Government will provide further details on reporting in due course.

**1.4.23 Children's Social Care** – This continues to be the subject of a sustained financial pressure both in terms of demand and the operating environment of the market. Government commissioned an independent review into Children's Social Care (The MacAlister Review) which set out the need for a wide-ranging 'reset' of Children's Social Care centred around a number of themes including:

- A revolution in Family Help
- A just and decisive child protection system
- Unlocking the potential of family networks
- Fixing the broken care market and giving children a voice
- Ensuring a focus on five 'missions' for care experienced people
- Realising the potential of the (Childrens' Social care) workforce

The Government has responded to the MacAlister Review (and two additional reviews focused on Children's Social Care) by publishing its strategy and consultation on children's social care, 'Stable Homes, Built on Love'. This strategy consultation is currently being considered by Government. The issues outlined













specifically for Full Council. Council functions include approving the budget and the relevant policy framework, taking decisions that involve the weighing of evidence, and providing oversight and scrutiny.

- 1.6.5 Leeds City Council is responsible for providing all statutory local authority services in Leeds, except for those it provides in conjunction with other West Yorkshire Authorities, together with the West Yorkshire Combined Authority (which saw an election of a Metro Mayor in May 2021, bringing access to significant levels of additional funding for the region). This includes education, housing, planning, transport and highways, social services, libraries, leisure and recreation, waste collection, waste disposal, environmental health and revenue collection.

## 1.7 **Our strategic ambitions**

- 1.7.1 Our strategic ambitions to be the Best Council in the Best City in the UK provide the basis for the decisions we make on the services we provide and how best and where to allocate our resources, and thus for this Medium-Term Financial Strategy. The socio-economic context and the influences explained above inform these ambitions and our priorities.
- 1.7.2 Our overall vision for the city is set out in the Best City Ambition which can be read in full here: [Best City Ambition \(leeds.gov.uk\)](https://leeds.gov.uk/best-city-ambition). At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The Ambition is focused on improving outcomes across three 'pillars': Health and Wellbeing, Inclusive Growth, and Zero Carbon. These pillars, and the areas of focus that cut across them all, capture the things that will make the biggest difference to improving people's lives in Leeds. The Best City Ambition, an update of which can be found elsewhere on this agenda, aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the best city in the UK.
- 1.7.3 Underpinning everything we do and how we work to achieve our ambitions are our Values:
- Being open, honest and trusted
  - Treating people fairly
  - Spending money wisely
  - Working as a team for Leeds
  - Working with all communities
- 1.7.4 In June 2023 the council launched 'Being Our Best', an organisational plan for 2023 onwards which reinforces our vision to be the Best Council in the Best City, and our role as a key partner in delivering the Best City Ambition. The plan is underpinned by our values and the behaviours aligned to them, providing a clear framework for managers to understand what's expected of them and how they can support staff to be their best while delivering against organisational priorities.







## 2. The Five Year Revenue Financial Plan

### 2.1 Introduction to Five Year Revenue Financial Plan

- 2.1.1 This document presents the updated MTFS position. The Five Year Plan needs to be seen in the context of the factors that have influenced and been taken account of in the development of this Medium Term Financial Strategy and which are detailed in **Part 1** of this document.
- 2.1.2 This Plan takes account of the range of socio-economic conditions and the policy drivers that shape our Medium Term Financial Strategy. The plan incorporates international, national and regional influences which include: economic impacts, such as the cost of living crisis, Government announcements on funding and policy, such as the short term Spending Review and Chancellor's statements, the Levelling Up Bill, Health and Social Care reform, devolution across West Yorkshire; and the socio-economic context of the city, including demography, the national and local economy, the local labour market and impact of deprivation across the city.
- 2.1.3 In addition, the Five Year Plan incorporates the ambitions and priorities of the Council. The socio-economic conditions and the policy drivers that shape our Medium Term Financial Strategy that had been affected by the current cost of living crisis, which has a major impact at all levels, international, national and local. It has also severely impacted upon the Council's operating environment both in terms of the demand for services and the level of resources available to the Council that support the delivery of services provided to the citizens of Leeds.
- 2.1.4 The Plan has also been shaped by the financial challenges the Council has had to overcome in the past, with a reduction in Government funding since 2010 and the financial challenge that is detailed in this document.

**Table 2.1: Summary Updated Medium Term Financial Strategy 2024/25-2028/29**

|   | 2024/25  | 2025/26 | 26/27    | 3 Year Total    | 2027/28  | 2028/29  | 5 Year Total     |
|---|----------|---------|----------|-----------------|----------|----------|------------------|
|   | £m       | £m      | £m       | £m              | £m       | £m       | £m               |
| Movement in Funding (Increase)/Decrease<br>Sections 2.2 to 2.4  | (59.608) | 7.653   | (13.054) | <b>(65.009)</b> | (17.825) | (18.178) | <b>(101.012)</b> |
| Inflation due to Cost of Living Crisis<br>(Increase)/Decrease   | 19.607   | 8.167   | 6.487    | <b>34.261</b>   | 7.298    | 6.740    | <b>48.300</b>    |
| Other Cost Pressures (Increase)/Decrease<br>Sections 2.5 to 2.7 | 106.623  | 48.718  | 54.313   | <b>209.655</b>  | 58.352   | 54.299   | <b>322.305</b>   |
| Savings Proposals (Increase)/Decrease<br>Section 2.8            | (7.465)  | (7.928) | (0.729)  | <b>(16.122)</b> | (1.291)  | (1.141)  | <b>(18.554)</b>  |
| Updated Gap   | 59.158   | 56.611  | 47.017   | <b>162.785</b>  | 46.533   | 41.720   | <b>251.038</b>   |











Table 2.3 Assumptions used to forecast business rates income

|                                | 2023/24    | 2024/25    | 2025/26    | 2026/27    | 2027/28    | 2028/29    |
|--------------------------------|------------|------------|------------|------------|------------|------------|
|                                | Indicative | Indicative | Indicative | Indicative | Indicative | Indicative |
| In-year growth in taxbase      | 0.4%       | 1.1%       | 1.1%       | 1.1%       | 1.1%       | 1.0%       |
| Level of bad debts             | -2.2%      | -1.6%      | -1.4%      | -1.4%      | -1.2%      | -1.0%      |
| Level of Empty Rates relief    | -5.2%      | -4.2%      | -4.2%      | -4.2%      | -4.2%      | -4.2%      |
| Multiplier compensation factor | 17.0%      | 23.4%      | 23.4%      | 23.4%      | 23.4%      | 23.4%      |
| Level of retention             | 50%        | 50%        | 50%        | 50%        | 50%        | 50%        |

- 2.3.8 The Budget for retained Business Rates income is set annually in January of the preceding financial year and this determines the precept transferred from the Collection Fund to the General Fund each year. Any shortfall in business rates income received in comparison with the budget set is carried through into the following year as a surplus or deficit. An estimate of any such surplus or deficit is also made in January in the year preceding that in which it is to impact the budget, known as the 'declared deficit'. At the end of 2022/23, because the 2017 ratings list was coming to an end, additional provisions had to be made in the collection fund for an unexpectedly large number of appeals by ratepayer against their Rateable Value after the deficit was declared for 2022/23. This led to an additional deficit of £1.9m by the end of 2022/23, which will now have to be met in 2024/25. However, in 2023/24 it is projected that there will be a small surplus that will partially offset the deficit carried forward of £0.7m. This Strategy therefore recognises a deficit of £1.2m that will be a cost to the General Fund in 2024/25.
- 2.3.9 It is assumed that the in-year business rates income retained in 2024/25 to 2028/29 will be as budgeted and that therefore the Collection Fund will return to balance with no further deficits. At the time of writing the Council is not aware that the Government will cease to support retail and leisure establishments in response to the Cost of Living Crisis, thus support at the current level of 75% relief up to £110,000 per business nationally is assumed in the Strategy from 2024/25 onwards. This support, it is also assumed, will continue to be funded via a Section 31 grant which will compensate the Council for any loss of retained business rates income.
- 2.3.10 Based on the assumptions in **Table 2.3**, the Strategy assumes that budgeted in-year Business Rates income retained by the Authority in 2023/24 (£160.9m) will increase to £162.9m in 2024/25 as increased costs against this income caused by the pandemic, particularly Empty Rate Relief, continue to reduce. In 2025/26 this recovery is assumed to continue with in-year retained Business Rates income rising to £169.6m. £175.3m in 2026/27, £180.9m in 2027/28 and £186.5m in 2028/29.
- 2.3.11 Taking account of the impact of the deficit carried forward, the total budgeted income retained from the Business Rates Retention Scheme will increase from £153.7m in 2023/24 (supplemented by £8.1m of Section 31 grant funding for reliefs from 2022/23 held in reserve) to £161.7m in 2024/25. In 2025/26 this is







these appeals that were received prior to the end of the list. Ratepayers can no longer appeal their Rateable Values on the 2017 list. Provisions against the new 2023 Ratings List remain low, and expectations are that, because Ratings Lists will now only last three years rather than the previous minimum of five, Rateable Values will be more representative of the current commercial property market and fewer appeals will be submitted.

- 2.3.16 There remain many uncertainties around the future of Business Rates Retention within the local government finance system. The Government has made it clear that there will be no Business Rates Reset during this Spending Review period, when the growth nationally will be redistributed according to need through Settlement Funding Assessment and individual authorities' baselines reset to present values. There has also been little mention of moving to 75% retention rather than the current 50% or when that might happen if at all. Therefore, this Strategy assumes that any effects of these processes will be revenue neutral.
- 2.3.17 **Annexe A1** to this report provides further background information regarding Business Rates and the forecasts in the MTFS.

### Council Tax

- 2.3.18 This Medium Term Financial Strategy is written in the context of the cost of living crisis and a forecast downturn in the housing market due to higher interest rates. As such, the Strategy assumes a lower than average underlying growth in the taxbase (excluding the impact of Local Council Tax Support) in 2024/25 of 0.97% which will not recover to pre-pandemic levels for the rest of the period of this Strategy reaching 1.29% in 2026/27, as shown in **Table 2.5**. The taxbase is the number of Council Tax band D equivalent residential properties in the City of Leeds less any discounts and exemptions that have to be applied according to statute and is explained in further detail at **Annexe A2**.
- 2.3.19 The Strategy further assumes that the number of Local Council Tax Support claimants will remain above average between 2025/26 and 2027/28 in line with the forecast unemployment rate from the Office for Budget Responsibility. **Table 2.5** projects that unemployment, the main driver of working age claims for Council Tax Support, is expected to rise gradually fall from its equilibrium rate of 4.1% in 2024/25 to 4.3% by 2026/27 before falling back to equilibrium by 2028/29. The effect of the cost of living crisis on Local Council Tax Support claims will remain under review. Additionally, the Strategy assumes that collection rates will remain at 99% throughout the period to 2028/29, however this remains an area of high risk given the economic situation.
- 2.3.20 The Strategy projects that councils will be able to raise core Council Tax by 2.99% in 2024/25 in line with a statement on Government policy intention published in December 2022 but in subsequent years it is assumed core Council Tax increases will return to their historical average of a 1.99% increase each year to the end of this Strategy period. It is assumed there will be an additional precept for Adult





Social Care of 1.99% in 2024/25 again in line with the recent Government statement alongside real terms increases in funding provided through government grants for Adult Social Care in 2024/25 announced in the Autumn Statement 2022, however after that it is assumed the precept will not be increased for the rest of this Strategy period in line with comments in the Spending Review 2021. Any increase above these assumptions would generate additional resources that could be used to contribute towards closing the estimated budget gap.

- 2.3.21 As with Business Rates, any shortfall or surplus between budgeted and actual Council Tax income is a cost or gain that must be carried forward to the following year. In 2023/24 it is estimated that there will be a deficit generated for Council Tax of £1.8m because of pressures on the housing market projected to reduce the number of homes coming onto the council tax list in 2023/24.
- 2.3.22 After 2024/25 it is assumed that actual income will be as budgeted and therefore no surplus or deficit is included.
- 2.3.23 Currently the Government is seeking to gain parliamentary approval for two reforms to the Council Tax system in the Levelling Up and Regeneration Bill, currently being considered in the House of Lords. The two reforms include: -
- The introduction of a 100% premium on council tax charged to those in a second home. This would have to be approved by Full Council once the Bill has become law and that approval must be given at least one year in advance of the premium coming into force in Leeds. As such any additional income from this reform could not be realised until 1<sup>st</sup> April 2025 at the earliest.
  - There is currently a 100% premium on council tax charged on properties that have been empty for more than two years. The proposal is that the qualifying period for this premium to be applied be reduced to one year. Full Council would once again have to make the determination that this would be applied in Leeds, but if the Bill were to become law before the end of the 2023/24 financial year, this could be applied on 1<sup>st</sup> April 2024.

Because these reforms are not yet law no assumption about additional council tax income from these two reforms has been made in this Strategy.









additional grant in Adult Social Care and assumes that funding will continue at this level for the life of this Strategy.

- 2.4.7 As such, the Medium Term Financial Strategy assumes a £12.2m increase in Adult Social Care grant resources in 2024/25, reducing by £6.2m in 2025/26 but increasing by £0.4m in 2026/27 and continuing at this level for the life of the Strategy.
- 2.4.8 The Strategy assumes Council's will be able to raise an Adult Social Care Precept in 2024/25, but that this will not continue into the later years of the Strategy. This is reflected in the Council Tax section at **Paragraph 2.3.20**.

### Specific Grant Funding Changes – Children and Families

- 2.4.9 Leeds is one of three authorities to receive funding through the Department for Education (DfE) Strengthening Families Protecting Children (SFPC) Programme to support the spread of innovation programmes across 20 local authorities over five years. Annual grant of £1.6m is assumed in 2024/25, reducing by £0.5m in 2025/26 with this lower allocation continuing for the life of this Strategy.
- 2.4.10 The Autumn Statement 2022 included the announcement of additional Social Care Grant for adult and children's social care. This Strategy reflects £5.54m of this additional grant in Children's Social Care in 2024/25 and assumes that funding will continue at this level for the life of this Strategy.
- 2.4.11 The Strategy assumes an additional contribution of £1.2m from the Dedicated Schools Grant from 2024/25 to reflect the increase in the number of and complexities of looked after children.
- 2.4.12 The numbers of Unaccompanied Asylum Seeking Children supported by the Council has increased and as such the Strategy assumes an additional £2.03m of Home Office Funding to continue to support and care for UASC from 2024/25.
- 2.4.13 Disabled Facilities Grant of £0.2m is expected to fall out in 2025/26.
- 2.4.14 As such, the Medium Term Financial Strategy assumes an £8.7m increase in Children's Social Care grant resources in 2024/25, reducing by £0.7m in 2025/26 and continuing at this reduced level for the life of the Strategy.

### Specific Grant Funding Changes – Communities, Housing and Environment

- 2.4.15 The Waste PFI grant is expected to reduce by £0.108m in 2024/25 due to the impact of DEFRA penalties on recycling performance. These penalties were suspended during COVID-19 but are now reinstated.





- 2.4.16 The Medium Term Financial Strategy reflects a number of other grants falling out or reducing. In 2024/25 a £0.3m reduction reflects fallout of ESIF grant. In addition to this, the Strategy reflects the fallout of £0.4m Ukraine grant in 2025/26 and £0.19m Community Cohesion grants in 2026/27.
- 2.4.17 Other funding streams expected to fallout over the life of the Strategy are: Local Welfare Support Scheme £0.3m in 2025/26; Supported Housing Improvement Programme £0.5m in 2025/26; Household Support Fund £0.7m in 2025/26 and Accommodation for ex-Offenders programme £0.2m in 2025/26.
- 2.4.18 As such, the Medium Term Financial Strategy assumes a £0.4m reduction in Communities, Housing and Environment grant resources in 2024/25, further reducing by £2.0m in 2025/26 and another £0.2m in 2026/27 and continuing at this reduced level for the life of the Strategy.

### **Specific Grant Funding Changes – Strategy & Resources**

- 2.4.19 Public Health funding of £40k was previously provided as a contribution to the Resilience and Emergency Team (RET). This funding has now stopped, however the work of the RET team continues to be required, leading to a financial pressure for the Strategy and Improvement division.

### **Specific Grant Funding Changes – Section 31 grants**

- 2.4.20 Section 31 grants are received from Government to compensate local authorities for the costs of business rates reliefs introduced by the Government since the start of the Business Rates Retention Scheme and increases to the Small Business Rates multiplier being capped at CPI rather than RPI. Since 2020/21 the multiplier has been frozen, and local government has also received compensation for the lost income incurred, although the Government has now made it clear that continued compensation will now only be to CPI rather RPI.
- 2.4.21 Government has awarded local authorities funding to meet the cost of mandated Business Rates reliefs introduced since 2013/14, although this was at a much lower level than in 2020/21 and 2021/22 when Government supported businesses that had to close during the lockdowns with extensive reliefs. It is not forecast that there will be any additional reliefs in 2023/24, the funding from which would have been held in reserve to meet the resultant deficit in 2024/25.
- 2.4.22 In 2023/24 it is projected that Government will continue to compensate councils for historic changes to reliefs and capping of the multiplier. Historically, the Government has placed a cap on the annual increase in the multiplier of less than RPI. The Government has then compensated authorities for all losses that have been incurred up to the full RPI rate. The Government has now made it clear that going forward local authorities will only be compensated up to rate of increase to CPI rather than RPI, following the introduction of legislation to place a limit on increases to CPI rather than RPI. The Strategy therefore assumes that the







2.4.28 In February 2021, the Secretary of State announced, alongside the Local Government Finance Settlement, the continuation of the capital receipts flexibility programme for a further three years, to give local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. At the time of the 2023/24 Budget, planned expenditure of £19.0m relating to transformational work that meets these criteria was agreed to be funded through the Government's flexible use of capital receipts regulations. In 2024/25 the Strategy reflects the part-fallout of £0.16m of this resource.

### **Movement on the use of reserves**

- 2.4.29 The opening General Reserve position in 2023/24 stood at £33.2m with the opening position for 2024/25 estimated to be £36.2m also, reflecting a budgeted contribution of £3m to this reserve in 2023/24. This Medium Term Financial Strategy incorporates a base budget increase of £3.0m in 2024/25. As such a £3m contribution in every subsequent year of the Strategy is assumed, giving a projected General Reserves position of £51.2m at 31<sup>st</sup> March 2029. The impact of these assumptions on the level of General Reserve over the life of the Strategy is discussed in **Part 6** of this Strategy document.
- 2.4.30 The opening General Fund earmarked reserves for 2023/24 stood at £148.8m. This total includes £19.9m of Strategic Contingency Reserve, established in 2020/21 to fund future unforeseen budget pressures and to ensure the Council becoming more financially resilient. The 2023/24 budget assumes a net use of £14.3m from this reserve. There are currently in year commitments of £0.6m relating to funding COVID Backlog Recovery and £1.3m relating to delays in the delivery of fleet management savings in 2023/24, discussed at **paragraph 2.5.23**. This Strategy assumes that an additional £20m of capital receipts will be applied to redeem debt and reduce MRP in 2023/24 and that the resulting revenue savings will be taken to this reserve. This would leave an estimated balance on the Strategic Contingency Reserve of £23.7m at 31<sup>st</sup> March 2024, of which the Strategy then assumes use of £20m in 2024/25 to smooth the gaps over the years of the Strategy.
- 2.4.31 The 2024/25 Strategy introduces a £3.0m contribution into a new Strategic Resilience Reserve in order to increase the Authority's financial sustainability in future years.
- 2.4.32 The 2021/22 approved budget allowed for the creation of an earmarked reserve for COVID pressures. A balance of £1.3m has been carried forward into 2023/24 but it is anticipated that this will be used in full in the current year to fund specific ongoing effects of COVID. This Strategy does not make further provision in respect of this reserve.





- 2.4.33 An Energy Contingency reserve, established in the 2021/22 approved budget to provide contingency funding should energy costs exceed provision in the budget had balances of £3.9m for 2022/23 which were applied in full. No balances were carried forward into 2023/24 and this Strategy does not provide for further energy contingencies. This reflects the fall in gas and electricity prices in recent months. As discussed at **paragraph 2.5.6**, the Strategy provides separately for future forecast energy inflation.
- 2.4.34 Movements across the range of earmarked reserves provide for a net increased pressure of £27.6m on the General Fund over the life of the Strategy, £22.9m of which occurs in 2024/25. The increased General Fund pressure includes net fallout of £18.8m relating to use of the Strategic Contingency Reserve and £3.3m fallout of use of Adults and Health reserves, fallout of the use of Section 106 £0.7m, fallout of use of social inclusion reserve £0.2m and fallout of use of funds from the Homelessness grant reserve £0.1m. The General Fund is contributing £3m per annum to the Strategic Resilience reserve and £2m and £1m per annum respectively to increase provisions for insurance and MMI, among other measures to improve financial sustainability, discussed at **Section 2.7**. These costs to the General Fund are partly netted of by a (£2.1m) net reduction in contributions to the Investment Fund reserve.

## 2.5 Budget Pressures

Table 2.7: Summary of Cost Pressures

|   | 2024/25        | 2025/26       | 2026/27       | 3 Year Total   | 2027/28       | 2028/29       | 5 Year Total   |
|---|----------------|---------------|---------------|----------------|---------------|---------------|----------------|
|   | £m             | £m            | £m            | £m             | £m            | £m            | £m             |
| <b><u>Inflationary Pressures:</u></b>                   |                |               |               |                |               |               |                |
| Pay Award and the Leeds Living Wage                     | 25.937         | 19.632        | 21.247        | <b>66.815</b>  | 23.473        | 24.455        | <b>114.744</b> |
| National Living Wage for Commissioned Services          | 17.452         | 18.208        | 19.657        | <b>55.317</b>  | 21.262        | 22.276        | <b>98.855</b>  |
| Energy  | (1.355)        | 1.170         | 1.239         | <b>1.053</b>   | 1.305         | 1.345         | <b>3.704</b>   |
| Fuel  | (1.600)        | 0.116         | 0.121         | <b>(1.363)</b> | 0.123         | 0.000         | <b>(1.240)</b> |
| Other General Price Inflation<br>Paragraphs 2.5.2-2.5.9 | 22.562         | 6.882         | 5.127         | <b>34.571</b>  | 5.869         | 5.395         | <b>45.835</b>  |
| <b><u>Non-Inflationary Pressures:</u></b>               |                |               |               |                |               |               |                |
| Employers Local Government Pensions Contributions       | 0.000          | 0.000         | 0.000         | <b>0.000</b>   | 0.000         | 0.000         | <b>0.000</b>   |
| Severance & Capitalised Pension costs                   | (0.586)        | (1.803)       | (4.449)       | <b>(6.838)</b> | (0.216)       | (0.005)       | <b>(7.059)</b> |
| Demand and Demography                                   | 28.553         | 6.530         | 7.043         | <b>42.126</b>  | 7.111         | 7.527         | <b>56.764</b>  |
| Income Pressures  | 5.139          | 0.486         | 1.450         | <b>7.075</b>   | 0.550         | 0.200         | <b>7.825</b>   |
| Other Cost Pressures                                    | 27.021         | (0.861)       | 0.553         | <b>26.713</b>  | 2.326         | 0.131         | <b>29.170</b>  |
| Debt<br>Paragraphs 2.5.10 to 2.5.26                     | 3.108          | 6.526         | 8.813         | <b>18.447</b>  | 3.845         | (0.286)       | <b>22.006</b>  |
| <b>Total Funding Changes</b>                            | <b>126.230</b> | <b>56.886</b> | <b>60.800</b> | <b>243.916</b> | <b>65.649</b> | <b>61.039</b> | <b>370.605</b> |















- In addition to the Fleet Services pressure already noted, the Strategy includes an additional pressure of £2.3m for External Hire of Refuse Vehicles. This is also due to delays in procuring new vehicles and the resulting increased hire costs.
- Previous years' budgets have utilised the capitalisation of revenue expenditure to mitigate the impact of the Government's austerity agenda and the resultant reduction in funding to local authorities since 2010. In order for the Council's Revenue Budget to become more financially resilient, whilst at the same time reducing the risks associated with funding recurring revenue expenditure from capitalisation, this Strategy contains provision to further unwind the extent to which the Revenue Budget is supported by these mechanisms. Consequently, the base budget provision has increased by £14m per annum from 2024/25 to reduce reliance on capitalisation and internal charging and improve the Council's financial resilience, a process which began in 2019/20.
- The Strategy allows for an increased pressure of £2.5m around the Council's Core Business Transformation project. The project includes the procurement and implementation of new HR and Finance systems, which will ultimately result in efficiencies for the Council. Savings identified in 2023/24 at Section 2.8 include a small saving in 2024/25 in relation to this project.

2.5.24 These 'other pressures' are analysed by Directorate in **Table 2.10** below:

Table 2.10 Other Pressures

|                                    | 2024/25      | 2025/26       | 2026/27     | 2027/28     | 2028/29     | Total        |
|------------------------------------|--------------|---------------|-------------|-------------|-------------|--------------|
|                                    | £m           | £m            | £m          | £m          | £m          | £m           |
| Adults & Health                    | 2.12         | 0.21          | 0.01        | 0.01        | 0.02        | 2.37         |
| Children & Families                | 1.10         | (0.13)        | (0.08)      | (0.48)      | 0.02        | 0.44         |
| City Development                   | (3.08)       | (0.45)        | 0.52        | 0.02        | 0.02        | (2.98)       |
| Communities, Housing & Environment | 4.77         | (0.58)        | 0.03        | 2.73        | 0.03        | 6.97         |
| Strategy & Resources               | 5.16         | 0.08          | 0.08        | 0.04        | 0.05        | 5.41         |
| Strategic Accounts                 | 16.96        | 0.00          | 0.00        | 0.00        | 0.00        | 16.96        |
|                                    | <b>27.02</b> | <b>(0.86)</b> | <b>0.55</b> | <b>2.33</b> | <b>0.13</b> | <b>29.17</b> |

## Debt

2.5.25 Over the life of the Strategy, additional provision of £22.0m is required to service debt over the life of the Strategy as detailed in **Table 2.11**. Of this, £11.3m relates to the net requirement to increase the level of budgetary provision for MRP as detailed in **Table 2.12**. PFI related provision in **Table 2.11** totalling £2.9m covers the use of capital receipts to fund PFI liabilities including MRP on these arrangements, together with a provision for the impact of the capitalisation of PFI lifecycle costs.







Table 2.13 Estimated Budget Gap (including Financial Sustainability Measures)

| 2024/25 TO 2028/29 PROJECTIONS                      | 2024/25<br>£m   | 2025/26<br>£m | 2026/27<br>£m   | 2027/28<br>£m   | 2028/29<br>£m   | Total<br>£m      |
|---|-----------------|---------------|-----------------|-----------------|-----------------|------------------|
| Settlement Funding Assessment                       | 2.057           | 0.000         | 0.000           | 0.000           | 0.000           | 2.057            |
| Changes in Local Funding                            | (38.514)        | (17.944)      | (17.228)        | (17.481)        | (17.907)        | (109.074)        |
| Change in contribution to/(from) General Reserve    | 0.000           | 0.000         | 0.000           | 0.000           | 0.000           | 0.000            |
| Change in contribution to/(from) Earmarked Reserves | 2.891           | 19.924        | 3.901           | 0.872           | 0.000           | 27.588           |
| Other Changes in Specific Grant                     | (17.746)        | 8.900         | (0.083)         | (0.296)         | (0.271)         | (9.496)          |
| Changes in S31 grants                               | (7.346)         | (4.060)       | (1.344)         | (0.920)         | 0.000           | (13.671)         |
| Change in other resources                           | (0.950)         | 0.833         | 1.700           | 0.000           | 0.000           | 1.583            |
| <b>Decrease/(Increase) in Funding</b>               | <b>(59.608)</b> | <b>7.653</b>  | <b>(13.054)</b> | <b>(17.825)</b> | <b>(18.178)</b> | <b>(101.012)</b> |
| Pay Award including Living Wage                     | 25.937          | 19.632        | 21.247          | 23.473          | 24.455          | 114.744          |
| Employer's LGPS contribution                        | 0.000           | 0.000         | 0.000           | 0.000           | 0.000           | 0.000            |
| Severance & Capitalised Pension costs               | (0.586)         | (1.803)       | (4.449)         | (0.216)         | (0.005)         | (7.059)          |
| NLW Commissioned Services                           | 17.452          | 18.208        | 19.657          | 21.262          | 22.276          | 98.855           |
| Inflation: Energy                                   | (1.355)         | 1.170         | 1.239           | 1.305           | 1.345           | 3.704            |
| Inflation: Fuel                                     | (1.600)         | 0.116         | 0.121           | 0.123           | 0.000           | (1.240)          |
| Inflation: Other                                    | 22.562          | 6.882         | 5.127           | 5.869           | 5.395           | 45.835           |
| Demand and Demography                               | 28.553          | 6.530         | 7.043           | 7.111           | 7.527           | 56.764           |
| Income pressures                                    | 5.139           | 0.486         | 1.450           | 0.550           | 0.200           | 7.825            |
| Other pressures/savings                             | 27.021          | (0.861)       | 0.553           | 2.326           | 0.131           | 29.170           |
| Debt - external interest/Minimum Revenue Provision  | 3.108           | 6.526         | 8.813           | 3.845           | (0.286)         | 22.006           |
| <b>Projected Cost Increases</b>                     | <b>126.230</b>  | <b>56.886</b> | <b>60.800</b>   | <b>65.649</b>   | <b>61.039</b>   | <b>370.605</b>   |
| <b>Total Cost and Funding Changes</b>               | <b>66.623</b>   | <b>64.539</b> | <b>47.746</b>   | <b>47.824</b>   | <b>42.861</b>   | <b>269.592</b>   |

## 2.7 Medium Term Financial Sustainability Measures

- 2.7.1 This MTFS continues the journey that commenced in 2019, and which was detailed in the Revenue Budget Update report to October's Executive Board in 2019, whereby the Council's revenue budget becomes more financially robust, resilient, sustainable and affordable by moving away from the use of one-off sources of funding such as capital receipts and reserves to fund recurring expenditure. Subsequently the MTFS 2023/24 – 2027/28 and the Annual Revenue Budget report 2023/24, received in September 2022 and February 2023 Executive Boards respectively, further embedded the requirement to make the Council's revenue budget affordable and sustainable.
- 2.7.2 This 2024/25 to 2028/29 Strategy reflects the requirement to make the Council's financial position more resilient with the inclusion of ongoing planned budgeted contributions to the General Reserve. Further to this, the Strategy provides for a reduction in both the reliance on the capitalisation of revenue expenditure and reduction in the extent to which internal charging mechanisms are used in the Council's revenue budget, where the application of internal charging is driving the wrong financial behaviours and sustaining inefficiencies.





- 2.7.3 The financial position of the Council has been reviewed over the longer-term with the intention of increasing financial sustainability and resilience. **Table 2.14** shows the latest position assumed for a range of financial sustainability measures and use of those measures to reduce reliance on one-off funding sources. **Paragraphs 2.7.4-2.7.9** discuss this in more detail.

Table 2.14 Financial Sustainability Measures

|  | 2024/25     | 2025/26    | 2026/27    | 2027/28    | 2028/29    |
|--|-------------|------------|------------|------------|------------|
|  | £m          | £m         | £m         | £m         | £m         |
| <b><i>Included in Funding Changes (Table 2.6):</i></b> |             |            |            |            |            |
| General Fund Balances                                  | 0.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| Strategic Resilience Reserve                           | 3.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| Provision for Insurance                                | 2.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| Provision for MMI                                      | 1.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| <b><i>Included in Cost Increases (Table 2.7):</i></b>  |             |            |            |            |            |
| Capitalisation   | 10.0        | 0.0        | 0.0        | 0.0        | 0.0        |
| Internal Charging                                      | 4.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| Repayment of Borrowing from Ring Fenced Resources      | 0.0         | 0.0        | 0.0        | 0.0        | 0.0        |
| <b>Total Financial Sustainability Measures</b>         | <b>20.0</b> | <b>0.0</b> | <b>0.0</b> | <b>0.0</b> | <b>0.0</b> |

- 2.7.4 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. The Medium Term Financial Strategy recognises the requirement to keep the level of the Council's reserves under review to ensure that they are adequate to meet identified risks. Grant Thornton's Auditor's Annual Report 2021/22, received at Corporate Governance and Audit Committee on 20th March 2023 noted that "the Council should continue to consider the adequacy of its current level of General Fund Reserves and Balances to ensure that these remain adequate for its needs and potential unforeseen events." The MTFS provides for a £3m base budget contribution to the General Reserve each year from 2024/25 to 2028/29. The impact is to provide General Reserves of £39.2m in 2024/25, £42.2m in 2025/26, £45.2m in 2026/27, £48.2m in 2027/28 and £51.2m in 2028/29.
- 2.7.5 Whilst the current cost of living crisis presents a significant risk to the level of resources available to the Council there may be further impacts in addition to those provided for in this Medium Term Financial Strategy. It is therefore prudent to contribute to the Strategic Resilience reserve to mitigate against any potential further impacts, commencing the base budget contribution to this reserve of £3m per annum in 2024/25.
- 2.7.6 In recognition of the requirement to adequately provide for insurance claims against the Council and specific insurance liabilities arising from having been a









### 3. The Capital Programme

#### 3.1 Capital Programme Review

- 3.1.1 Capital investment needs are assessed on an annual basis under the direction of the Council's Financial Challenge: Strategic Investment Board (SIB) with final approval sought from Executive Board and Full Council in February each year. Capital investment proposals that deliver savings or generate additional income can come forward throughout the year and are subject to a robust business case approval. Schemes funded by external resources can also come forward throughout the year.
- 3.1.2 As in 2022/23, the Council has undertaken a Capital Programme Review process to identify the priority capital schemes to be recommended to Executive Board for consideration as part of this MTFS and ultimately to Full Council for injection into the Capital Programme as part of the February Budget 2024/25.
- 3.1.3 A review of the existing capital programme was undertaken to ensure all existing borrowing commitments were still required and to confirm the profile of the necessary borrowing. This provided a clear base position against which to carry out the review process and identified where funds already committed could be freed up to deliver priority schemes identified during the 2023 review process. This exercise resulted in reprofiling of a number of schemes funded by borrowing and a small increase in the level of general contingencies.
- 3.1.4 Recognising the current revenue financial position and the increased cost of debt, Strategic Investment Board agreed the importance of limiting any new borrowing to the level of budgeted MRP, with a requirement that should the impact of the review on the revenue debt budget go above this headroom the cost of additional new borrowing would be added to that directorate's revenue savings target. Further it was agreed that any capital receipts not required for transformation would be used to reduce corporate borrowing. This 'MRP headroom' provides an estimated £27.8m of funding for the 2023 review, which when added to available capital contingencies funds of £2.2m (after ensuring that sufficient general contingencies remain available to meet in year pressures in 2023/24 and 2024/25) and CIL funds of £1.7m, results in a provisional total funding envelope of £31.7m. It should be noted that this total funding is subject to change, for example if the call on contingency funding in 2023/24 exceeds the level assumed.
- 3.1.5 Directorates were invited to submit their priority proposals for consideration by a cross-council group of senior officers, including members of the Strategic Investment Board. Review meetings were held during May and June 2023 in which the group considered and challenged these proposals. Each proposal was considered against agreed Capital Programme Review Prioritisation Criteria, to ensure they were in line with the Council's priorities and this involved consideration of both the strategic importance and urgency of the proposals, as









Table 3.3: Capital Receipts Requirement

|  | 2023/24          | 2024/25      | 2025/26      | 2026/27      |
|--|------------------|--------------|--------------|--------------|
|  | £                | £            | £            | £            |
| Useable capital receipts                         | 33,899,577       | 34,000,001   | 10,959,815   | 700,000      |
| Ringfenced capital receipts (Capital Programme)  | 1,915,149        | 0            | 0            | 0            |
| Flexible use of capital receipts (ELI & Digital) | 23,837,900       | 14,830,300   | 11,607,200   | 10,471,200   |
| Revenue budget requirement (PFI & Lifecycle)     | 3,869,000        | 4,876,000    | 5,990,000    | 7,161,000    |
| Total budget requirement                         | 29,622,049       | 19,706,300   | 17,597,200   | 17,632,200   |
| In Year Surplus/(deficit)                        | 4,277,529        | 14,293,701   | (6,637,385)  | (16,932,200) |
| Useable capital receipts surplus b/fwd           | 12,441,548       | 9,275,884    | 23,569,585   | 16,932,200   |
| Useable capital receipts surplus c/fwd           | (9,275,884)      | (23,569,585) | (16,932,200) | 0            |
| <b>Surplus Capital Receipts</b>                  | <b>7,443,193</b> | <b>0</b>     | <b>0</b>     | <b>0</b>     |







#### 4.2.4 Key Income Assumptions 2024-2029

- **Rental Income.** In February 2019 the Government confirmed that a return to a rent formula of CPI+1% for 5 years from 2020/21 and therefore the forecast rental figures are based on this principle. With CPI inflation for September 2023 forecast at around 6%, this would give an allowable rent increase of up to 7% in 2024/25.

It is worth noting that in 2023/24 Government capped rent increases at the lower of CPI+1% or 7% and consulted upon the same option for 2024/25. Whilst no decision was made at the time, the assumptions contained in this plan are consistent with the consultation.

The following years increases are based on the Office of Budget Responsibility (OBR)'s long term forecast of CPI plus 1%. Inflation is forecast to fall sharply after 2024/25 thereby limiting the additional income available in the later years.

Total forecast rental income is also adjusted for the net difference between forecast Right to Buy (RtB) sales, the impact of decanting tenants from REEMAs properties and additional housing stock from new build properties in the Housing growth programme.

- **Right to Buy Sales.** The current plan assumes 600 sales per year for the rest of the plan. RtB discounts remain a considerable incentive for many people, however the current financial situation and the impact on mortgage rates may result in diminishing RtB sales in the future.
- **Other Income.** The financial plan assumes service charges will rise in line with rental income at 7% for 2024/25 and in line with OBR forecasts after this date.
- **PFI Grant.** This grant remains fixed at £21.4m over the life of the PFI contract.

#### 4.2.5 Key Expenditure Assumptions:

- **Pay Award and Price Inflation.** The plan provides for a pay award in 2023/24 of £1,925 per employee as per the current offer and a pay award of 4% in 2024/25. The following years assume a 4% pay award. Price inflation is generally assumed at CPI levels in the plan.
- **Energy Costs.** Gas and electricity are forecast based on the latest energy unit assumptions.
- **Repairs.** After allowing for a £12m rebase of the repairs budget in 2023/24, the repairs budget is assumed to be inflated by CPI and adjusted to reflect the forecast





changes in stock numbers.

- **Disrepair Provision.** Resolving disrepair remains a priority for the service. The financial plan assumes an annual budget of £4m for disrepair is provided for. This will be reviewed in conjunction with the Investment programme.
- **Provision for Bad Debt.** The budget has been kept at £1.1m, the same level as in 2023/24 and it is assumed that this level of provision will remain static in the financial plan. This will be kept under continual review.
- **Capital Programme - (Annual Investment).** The annual capital investment requirement in the HRA is over £120m per annum. However, due to limited resources within the HRA there is a significant affordability gap. The medium-term plan provides for £72.9m in 2024/25, same as current 23/24 budget, reducing to £68m from 25/26 onwards.

The revenue contribution to the capital programme (RCCO) is approximately 20% of the total HRA budget. This contribution, along with external funding and some limited borrowing for the REEMA decant programme combine to provide the funding for the HRA Capital Programme.

The fall out of other funding places greater pressure on the revenue account to increase its funding to maintain the total level of investment in the stock. This can be evidenced in the top row of **Table 4.2**.

Table 4.2 HRA Capital Programme 2023/24 to 2026/27

|                                | 2023/24         | 2024/25         | 2025/26         | 2026/27         |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                | £000s           | £000s           | £000s           | £000s           |
| HRA Revenue Contribution(RCCO) | (49,575)        | (56,940)        | (55,222)        | (55,300)        |
| RtB Receipts(Allowable Debt)   | (14,582)        | (12,778)        | (12,778)        | (12,778)        |
| Government Grant /EU Grant     | (3,832)         | 0               | 0               | 0               |
| Borrowing                      | (4,792)         | (3,134)         | 0               | 0               |
| Private Sector                 | (71)            | 0               | 0               | 0               |
| <b>Capital Programme</b>       | <b>(72,852)</b> | <b>(72,852)</b> | <b>(68,000)</b> | <b>(68,078)</b> |

- **Additional interest on borrowing charges.** The plan reflects increased costs associated with servicing the HRA's debt to fund the Council's Housing Growth Programme (CHGP). The CHGP has a live budget at £323.2m and at July 2023 £134.7m has been spent.

**Table 4.3** shows the planned spend and the need to borrow circa £86m over the next 3 years. The financing costs associated with the borrowing reflect













## Assumptions and risks

### SEND Green Paper

4.3.8 The Government released a SEND Green Paper for consultation in 2022, which could have significant implications for how support for pupils with SEND is delivered and funded. Drawing on the feedback of this consultation the government has now published the Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) Improvement Plan. The Improvement Plan sets out how the Department for Education intends to proceed with the proposed changes in the Green Paper which could have an impact on the projections for the high needs block, but this is too early to quantify.

### Funding Increases

- 4.3.9 Local authority allocations are currently released on an annual basis and it is not yet known what increases may be available beyond 2024/25. In 2022/23 and 2023/24 supplementary funding for schools and the high needs block was announced in the preceding December. Those allocations have been included in the base funding for 2024/25. There is no indication that there will be further supplementary allocations for 2024/25.
- 4.3.10 If increases were not as high as expected for the schools and early years blocks this would be matched by a reduction in funding allocated out to settings.
- 4.3.11 In relation to the central school services block funding, these projections are based on the current funding mechanism however the Department for Education (DfE) has advised there will be a future consultation on the services this block funds, and some services may become traded arrangements with schools and therefore DSG funding may reduce.
- 4.3.12 In relation to high needs, in the past Leeds was significantly underfunded and in 2017/18 the high needs block funding for Leeds was 25% lower per pupil than the national average. Since 2018/19 the Government has implemented a national funding formula to address historical funding differences. In recent years Leeds received a funding increase of at least 8%, however this will reduce to 5% in 2024/25 and beyond this the DfE has advised local authorities should assume a 3% increase.
- 4.3.13 To provide some context for the potential impact of funding changes, every 1% change in the high needs allocation is equivalent to approximately £1.3m of funding.

### Cap on gains

4.3.14 Although funding has increased since the move towards the national funding formula was introduced, some DSG funding increases have been subject to a









## 5. The Financial Risks

- 5.1 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, in that the Council cannot balance its Revenue Budget, is identified as one of the Council's corporate risks as is the Council's financial position going into significant deficit in any one year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves strategy. Both of these risks are subject to regular review and reporting. The Annual Corporate Risk and Resilience report can be found elsewhere on this agenda.
- 5.2 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 City ambition in respect of Health and Wellbeing, Inclusive Growth and meeting our Zero Carbon target.

### The Economy

- 5.3 The Council's and City's economic and fiscal position is clearly impacted upon by the wider national and international economic context. The performance of the UK economy in a global context will have implications for the level of resources available to the government. Any change in forecast assumptions will have implications for the government's spending plans and this in turn will impact upon the level of resources available to the public sector. Similarly changes in the government's national spending priorities or responding to particular economic pressures such as inflation may have implications for the level of resources available to local government. The Leeds Inclusive Growth Strategy 2023-2030 can be found elsewhere on this agenda.

### Risks to funding

- 5.4 The Medium Term Financial Strategy makes assumptions in respect of the level of resources that are receivable through Council Tax, Business Rates and Government Grant. Any variation from these assumptions has implications for the level of resources available to the Council.
- 5.5 The impact of COVID-19 upon the Council's revenue budget in 2020/21 and 2021/22 was significant and the receipt of specific financial support from the Government was necessary to deliver a balanced budget position in both of those years. This Medium Term Financial Strategy does not provide for the ongoing impact of COVID-19 and any variation to this assumption will require contingency actions to be identified and implemented.









- Ensuring written confirmation of external funding is received prior to contractual commitments being entered into;
  - The capital programme includes a central contingency to cater for any unforeseen circumstances. In addition, individual programmes and schemes contain a risk provision for unexpected circumstances; and
  - Compliance with Financial Procedure rules, Financial Regulations and Contract Procedure Rules to ensure the Council's position is protected.
- 5.17 The Chief Officer – Financial Services will continue to work with service directors to ensure that capital schemes are properly developed and that a rigorous business case process is operated to demonstrate investment is aligned to Council Best City Ambition objectives and will deliver best value.
- 5.18 In managing the overall funding for the programme particular emphasis is placed on ensuring that contractual commitments are only made when there is reasonable certainty that the appropriate resources are available.
- 5.19 The Council recognises a number of pressures and development schemes that bring economic and wider benefits that have implications for the level of debt. The Council will look to manage these pressures and limit the impact on debt costs by ensuring where possible that new schemes are fully funded (either by external resources or departmental prudential borrowing) or meet agreed capital programme priorities, as set out in **Annexe B**. A revised approach to ensuring that new capital schemes are prioritised and injected at two points in the year has been implemented. This strategy does however allow for spend to save schemes that are supported by robust business cases or those of an immediate health and safety nature to be injected throughout the year. These principles continue to be key to the annual review process undertaken to update the Capital Programme.
- 5.20 The Council's capital programme faces significant inflationary pressures as the result of a range of factors – not least the impacts of EU exit, the COVID-19 pandemic and the subsequent Cost of Living crisis on supply chains, increased labour costs and energy price pressures affecting the availability and cost of key construction materials such as steel, cement and bricks which require high energy use for their production. The annual reviews include consideration of the impact of inflation on schemes currently being delivered and those planned. In year pressures arising will continue to be reported to SIB who will prioritise these, consider how scheme costs might be reduced and identify appropriate additional funding measures where required.
- 5.21 Use of capital receipts to fund revenue transformational costs is permitted under a specific Government Direction allowing 'Flexible Use of Capital Receipts'. This provision was renewed in 2022/23 and currently extends to 2024/25, however the current strategy assumes that, as in previous years, the Direction will be extended







## 6. Financial Assurance

### 6.1 Assurance

- 6.1.1 This section of the Strategy details the arrangements that the Chief Officer – Financial Services has established to provide assurance that, in respect of the management of public financial resources that the Council has in place effective and robust arrangements for financial planning, financial control and other financial management activities. These provide the assurance that the current arrangements set out below comply with the requirements of the Chief Finance Officer protocol as set out in Section 5k of the Council’s constitution.

### 6.2 Governance Structure

- 6.2.1 In the context of the terms of reference for the Council’s Corporate Governance and Audit Committee, which is to review the adequacy of policies and practices to ensure compliance with statutory and other guidance, the Chief Officer – Financial Services produces an annual report which provides assurance that the Council has in place effective and robust arrangements for financial planning, financial control and other financial management activities.
- 6.2.2 The role of the Chief Officer – Financial Services, the Section 151 officer, is critical in ensuring that the financial resources of the Council are safeguarded. In accordance with CIPFA (Chartered Institute of Public Finance and Accountancy)’s statement on the role of the Chief Financial Officer in local government, the Chief Officer – Financial Services reports directly to the Director of Strategy and Resources; is a member of the Council’s Leadership Team, attends Executive Board; has advance notice (including receiving agendas, minutes, reports and related papers) of all relevant meetings of the Authority; has the right to attend any meeting of the Authority; and has sufficient resources to enable them to address any matters concerning their Section 151 functions.
- 6.2.3 The Budget Accountability Framework, approved in October 2014 and amended in March 2015, sets out how the Council manages its budget. The framework sets out these key roles, the way in which they inter-relate and how budget management accountability is exercised and evidenced. This framework has been strengthened for 2023/24 with the formal budget sign off arrangements.
- 6.2.4 The revenue budget principles, approved by Executive Board in July 2019, support the budget process and need to be complied with in conjunction with compliance with the Council’s Budget and Policy Framework, the Budget Management Accountability Framework and detailed guidelines provided for setting budgets. The capital programme principles have been developed to enable focus on the purposes of the Capital Programme and to seek agreement for the use of limited resources.





- 6.2.5 The Chief Officer – Financial Services, as Section 151 officer, is responsible for systems of financial control and, as a part of this system of control, Financial Regulations provide a framework for managing the Council's financial affairs. This system of control ensures that the financial transactions of the Council are recorded as soon as, and as accurately as, reasonably practicable, they enable the prevention and detection of inaccuracies and fraud and ensure that risk is appropriately managed.
- 6.2.6 The Council's Contract Procedure Rules (CPRs) set out the key responsibilities and actions that Council staff must follow when undertaking procurements. They support staff to meet legislative requirements and to meet the Council's ambitions for procurement, the Council's procurement strategy, and related policies and procedures. They also support staff to deliver effective procurement.
- 6.2.7 A report received at July 2020's Corporate Governance and Executive Board detailed the process the Council must follow for the submission of an emergency budget and provides assurance that the proposed measures would be both agreed by Council's Executive Board and consulted upon prior to Full Council consideration of the proposals.
- 6.2.8 The Council has tried and trusted arrangements for treasury management which comply with CIPFA's Code of Practice on Treasury Management and Prudential Code. An annual Treasury Management Governance Report which reports on the robustness of these arrangements is received at the Council's Corporate Governance and Audit Committee.

### 6.3 Internal Audit and Systems of Control

- 6.3.1 The Public Sector Internal Audit Standards outline that a professional, independent and objective internal audit service is one of the key elements of good governance, as recognised throughout the UK public sector. On behalf of the Corporate Governance and Audit Committee and the Section 151 Officer, Internal Audit acts as an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. The work of Internal Audit contributes to Leeds City Council achieving its key priorities by helping to promote a secure and robust internal control environment, which enables a focus on accomplishing Best City Ambition objectives in an efficient and effective way. The independent check and challenge provided by Internal Audit provides an important source of assurance for the Section 151 Officer in exercising statutory responsibility for the financial administration of the Council.
- 6.3.2 Each financial year, a risk based Internal Audit Plan is put together incorporating a review of information from a range of sources including strategic plans and risk registers. The Internal Audit Plan is designed to promote the effective and efficient use of resources across the organisation and is subject to constant review throughout the financial year to ensure that coverage is prioritised and directed













understanding that key decisions are taken and that where identified savings are not delivered alternative savings options will be needed.

- To address the estimated budget gaps identified in the Medium Term Financial Strategy the Council has established a “Financial Challenge” savings programme. A cross-council group of senior officers provides a high support, co-ordinated and consistent approach to the identification of robust, realistic and deliverable budget savings proposals.
- The same group has oversight over the budget savings programme. Through this robust and accountable approach any variations to budgeted assumptions can be readily identified and addressed. Where appropriate, and in accordance with the Council’s adopted budget principles, alternative proposals will be identified to ensure that a balanced budget position can be delivered over the period covered by this Medium Term Financial Strategy. Progress against the delivery of these targeted savings will be included in the monthly Financial Health reporting to this Board.
- In recognition of the financial challenge the Council faced in 2021/22 from an unprecedented event the Council established a Strategic Contingency Reserve in 2020/21 which will be used to fund future unforeseen budget pressures and to ensure the Council becoming more financially resilient. In April 2023 Executive Board agreed to apply the remaining balance of the Merrion House capital receipt to redeem debt in 2022/23, to reduce MRP by the same amount and to contribute the resulting revenue saving to an earmarked revenue reserve. This reserve is available to fund future unforeseen budget pressures and to ensure the Council continues to become more financially resilient.
- In addition to specific directorate/service risks, the collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored.
- Where the budget assumes the generation of additional capital receipts from property and land sales which are utilised to offset PFI liabilities and fund transformational programmes using the government’s capital receipts flexibilities, the timing of the delivery of these receipts needs to be closely monitored and contingency actions identified should there be any slippage to budgeted assumptions.
- Under the Business Rates Retention Scheme, the Council’s local share of business rates is exposed to risks both from collection and from reductions in rateable values.
- Business rates income continues to be a significant risk, however, as is also the case for council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current financial year, although this will be an issue in future financial years.







- There is a clear understanding of the duties of the Council's statutory financial officer and that the service implications of these being exercised are fully understood by Members and senior management alike.

- 6.5.6 Any ongoing impact of COVID-19 has not been factored into the Council's financial assumptions for the period covered by this Medium Term Financial Strategy. It is assumed that there will not be a requirement for further lockdowns and therefore the Council will not be required to incur specific additional expenditure relating to COVID-19. In addition, it is assumed that income realisable from sales, fees and charges returns to pre-COVID levels. These assumptions are consistent with the Government's current level of financial support which assumes that there will be no ongoing financial impact of COVID and that any impact will need to be managed within the Council's approved budgets.
- 6.5.7 The impact of the inflation (pay and price) key assumptions in each financial year covered by the Medium Term Financial Strategy is detailed within this report. However, this is only an estimate of the likely impact of inflation and the impact of events and changes in policy at both national and international levels will have implications for these assumptions.
- 6.5.8 Each year Corporate Governance and Audit Committee receive the annual assurance report from the Chief Officer – Financial Services which provides assurance that Council has established an effective financial control environment including robust arrangements for strategic financial planning combined with effective financial management and control. It also provides assurance that the Council also has a sound framework for reviewing and challenging financial performance, has realistic plans in place to make the necessary savings in each financial year, that it will take the appropriate steps to deliver them and that the Authority has contingency plans in place to help to manage unforeseen variations against the budget.

## 6.6 Level of Reserves and Balances

- 6.6.1 Section 25 of the Local Government Act (Part II) 2003 requires the Council's Statutory Financial Officer 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.
- 6.6.2 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. General and useable reserves are a key measure of the financial resilience of the Council, allowing the Authority to address unexpected and unplanned pressures.







the Council's reserves under review to ensure that they are adequate to deal with the identified level of risks.

## **6.7 Revenue and Capital Principles**

- 6.7.1 The revenue budget principles, which were originally agreed by Executive Board in July 2019, and with an amended version subsequently being agreed at Executive Board in February 2023, have been developed to support the budget process and need to be complied with in conjunction with compliance with the Council's Budget and Policy Framework, the Budget Management Accountability Framework and detailed guidelines provided for setting the budget. The budget position is based on a number of significant subjective assumptions. To enable the Council to react to changes in these assumptions in a timely fashion, these principles should be adhered to, which should support a balanced budget being set. The current financial year will also have a significant impact on future years budgets being set and therefore a number of the principles relate to the current financial year.
- 6.7.2 The capital principles have been developed to enable the Capital Programme resource to achieve the priorities within the Best City Ambition and will support the development and monitoring of the Capital Programme.
- 6.7.3 The revenue budget principles support the determination of future years budgets and detailed guidance is provided in respect of key assumptions such as incorporating the full year effect of previous year's savings proposals; consequences of the capital programme; taking account of Council decisions; how to prepare salary budgets; and how to deal with external funding. In addition, the principles detail the processes involved regarding the determination and agreement of budget savings proposals and proposals in respect of discretionary fees and charges.
- 6.7.4 In respect of the current financial year a number of key principles deal with contributions to non-ring fenced reserves; substituting grants for general funding; the carry forward of budget into the following financial year; the requirement for Directors to deliver a balanced budget; the requirement to manage budget pressures with no overspend in budgets unless there is a safeguarding/statutory need and; the requirement to manage a required reduction in expenditure where a revenue grant ceases in year.
- 6.7.5 The capital principles have been developed to enable focus on the purpose of the capital programme and to seek agreement for the use of limited resources. These principles cover the requirement for the Programme to be compiled at project level for a 10 year period; the profiling of capital expenditure into the correct financial years; and when a capital scheme has been completed the business case and outcomes reviewed to ensure that the targeted outcomes have been achieved.







## 7. Part 7: Financial and other Council Strategies

### 7.1 Financial Strategies

7.1.1 The Council's financial strategies provide the framework within which the Council will plan, procure, prioritise and manage its capital investment and financing decisions in support of the delivery of the council's priorities which are set out in the Best City ambition and delivered through this Medium Term Financial Strategy.

### 7.2 Capital Strategies

7.2.1 Local authorities are required to have both a Capital Strategy and an Investment Strategy, with the option to produce one strategy document covering both of these areas. The Council has opted to produce an overall Capital and Investment Strategy, given that there is a significant overlap between the two areas.

7.2.2 The requirement for a Capital Strategy included in the revised Prudential Code for Capital Finance in Local Authorities 2021. The Prudential Code was developed by CIPFA as a professional code to support Councils in taking their decisions. Councils are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003. In financing capital expenditure Councils also have to have regard to CIPFA's Treasury Management in the Public Services 2021: Code of Practice and Cross-Sectoral Guidance Notes.

7.2.3 The Capital Strategy sets out the principles that support the Council's 4 year capital programme and as such how it supports corporate priorities and objectives. It continues to develop a longer 10 year programme.

7.2.4 The requirement for councils to publish an annual Investment Strategy is included in the current edition of the Government's Statutory Guidance on Local Government Investments.

7.2.5 The Capital Strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

7.2.6 The key aims of the Strategy are to:

- Ensure that decisions are made within the framework, CIPFA codes and statutory legislation;
- Prioritise and deploy capital resources in line with corporate priorities;
- Support service plans;
- Address major infrastructure investment;







that it buys. The Procurement Strategy is a “living” document which is kept under constant review with a full refresh to commence shortly and new procurement strategy launched in 2024. Annual procurement assurance reports are provided to Corporate Governance and Audit Committee

7.3.2 The Strategy identifies the following 5 key areas for procurement:

- **Value for money and efficiency.** The strategy ensures that the Council gets maximum value from its contracts through best value and innovative procurement practice by adopting a consistent corporate approach to commissioning; adopting a clearly identified savings strategy and continuing to use a category management approach to procurement.
- **Governance.** We will ensure compliance with the Contract Procedure Rules, the Council’s Constitution and public procurement law (including the Public Contracts Regulations 2015) in order to manage procurement risk and to comply with legal requirements. Having good governance means our contracts are procured properly thereby ensuring we are testing the market with clear terms and conditions and avoiding the cost of legal challenge from failing to abide by the procurement rules.
- **Social value and Living Wage.** We will seek to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required. By including social value outcomes in our contracts and encouraging our contractors to pay the Foundation Living Wage we ensure that we are making every £ spent go further.
- **Commercial opportunities.** In many cases market development is led by the commissioning teams within directorates and, in collaboration with Procurement and Commercial Services, those teams will continue to seek new ways to develop and create commercial opportunities, not just by promoting revenue generation, but by looking at how we engage with, and influence, the marketplace and potential suppliers in order to drive innovation and develop new ideas around service delivery.
- **Supplier engagement and contract management:** Within the Council, responsibility for contract management lies firmly within directorates and this will continue. All directorates manage their strategic supplier relationships through continuous engagement with their suppliers and ensure effective management of all contracts from beginning to end in order to control costs, obtain the quality outcomes and performance levels set out in the contract (including in respect of social value), and minimise the level of risk. By engaging with suppliers and undertaking robust contract management we ensure that the Council gets what it is are paying for.

## 7.4 Treasury Management Strategy

7.4.1 The Treasury Management Strategy seeks to manage the long-term borrowings of the Council and the short-term cash flow resources of the council consistent with







the form prescribed in its TMP's.

- This organisation delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive Board, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with the organisation's TMPS and Treasury Management Practices and, if he/she is a CIPFA member, CIPFA's *Standard of Professional Practice on Treasury Management*.
- This organisation nominates the Corporate Governance and Audit committee to be responsible for ensuring the effective scrutiny of the Treasury Management Strategy and Policies.

7.4.4 Whilst this Treasury Management Policy Statement outlines the procedures and considerations for the treasury function as a whole, requiring revision occasionally, the Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. The Strategy is submitted to the Executive Board for approval before the commencement of each financial year.

7.4.5 The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates (for instance, the Council may postpone borrowing if fixed interest rates are falling).

7.4.6 The Treasury Management Strategy is also concerned with the following elements:

- the prospects for interest rates;
- the limits placed by Council on treasury activities (per TMPS);
- the expected borrowing strategy (including forward start borrowing);
- the temporary investment strategy;
- the expectations for debt rescheduling.

7.4.7 The Treasury Management Strategy will establish the expected move in interest rates against alternatives (using published forecasts where applicable) and highlight sensitivities to different scenarios.

## 7.5 Other Council Strategies

7.5.1 The Council's [Estate Management Strategy 2021 to 2025](#) provides the basis for decisions about how the Council plans, uses, manages and invests in its land and buildings. Five guiding principles have been established: A modern fit-for-purpose estate; A well-managed and maintained estate; Working with partners; Maximising income from our portfolio; and Supporting the city's future.





- 7.5.2 The [Digital Strategy 2022 to 2025](#) was developed to underpin Leeds' [Best City Ambition](#) and its three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon. It sets out how, by making better use of data and technology, and by taking a person-centred approach to service design and delivery, we will improve the way we can support people in their daily lives, helping them achieve their ambitions and overcome any challenges they may face.
- 7.5.3 The [People Strategy 2020-2025](#) sets out how the Council will use its human resources to deliver its priorities and the Best City Ambition.
- 7.5.4 For further information on both Council and City Strategies and Plans, please click [here](#).



## **1. BUSINESS RATES RETENTION SCHEME**

### **2. Business rates as a tax**

- 2.1. Business Rates are a tax on all non-domestic property except for those specifically exempted by statute, such as agricultural land. The ratepayer is the occupier of the property unless it is vacant, at which time 'empty rates' become payable by the owner after a short period of exemption.
- 2.2. Each ratepayer's basic liability to Business Rates is determined by multiplying the Rateable Value of the property by the relevant business rates multiplier and there are then a series of reliefs that can reduce this basic liability depending on the circumstances of the property or the ratepayer.

### **3. Rateable Value (RV)**

- 3.1. The Rateable Value (RV) of a property broadly represents the annual rent that can be expected from that property on a given date on the open market as assessed by the Valuation Office Agency (VOA) in accordance with legislation and case-law. Billing authorities like Leeds City Council don't have any input into this valuation.
- 3.2. In general, the VOA collects rental information from ratepayers in an area and inspects individual properties, using this data to arrive at valuations for each property. However, for some types of property a different method must be used because there is insufficient comparable rental information in an area. These include the 'contractor's method' (a method representing the interest that would be charged on the capital required to replace the premises) or the 'receipts and expenditure method' (where the VOA deem RV to be related to a measure of profits likely to be generated from the property).

### **4. Rating Lists**

- 4.1. Rateable properties fall either into a local rating list or the central rating list. There is a single local rating list for each billing authority in England and Wales, and two central rating lists, one for England and one for Wales. Over 95 per cent of the total aggregate Rateable Value is contained in local rating lists across England and Wales. The total Rateable Value in Leeds as at 30<sup>th</sup> August 2023 is £952.6 million.
- 4.2. Some properties are deemed by the Secretary of State to form part of a network across the country, such as the utility, the telecommunication, and the railway

networks. These are listed on a Central List and the business rates yield from these properties is collected by the Secretary of State and paid into the Treasury's Consolidated Fund.

4.3. According to the Local Government Finance Act 2012 all business rates income received from properties on the Central List, along with all income from Central Government's share of business rates from local lists, must be redistributed to "benefit local government".

## **5. The Multipliers**

5.1. The multipliers are set by Government each year and there are two basic rates, the small business rates multiplier, which, since 1<sup>st</sup> April 2017, applies to properties with a Rateable Value below £51,000, and the higher national business rates multiplier for properties above £51,000.

5.2. Every April the small business rates multiplier can be increased by RPI although the Government has the power to limit these increases, which it has done from 2020/21 to 2023/24, freezing the multiplier. Authorities received compensation for the loss of income experienced as a result of this capping of the multiplier. In 2017-18 the Government announced that from 1<sup>st</sup> April 2018 the multiplier would only increase by CPI and there is currently a Non-Domestic Rating Bill being considered in the House of Lords which will statutorily limit increases in the multiplier to CPI instead of RPI. In 2023/24 the Government limited the compensation made to local authorities for the resulting loss of income from capping the multiplier to CPI rather than RPI. Billing authorities have no control over the level of the small business rates multiplier. Since 2020-21 the small business rates multiplier has been 49.9p.

5.3. The higher national business rates multiplier was originally set so that it theoretically generated sufficient extra revenue nationally to fund, nationally, the Small Business Rates Relief scheme, although this has not been the case since 2013/14 when Government doubled the rate of Small Business Rates Relief. Since 2020-21 the national business rates multiplier has been 51.2p.

## **6. Reliefs**

6.1. There are various relief schemes that can reduce a ratepayer's basic liability depending on the circumstances of the property or ratepayer. Some of these schemes are mandatory and a billing authority has no choice but to award them if they apply to a ratepayer's circumstances; others are discretionary, with the billing authority having the ability to set its own policy regarding when to award them.

6.2. Under the 50% Business Rates Retention Scheme (BRRS) Leeds City Council has to meet 49% of the cost of most of these reliefs. The exceptions are small business

rates relief, where, for Leeds, 69.1% of the cost to the authority is funded by central government to compensate for the doubling of the relief in 2013/14 and the increase in the threshold when the higher national multiplier takes effect, and those reliefs that have been introduced by the Government since the beginning of the BRRS in 2013-14, which are fully funded by the Government through a section 31 grant.

6.3. In recent years there has been concern about the use of mandatory reliefs by ratepayers to evade or avoid taxation, especially relating to Small Business Rates Relief, Mandatory Charity Relief and Empty Rate Relief. In July 2023 the Government published a consultation on reforms to these reliefs which, it is proposed, will reduce levels of evasion and avoidance of business rates liability.

## **7. Revaluations**

7.1. Revaluations of RVs are now undertaken by the VOA every three years. The last revaluation produced the 2023 Ratings List and came into effect on 1<sup>st</sup> April 2023. Prior to this, Revaluations were supposed to take place every five years, although the Government retains the power to extend the life of a Ratings List, which it did in in the cases of the 2010 Ratings List (to seven years) and the 2017 Ratings List (to six years). The aim of reducing the period between Revaluations is to make Ratings Lists more representative of the current commercial property market, and thereby reduce the burden of appeals (see **paragraph 8** below) on local authority budgets.

7.2. When a revaluation takes place, the total tax raised across England should remain constant and the multiplier is adjusted to compensate for increased or reduced total RV. A revaluation does, however, redistribute national yield between areas, meaning that regions that have experienced growth in property values above the national average will pay a higher share of business rates than other areas. Local Government is compensated for changes brought about purely by Revaluations through adjustments to their top ups or tariffs (see **paragraph 10** below).

7.3. Historically, following a Revaluation, ratepayers who experienced a large increase in their RV received transitional relief to cushion the increase, with the relief gradually decreasing over three years. To pay for this, those who saw large reductions in their RV had their gains limited and phased in over several years, paying higher rates than their RVs would initially have represented. However, when the new 2023 Ratings List was introduced on 1<sup>st</sup> April 2023, the Government announced that the 'Limit on Gains' would be abolished, and the Government would fund the cost of transitional relief outside the rating system.

## **8. Checks, Challenges and Appeals**

8.1. All ratepayers have the right to appeal to the VOA if they consider that their RV has been set too high at the time of the revaluation or if there has been "a material change

of circumstance” that they consider should result in the RV of their property being reduced. With the introduction of the 2017 Ratings List in April 2017, the Government introduced the new Check, Challenge, Appeal process, bringing into force a new three stage appeals process. Appeals can result in reductions being backdated to the point at which the valuation became effective (restricted to the start of the current RV list). They can be made by a ratepayer, or their agent, at any time up to the end of the current ratings list. Billing authorities have no right to present evidence at an appeal but must make provision for the losses that may be incurred as they bear 49% of this cost through the BRRS. Compared to the old system in force under the 2010 Ratings List, the Check, Challenge, Appeal system has significantly reduced the number of speculative appeals in Leeds against the 2017 Ratings List and reduced the requirement for Leeds City Council to make provisions for any future resultant losses.

8.2. The Government announced a Fundamental Review of Business Rates in September 2020. The Government decided that the appeals system required further reform in the light of its decision to introduce three-yearly Revaluations alongside a duty on ratepayers to provide the Valuation Office Agency with relevant information on an annual basis, and proposed that the first Check stage of the current appeals process now be abolished and that a time limit be set for ratepayers to make appeals of eighteen months into the lifetime of a new Ratings List. The Government also proposed that the Valuation Office Agency be placed under a duty to determine all appeals by the end of the lifetime of a Ratings List. The aim is to give certainty to ratepayers and reduce the volatility caused to local authority funding caused by the current appeals system. It is the Government’s intention to introduce these further reforms by the end of 2026.

## **9. The role of the billing authority**

9.1. Leeds City Council, as a billing authority, has no role in setting the RV of properties in the city or setting the multipliers and therefore has no role in setting ratepayers’ basic liability for business rates. It also has no role in the appeals process when an RV is challenged by the ratepayer.

9.2. A billing authority’s role is limited to calculating and collecting the business rates owed by a ratepayer and deciding what rules to set about discretionary reliefs within the statutory framework. Where a ratepayer does not pay their business rates liability to the authority, the authority has a range of powers to recover the sums owed.

9.3. Before the business rates retention scheme councils collected business rates purely as an agent of the Government, passing all the net revenue to Central Government. Since 2013-14, however, councils act as both principal and agent. As a result, councils have needed to set aside funds to make provision to meet the cost of future repayments to ratepayers following successful appeals.

## 10. The 50% Business Rates Retention Scheme

- 10.1. The current 50% Business Rates Retention Scheme (BRR) was introduced on 1<sup>st</sup> April 2013.
- 10.2. When the scheme was set up, a 'Start-Up Funding Assessment' (now known as the 'Settlement Funding Assessment' or SFA) calculated how much funding each authority required based on an assessment of needs carried out in 2012/13. A proportion of this is the Funding Baseline for the authority, with the remainder being paid as Revenue Support Grant (RSG) by the Government. The Funding Baseline usually increases each year in line with the increase in the small business rates multiplier (RPI until 2017-18, and CPI from 2018-19 until 2020/21, when it was subsequently frozen) until the system is reset. It has not been confirmed when the next reset is due to take place.
- 10.3. This funding then comes from two sources: Revenue Support Grant and Business Rates Baseline Funding, also known as an authority's 'local share' of business rates. The Business Rates Baseline is the amount of business rates income the system calculated the authority would achieve in 2013/14. Income collected in excess of this is growth above the baseline.
- 10.4. Between 2013/14 and 2017/18, and from 2020/21 onwards, the BRR scheme permitted Leeds City Council to retain 49% of locally collected business rates, so 49% of income collected to achieve the Business Rates Baseline and 49% of any business rates growth (in total the Local Share), with the remaining 50% remitted to government as the Central Share, and 1% paid to the Fire Authority. In 2018/19, the Council's share was increased to 99% and in 2019/20 to 74% as part of a pilot scheme (see **paragraph 13.4** below).
- 10.5. However, because authorities' spending needs vary widely and do not match how much an authority will collect in business rates, there are mechanisms within the system to redistribute funding according to authorities' assessed spending needs.
- 10.6. This redistribution is achieved through a system of top-ups and tariffs. Tariff authorities like Leeds were expected to collect more business rates income than they needed in 2013/14 and pay a tariff to government. These tariffs are intended to meet the costs of providing top-up funding to authorities who needed more funding than they can generate.
- 10.7. Tariffs and top-ups are calculated by comparing an authority's Funding Baseline with their Business Rates Baseline, so they do not take account of business rates growth.
- 10.8. Some authorities have achieved very high levels of business rates growth, whereas others have experienced significant decline in business rates income, for example as a result of the closure of a major business in their area. A separate system of levies and

safety net payments was established to adjust for such disproportionate gains and losses.

10.9. Authorities experiencing business rates growth will pay a levy on the 50 per cent of growth income they retain. Government use this levy income towards funding a safety net which guarantees that, each year, all local authorities will receive at least 92.5 per cent of their original baseline funding. Currently the Council's levy rate is 5.4% of growth above the baseline.

## **11. Fair Funding Review**

11.1. As described above, the last time an assessment was made of how much funding each individual local authority required from business rates income and Revenue Support Grant was 2013/14 when the Business Rates Retention Scheme was introduced. Since then, baselines have been increased only in proportion to the small business rates multiplier and Revenue Support Grant has been reduced drastically. The Fair Funding Review (FFR) was meant to review the formulae used to calculate the needs of authorities and set new Settlement Funding Assessments for every authority.

11.2. The FFR was initially intended to be implemented in 2019-20 but was delayed first by the political turmoil surrounding Brexit, and then by the COVID-19 pandemic. Ministers have now confirmed that the FFR and other funding reforms will not be introduced during the current parliament. The earliest date for implementation is now 2025-26 – but 2026-27 or even later is more likely.

11.3. Leeds City Council has been in receipt of research from Pixel Consulting, which, using the proposals consulted on by the Government about the FFR from 2020, estimated that Leeds would have received additional funding of £45.3m in 2023/24 if the FFR had been introduced as scheduled, mainly from changes in the formulae and updated data from the 2021 Census.

## **12. Business Rates Retention Reset**

12.1. As described above, under the 50% BRRS, local government retains 50% of the Business Rates Baseline in its area and receives 50% of any growth above the baseline. However, local government also bears 50% of the cost if business rates income does not meet its Business Rates Baseline. Business Rates Baselines were set in 2013/14 with the introduction of the Business Rates Retention Scheme and have not been re-assessed since.

12.2. At the time of the introduction of the BRRS, the Government stated that its intention was to 'reset' the baseline in 2020/21 and every five years thereafter. However, in a statement of policy in November 2022 the Government has now made it clear that it does not intend to go ahead with this reset until after the end of this Parliament.

12.3. At a reset, authorities' Business Rates Baselines would be set at their current business rates income levels and any growth accumulated since 2013/14 would be incorporated into the funding that is distributed through the Settlement Funding Assessment according to an assessment of relative needs and resources. Therefore, it has always been assumed that a reset would accompany the introduction of the reforms proposed under the Fair Funding Review, which has also been delayed at least until the next Parliament. The delay of both processes has meant that for many local authorities both their levels of need, and the funding available to them to meet those needs, have become subject to significant imbalance.

### **13. Business Rates Pools**

13.1. The BRRS permits local authorities to voluntarily seek designation as a 'pool', allowing them to pool their resources under the scheme (which they could do anyway), but also ensuring that they are treated as if they were a single entity for the purposes of calculating tariffs, top-ups, levies and safety net payments.

13.2. The advantage of forming a business rates pool under the 50% BRRS is the retention regionally of levy payments that would otherwise have to be paid to central government. Levy payments restrict the relative gains made by tariff authorities from business rates growth which are higher than those of top-up authorities. If tariff and top-up authorities combine in a pool, this can be done in such a way as to retain these levy payments regionally rather than pay them to central government.

13.3. The major risk of entering into a pooling arrangement is that if the retained business rates income and associated section 31 grant income of a member authority falls below 92.5% of their assessed spending requirement, the payment of a safety net payment from central government will not be forthcoming. This payment will have to be met by the pool and, if income to the pool in the form of levy payments is not sufficient, by member authorities.

13.4. Leeds City Council has been in pools of varying sizes and membership since the introduction of the Business Rates Retention Scheme on 1<sup>st</sup> April 2013. Until 2018/19 this was the Leeds City Region (LCR) Business Rates Pool under the 50% BRRS; in 2018/19 the LCR Pool piloted 100% retention for the Government and Leeds made a total revenue gain that year of £13.1m compared to the 50% scheme. In 2019/20 West and North Yorkshire authorities came together to pilot 75% retention for the Government, from which Leeds benefitted by £8.4m compared to the 50% scheme. These two Pools achieved their gains not based on retaining levy payments but instead from an increased share of the member authorities' accumulated growth since 2013/14. The governing joint committees of these two pilot pools were also able to commit funding from the additional growth of £30.4m to regional projects aimed at increasing economic growth within the region.

13.5. A new Leeds City Region Business Rates Pool was established on 1<sup>st</sup> April 2023 for 2023/24 with the aim of furthering economic development activities across the region. It has six members:

City of Bradford Metropolitan District Council;  
Calderdale Council;  
Kirklees Council;  
Leeds City Council;  
Wakefield Council; and,  
City of York Council.

13.6. The pool is led by a Joint Committee made up of the leaders of the six authorities and is administered by Leeds City Council. The pool is a 50% retention pool and is therefore funded by the levy payments that would otherwise have been paid to central government.

#### **14. The operation of the Business Rates Collection Fund and its impact on Business Rates income included in the Net Revenue Budget**

14.1. The Council's Collection Fund is a separate fund maintained by the Council into which, by law, the Council places all Business Rates income (and Council Tax income) it collects in the city. From these funds the Council pays the portion of Business Rates income it has collected on behalf of central Government and the Fire Authority and transfers its share into its General Fund, where the funding can be used to maintain the Council's services in the city.

14.2. In the January preceding each financial year, every billing authority must provide the Government with a forecast of the income it expects to collect in the following financial year. This sets the shares of business rates income for the forthcoming year that can be used in an authority's budget. In Leeds 49% of business rates income goes to Leeds City Council, 1% goes to the Fire Authority and 50% goes to central government. The shares, or precepts, are fixed for the forthcoming financial year.

14.3. As that financial year progresses, the actual amount of business rates income collected in the city becomes determined and in the following January any gap between forecast and actual levels of income are estimated. If the actual level of income is higher than forecast this becomes a surplus on the Collection Fund, but if it is lower, the difference becomes a deficit on the Collection Fund. A surplus is paid into the General Fund in the following financial year; a deficit must be reimbursed by the General Fund to the Collection Fund in the following financial year. Any estimated surplus or deficit has, therefore, to be included in the Net Revenue Charge of the following year's Budget.

14.4. The operation of the Collection Fund is specifically designed to give Councils time to adjust to sudden changes in business rates income in their area. Business rates income has been characterised by volatility and the mechanism is therefore vital in managing this volatility. On occasion the Government has had to act at a national level to further manage this volatility and has done so through the Collection Fund mechanism. The most obvious occasion was in 2020/21 in the wake of the pandemic, when the Government legislated for all councils to spread their Collection Fund deficits over three years.

## **1. COUNCIL TAX**

### **2. Council Tax as a tax**

- 2.1. Council Tax is a tax on all domestic properties in a billing authority's area. The Council Taxpayer is the resident(s) of the property unless there is no resident in which case the owner of the property is responsible for paying the Council Tax.
- 2.2. Each Council Taxpayer's basic liability is determined by the band D council tax set by the council(s) in the taxpayer's area, and the band in which the taxpayer's property has been placed by the Valuation Office Agency (see **paragraph 4**). There are then a series of discounts and exemptions that may apply to the property depending upon the characteristics of the property or the resident. There are also a small number of premiums that may increase a taxpayer's basic liability.

### **3. The Band D Council Tax**

- 3.1. Every year a local authority must calculate the amount of expenditure it intends to incur in providing its services, or to put aside for future losses or expenditure and it must calculate its income from grants from Government, Business Rates Retention, fees and charges and commercial activities. The difference between an authority's expenditure and income is how much funding the authority needs in order to set a balanced Budget as required by law, and is known as the Council Tax Requirement.
- 3.2. In order to arrive at the band D Council Tax for the Council's area, the Council must divide its Council Tax Requirement by its taxbase, which is a measure of the number of properties in the area liable to pay Council Tax expressed as band D equivalent properties (see **paragraph 6**). The result of this calculation is the band D Council Tax for the area covered by the local authority.

### **4. Council Tax Bands**

- 4.1. There are 8 broad bands into which every domestic property in England is placed by the Valuation Office Agency depending upon the assessed value of the property as at 1<sup>st</sup> April 1991. Property values have not been re-assessed since 1991. The Valuation Bands are set out below in **Table 1**.

**Table 1: Property Values for each Council Tax Band**

| Value at 1st April 1991 |  |
|-------------------------|--|
| <b>Band A</b>           | Not exceeding £40,000                    |
| <b>Band B</b>           | Over £ 40,000 but not exceeding £ 52,000 |
| <b>Band C</b>           | Over £ 52,000 but not exceeding £ 68,000 |
| <b>Band D</b>           | Over £ 68,000 but not exceeding £ 88,000 |
| <b>Band E</b>           | Over £ 88,000 but not exceeding £120,000 |
| <b>Band F</b>           | Over £120,000 but not exceeding £160,000 |
| <b>Band G</b>           | Over £160,000 but not exceeding £320,000 |
| <b>Band H</b>           | Exceeding £320,000                       |

4.2. The average band for properties in England is deemed by the Government to be a band D but properties range from band A, with the lowest valuations, to band H, with the highest valuations. When a local authority calculates and sets its Council Tax for the area it calculates the Council Tax for band D properties. All other bands are set as a proportion of a band D property – for a band A property the Council Taxpayer would be charged 6/9 of a band D Council Tax charge and for a band H property they would be charged 18/9 of a band D property. The bands and the proportions of a band D charge are set out in **Table 2**.

**Table 2: The proportion of a band D charge levied in each Council Tax band**

| BAND A | BAND B | BAND C | BAND D | BAND E | BAND F | BAND G | BAND H |
|--------|--------|--------|--------|--------|--------|--------|--------|
| 6/9    | 7/9    | 8/9    | 9/9    | 11/9   | 13/9   | 15/9   | 18/9   |

4.3. Although nationally the Government deems band D properties to be the average value property, the proportion and number of properties in each band varies greatly between local authorities. Those local authorities with a large number of properties in bands A to C will have a lower ability to raise Council Tax revenue from a given band D Council Tax charge. In Leeds 79% of households live in a house that is in a Council Tax below band D.

## 5. Discounts, Exemptions and Premiums

5.1. There are a number of discounts that can reduce a council tax charge for a property or exempt the property entirely from a council tax charge. There is also a premium that can increase the basic liability faced by a Council Taxpayer.

5.2. A widely claimed discount against Council Tax is the Single Person Discount. If a resident lives alone or without any other person in the residence that can be liable for Council Tax, that resident will attract a 25% discount from their Council Tax liability.

The stated aim for this discount when it was introduced alongside Council Tax in 1992 was recognition that single person households use fewer local services than larger households.

- 5.3. Another widely claimed exemption against Council Tax liability claimed is the Student Exemption. Any residence wholly occupied by students is exempt from Council Tax liability. If there are two residents in a dwelling, but one of them is a student, then the dwelling will be treated as if it is a single person dwelling and will receive the 25% discount. The aim of this exemption is that students are generally on low fixed incomes and if landlords, for example, were to be made liable for the applicable council tax then rents would rise. Thus, the only fair way to treat students is to exempt them from Council Tax altogether. Prior to 2013/14 Councils received compensation for the loss of income through formula grant, which was reassessed every year. However, the formula ceased to be used on an annual basis in 2013/14 and the amount of compensation received within Settlement Funding Assessment (SFA) has reduced significantly since then in line with the wider cuts to SFA. Conversely, the number of student properties has increased significantly since 2013/14 from 10,955 on 1<sup>st</sup> October 2012 to 16,225 on 1<sup>st</sup> October 2022.
- 5.4. Severely Mentally Impaired persons are exempt from Council Tax, with dementia being the most common reason for this status being granted. Those whose homes have been altered in order to accommodate their disability are entitled to see their band being reduced by one, so, for example, a band C property will be reduced to a band B or a band A will be reduced from 6/9 to 5/9 of a band D charge. There are also reductions of 50% for family annexes that are self-contained but used by a member of the main property's family.
- 5.5. Local Council Tax Support is the reduction given to those who struggle to meet their Council Tax liability due to low income. The scheme differs in each local authority area as it is determined by the relevant council. This is described in more detail at **paragraph 7**.

## **6. Council Tax lists and the Taxbase**

- 6.1. The Valuation Office Agency maintains a Council Tax list for every billing authority in England and Wales. In Leeds, this Council Tax list details all the dwellings in the district alongside the valuation band given to those dwellings by the Valuation Office Agency. The Council's Revenues section ensures that our systems are updated with any changes to the list on a regular basis. When planning permission is granted for a new development the Revenues department monitor progress on that development and when the Council decides a property is complete it serves a completion notice and informs the Valuation Office Agency of the requirement for a new valuation. The Valuation Office will inform the Council when it has placed the dwelling on the list and the Council's systems will be updated.

6.2. Similarly, when the Council awards one of the discounts or exemptions outlined in **paragraph 5** the Council's systems will be updated. As such, the Council maintains an up to date list of the dwellings in the city and the details of what discount, exemption or premium applies to which property.

6.3. On 30<sup>th</sup> November of each year the Council runs a complete set of reports of all the aggregate information about properties in Leeds and any discounts, exemptions or premium as set out in the Local Government Finance Act 1992. Using this data the Council then converts the details about each property in Leeds into band D equivalents in the city. All these band D equivalents are added together, and, alongside assumptions around the level of new builds in the city in the coming year and what the Council Tax collection rate will be, the total estimated taxbase for the city is calculated - a measure of how many dwellings are taxable in the city and by how much. The Council Tax Requirement is divided by this taxbase to give the band D council tax charge.

## **7. Local Council Tax Support**

7.1. Before 2013/14, those with low incomes were given help through a national benefit system called Council Tax Benefit. A means assessment was made by the Department for Work and Pensions (DWP) and an award of cash would be made to a claimant on a low income which would be paid, in most cases, directly to the claimant's local authority and set against the claimant's council tax account. The benefit could pay up to 100% of the claimant's liability for council tax and if the claimant was in receipt of a passported benefit, such as Jobseekers Allowance or Income Support, it would automatically meet 100% of the claimant's liability.

7.2. In 2013/14 the Government 'localised' this system. Instead of local councils receiving cash from Government to pay claimant's council tax liabilities, councils had to award discounts to claimants to reduce their liability. This award of discounts, however, lowers the council's taxbase and in recognition of this the Government made funding available to councils. Subsequently, this funding was reduced by 10% compared to the cost of the Council Tax Benefit.

7.3. In exchange, local councils were given the power to set their own criteria as to who would receive support and how much they would receive. However, those over 65 had to receive the same level of support as they would have done under the old national scheme. The cut in funding, therefore, fell entirely on working age claimants.

7.4. Government rolled the funding for Local Council Tax Support into general Settlement Funding Assessment (SFA) in 2014/15, so that it is no longer a separately identifiable amount. Since 2014/15, SFA has reduced from £313.4m to £197.8m in 2023/24 for Leeds City Council. The Council has therefore had to introduce reduced support for working age claimants of Local Council Tax Support. The maximum reduction a

working age claimant can now receive in Leeds is 75%, meaning a claimant with a maximum reduction has to pay 25% of their Council Tax, unless they fall into certain protected groups such as lone parents with a child under 5, the severely disabled and carers who can still receive 100% reductions to their liability. As at 5<sup>th</sup> September 2023 there are 13,428 protected recipients of working age Local Council Tax Support.

## **8. The Council Tax Collection Fund and its impact on the General Fund**

- 8.1. The Council's Collection Fund is a separate fund maintained by the Council into which, by law, the Council Tax places all Council Tax (and Business Rates) it collects in the city. From these funds the Council pays the portion of Council Tax that has been collected on behalf of the Police and the Fire Authority to those organisations and transfers the Council's share to its General Fund, where the funding can be used to maintain the Council's services in the city.
- 8.2. As described in **paragraph 6**, in November each year the Council calculates what its taxbase will be in terms of the number of band D equivalent properties in the city. At the time of the Council Budget in February of each year, the Council will set the level of band D Council Tax. Multiplying the taxbase by the band D Council Tax calculates how much the Council can take out of the Council Tax Collection Fund and apply to the revenue budget and is called the Council's precept. Once this is set in February it is fixed for that year.
- 8.3. However, as the year progresses the actual amount collected from the residents of Leeds may differ from the amounts assumed when the taxbase was calculated. This may be because housebuilding is lower or higher than anticipated, collection rates are higher or lower than anticipated or because there have been more or less claimants for Local Council Tax Support than assumed. Because the expenditure from the Council Tax Collection Fund is fixed at the time of the Council's Budget, differences in the actual generation of Council Tax in the city will result in either a surplus or a deficit balance on the Collection Fund. Any deficit generated has to be met by the General Fund in the following year and any surplus generated can be utilised by the General Fund in the following year. These elements are included in the following year's Net Revenue Charge. The process allows local authorities time to plan for unexpected changes in their tax revenues from year to year.
- 8.4. On occasion the Government has acted at a national level to assist local authorities with economic shocks that have impacted their Collection Funds, the most obvious of which being during 2020/21 in the wake of the pandemic when Government, by Regulation, made it mandatory that local authorities should spread the impact on the General Fund of the deficits generated in 2020/21 over three years.

**Annexe B:**

**Prioritisation Criteria  
Urgency**

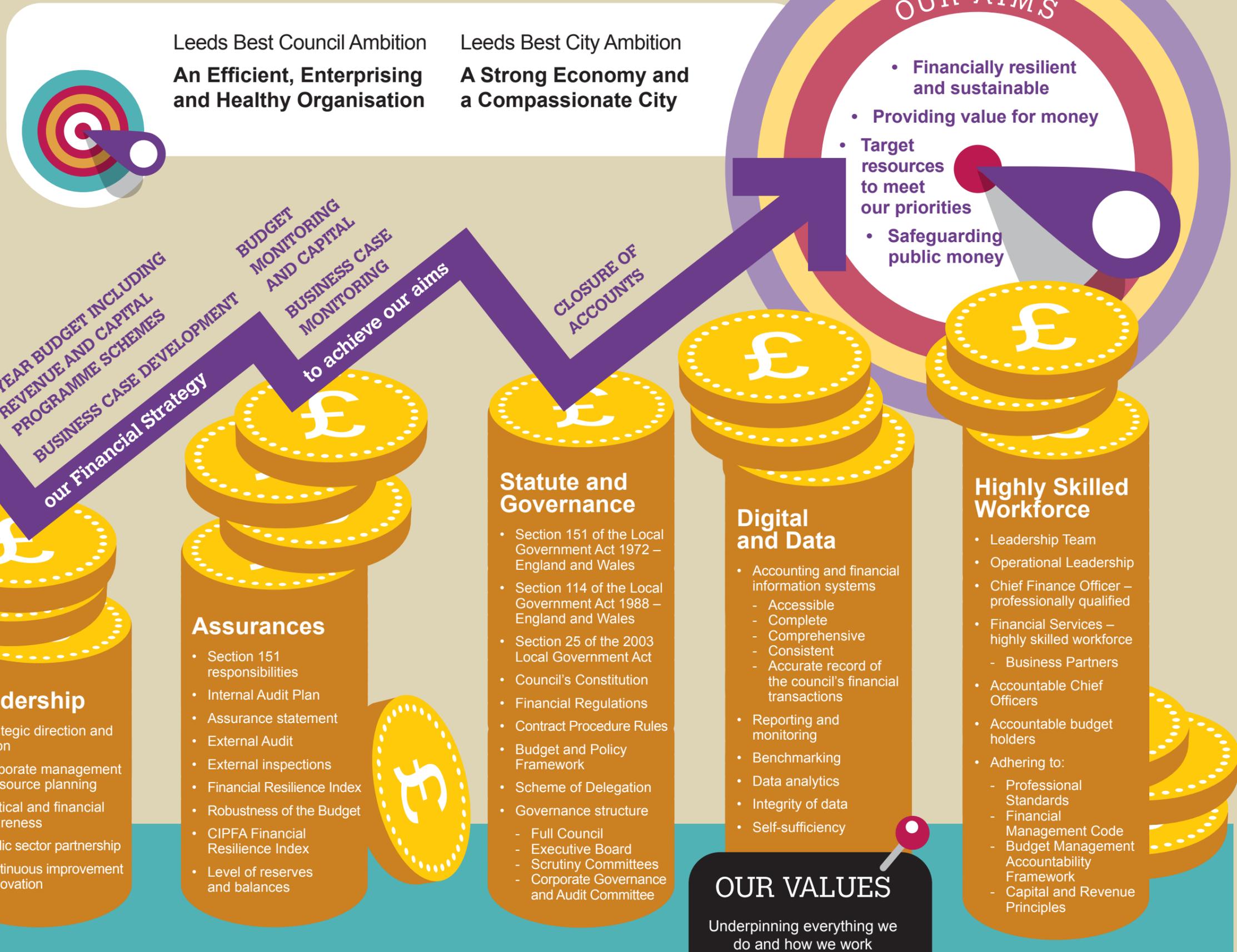
**Strategic Importance**

| <b>Priority 1</b>  |  | <b>Priority 2</b>  |  |
|--|--|--|--|
| <b>Strategic Importance:</b>   |  | <b>As 1 on Strategic Importance but flexibility on Urgency:</b>                                      |  |
| 1. Essential: Health and Safety  |  | 1. Essential: Health and Safety  |  |
| 2. Essential: Statutory - Legislative (inc Contractual) / Compliance / Discharge of Statutory Duties |  | 2. Essential: Statutory - Legislative (inc Contractual) / Compliance / Discharge of Statutory Duties |  |
| 3. Significant revenue impact  |  | 3. Significant revenue impact  |  |
| 4. Leverages significant external funding for the Council (proposal should meet Council priorities)  |  | 4. Leverages significant external funding for the Council (proposal should meet Council priorities)  |  |
| 5. Critical Service Failure  |  | 5. Critical Service Failure  |  |
| 6. High deliverability   |  | 6. High deliverability   |  |
| 7. Major Reputational Damage   |  | 7. Major Reputational Damage   |  |
| 8. Brings significant investment into the city   |  | 8. Brings significant investment into the city   |  |
| 9. Ensures resilience of existing annual programmes  |  | 9. Ensures resilience of existing annual programmes  |  |
| <b>Urgency:</b>  |  | <b>Urgency:</b>  |  |
| <b>Delivery in 2024/25</b>   |  | <b>Delivery timeframe has scope for further slippage beyond 24/25</b>                                |  |
| <b>Priority 3</b>  |  | <b>Priority 4</b>  |  |
| <b>As 1 on Urgency but flexibility on Strategic Importance:</b>                                      |  | <b>As Priority 3 but flexibility on both Strategic Importance and Urgency</b>                        |  |
| 1. Mitigate or accept Health & Safety  |  | 1. Mitigate or accept Health & Safety  |  |
| 2. Mitigate or accept Legislative / Compliance driver  |  | 2. Mitigate or accept Legislative / Compliance driver  |  |
| 3. Low revenue impact  |  | 3. Low revenue impact  |  |
| 4. Leverages low value of external funding for the Council (proposal should meet Council priorities) |  | 4. Leverages low value of external funding for the Council (proposal should meet Council priorities) |  |
| 5. Critical Service Failure - alternative options available  |  | 5. Critical Service Failure - alternative options available  |  |
| 6. Low deliverability  |  | 6. Low deliverability  |  |
| 7. Limited / Low Reputational Damage   |  | 7. Limited / Low Reputational Damage   |  |
| 8. Brings some investment into the city  |  | 8. Brings some investment into the city  |  |
| 9. Some contribution to resilience of existing annual programmes                                     |  | 9. Some contribution to resilience of existing annual programmes                                     |  |
| <b>Urgency:</b>  |  | <b>Urgency:</b>  |  |
| <b>Delivery in 2024/25</b>   |  | <b>Delivery timeframe has scope for further slippage beyond 24/25</b>                                |  |

# FINANCIAL STRATEGY 2020 – 2025

## HELPING DELIVER THE BEST COUNCIL PLAN

Our Financial Strategy is helping us become more financially sustainable and resilient, safeguarding public funds whilst achieving value for money. This will ensure we are well placed to respond to the significant funding uncertainties and pressures we face and to target our money to where it can make the most difference.



Leeds Best Council Ambition  
**An Efficient, Enterprising and Healthy Organisation**

Leeds Best City Ambition  
**A Strong Economy and a Compassionate City**

### OUR AIMS

- Financially resilient and sustainable
- Providing value for money
- Target resources to meet our priorities
- Safeguarding public money

### OUR VALUES

Underpinning everything we do and how we work

MEDIUM TERM FINANCIAL STRATEGY  
 5 YEAR ROLLING STRATEGY  
**How we are delivering**

3 YEAR BUDGET INCLUDING REVENUE AND CAPITAL PROGRAMME SCHEMES  
 BUSINESS CASE DEVELOPMENT  
**our Financial Strategy**  
 BUDGET MONITORING AND CAPITAL BUSINESS CASE MONITORING  
**to achieve our aims**  
 CLOSURE OF ACCOUNTS

#### Financial Strategies

- Capital Strategy
- Procurement Strategy
- Treasury Strategy
- Risk Management Strategy

#### Leadership

- Strategic direction and vision
- Corporate management – resource planning
- Political and financial awareness
- Public sector partnership
- Continuous improvement / innovation

#### Assurances

- Section 151 responsibilities
- Internal Audit Plan
- Assurance statement
- External Audit
- External inspections
- Financial Resilience Index
- Robustness of the Budget
- CIPFA Financial Resilience Index
- Level of reserves and balances

#### Statute and Governance

- Section 151 of the Local Government Act 1972 – England and Wales
- Section 114 of the Local Government Act 1988 – England and Wales
- Section 25 of the 2003 Local Government Act
- Council's Constitution
- Financial Regulations
- Contract Procedure Rules
- Budget and Policy Framework
- Scheme of Delegation
- Governance structure
  - Full Council
  - Executive Board
  - Scrutiny Committees
  - Corporate Governance and Audit Committee

#### Digital and Data

- Accounting and financial information systems
  - Accessible
  - Complete
  - Comprehensive
  - Consistent
  - Accurate record of the council's financial transactions
- Reporting and monitoring
- Benchmarking
- Data analytics
- Integrity of data
- Self-sufficiency

#### Highly Skilled Workforce

- Leadership Team
- Operational Leadership
- Chief Finance Officer – professionally qualified
- Financial Services – highly skilled workforce
  - Business Partners
- Accountable Chief Officers
- Accountable budget holders
- Adhering to:
  - Professional Standards
  - Financial Management Code
  - Budget Management Accountability Framework
  - Capital and Revenue Principles

