

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 9th January, 2020 at 10.30 am

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

MEMBERSHIP

B Anderson (Chair) - Adel and Wharfedale;
J Akhtar - Little London and Woodhouse;
J Bentley - Weetwood;
A Blackburn - Farnley and Wortley;
D Collins - Horsforth;
A Gabriel - Beeston and Holbeck;
P Grahame - Cross Gates and Whinmoor;
A Khan - Burmantofts and Richmond Hill;
P Gruen - Cross Gates and Whinmoor;
M Harland - Kippax and Methley;
N Sharpe - Temple Newsam;
K Brooks - Little London and Woodhouse;
T Smith - Pudsey;

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

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded). (* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).	
2			EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows: No exempt items have been identified.	

3		LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration. (The special circumstances shall be specified in the minutes.)	
4		DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5		APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES To receive any apologies for absence and notification of substitutes.	
6		MINUTES - 3 DECEMBER 2019 To approve as a correct record the minutes of the meeting held on 3 December 2019.	1 - 10
7		FINANCIAL INCLUSION AND UNIVERSAL CREDIT UPDATE To receive an update from the Chief Officer – Customer Access and Welfare with regards to the move to full service digital implementation of Universal Credit a year on from its introduction.	11 - 46
8		LOCALITY WORKING AND PRIORITY NEIGHBOURHOODS To provide an update from the Director of Communities and Environment with regards to the implementation of the locality working approach in our most disadvantaged neighbourhoods.	47 - 86

9		REFERRAL TO SCRUTINY: RIVER CLEANLINESS To consider a Referral to Scrutiny in the names of Cllr Harrington and Cllr Lamb regarding pollution of the River Wharfe.	87 - 92
10		FINANCIAL HEALTH MONITORING To consider the report of the Head of Democratic Services and, for the areas aligned with the Board's Terms of Reference, the appended budget report.	93 - 126
11		INITIAL BUDGET PROPOSALS 2020/21 To consider a report from the Head of Democratic Services which provides information regarding the outline budget proposals for 2020/21.	127 - 192
12		BEST COUNCIL PLAN PERFORMANCE REPORT QUARTER 2 2019/20 To consider the report of the Directors of Resources and Housing and Communities and Environment, which presents a summary of 2019/20 Quarter 2 performance data and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2019/20 to 2020/21.	193 - 226
13		BEST COUNCIL PLAN REFRESH To consider the report of the Head of Democratic Services which provides information for consideration relating to the Best Council Plan refresh.	227 - 238
14		WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2019/20 municipal year.	239 - 258
15		DATE AND TIME OF NEXT MEETING The next meeting will take place on 6 February at 10.30am (10am pre-meeting for Board members).	

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

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SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

TUESDAY, 3RD DECEMBER, 2019

PRESENT: Councillor B Anderson in the Chair

Councillors J Akhtar, J Bentley,
A Blackburn, A Gabriel, P Grahame,
P Gruen, M Harland, N Sharpe, K Brooks,
T Smith and M Robinson

51 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal.

52 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

53 Late Items

There were no formal late items. However, Members were in receipt of copies of a supplementary report in regard to item 9.

54 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

55 Apologies for Absence and Notification of Substitutes

Apologies of absence were received from Councillors Khan and D Collins.
Councillor M Robinson attended as a substitute for Councillor Collins.

56 Minutes - 17 October 2019

RESOLVED – That the minutes of the previous meeting held 17th October 2019, be approved as an accurate record.

Matters Arising

Minute 45. A joint letter from the Executive Member for Communities and the Chair had been sent to Robert Jenrick MP (SoS Housing, Communities & Local Gov), in regard to the lack of Government investment to assist local authorities in delivering recommended fire safety measures in high rise buildings. The Board will receive an update as and when a response has been received.

Minute 48. The Chair wrote to the 21 signatories.

Draft minutes to be approved at the meeting
to be held on Thursday, 9th January, 2020

57 Waste Management Services

The report of the Head of Democratic Services, sets out the progress made in responding to the recommendations arising from the Scrutiny Board's earlier inquiry into Waste Management Services.

The following were in attendance for this item:

- Councillor Rafique, Executive Member for Environment and Active Lifestyles
- James Rogers, Director of Communities and Environment
- Helen Freeman, Chief Officer, Environmental Services
- John Woolmer, Deputy Chief Officer, Waste Management
- Mandy Snaith, Civic Enterprise Leeds

The following Members were in attendance representing the signatories:

- Councillor P Wadsworth (Scrutiny Referrer)
- Councillor M Robinson
- Councillor C Campbell
- Councillor D Blackburn

The following information was appended to the report, and considered by Members:

- Recommendation tracking flowchart (Appendix 1)
- Recommendation tracking (Appendix 2)
- Proposed End of Day Report Template & Glossary (Appendix 3)
- Waste Strategy for Leeds
- Community Committee report and its appendices

Further to the meeting held 17th October 2019, the Chair invited the referrer and each of the signatories listed in attendance to provide the Board with their views behind the referral to Scrutiny, to help the Board's consideration and it was highlighted that:

- The missed bins have reduced per day, but still unclear on how many houses are missed per day; the 'end of day' report does show an accurate representation;
- The 48 hour recovery time. Friday/Saturday missed bins aren't recovered until Tuesday, this is longer than 48 hours – causing obstructions on roads;
- The 'end of day' report is welcomed, however the codes put onto the report, should not be down to the driver and there are management issues surrounding that;
- The 'end of day' report does not share information as such where there are specific access issues and further detail needs to be added in regard to this;
- Daily loader limits;
- Providing higher coverage in regard to climate change;
- Consultation with Members prior to the 'pick up points' being considered;

- The brown bins are continually missed due to different crews collecting on different days. It would be a benefit to understand how crews are supervised.

The report set out for Members the status of the recommendations that Members had previously considered at the Board meeting in July 2019.

The status of recommendations were agreed as follows:

Recommendation 1 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 2 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 3 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 4 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 5 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 6 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 7 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 8 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 9 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 10 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 11 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 12 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 13 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)
 Recommendation 14 – 4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

The Board discussed the following points:

- Recommendation 1 – *expansion of framework contracts*. A Member sought clarity on the enforcement and statistics of fly-tipping. In responding, officers explained that the recommendation response looked at how waste could be collected in areas that had communal bins and it was confirmed further information in regard to this can be provided to Members.
- Recommendation 3 – *communication and social media engagement*. A recent increase in the amount of materials households can include in their recycling bins was welcomed. However, a member queried why this had not been communicated to councillors. It was confirmed that this had been a quick contractual arrangement and had not yet been

communicated to Members. However, the Executive Member for Environment and Active Lifestyles will be producing monthly updates for Members and this information is set to be included in the first of those.

- Recommendation 7 – *side waste policy*. A Member queried whether the policy surrounding side waste would be revised. In responding, officers confirmed the work included looking at solutions in high density areas such as Harehills, Headingley and Hyde Park and why those issues are re-occurring; once that has been identified, behaviours can be influenced on green bin usage. Following those solutions, an updated side waste policy can be looked at to reflect the changes made.
- Recommendation 8 – *in-cab technology*. Members queried whether the use of in-cab technology would be included in job specifications for staff. It was confirmed that this would be a requirement to ensure the effectiveness of the technology being used. In addition, the service are part way through the development programme for ensuring Crew Chargehands are in place and this would help identify where existing problems are.
- Recommendation 9 – *waste disposal facilities*. Discussions focused on the collaboration with City Development in ensuring the appropriate bin store locations are implemented into the layout of planning applications. Officers informed the Board that practical conversations with planning colleagues are held in regard to street design and access. The Deputy Chief Officer, Waste Management, suggested that planning colleagues spend time with the crews to highlight the issues with access. It was suggested that members involved in the East Leeds Extension use this locality as a test case for collaboration between waste management and planning services.
- Recommendation 10 – *fleet upgrade*. Members were provided with an update, and were informed 36 vehicles are in place and that 50% of the fleet has already been replaced. In addition to this, there are 18 spare vehicles within the fleet – the issue surrounding breakdowns will likely be improved when the fleet has been replaced with the new vehicles.
- Recommendation 14 – *provision of customer access information*. In responding to when residents be able to access available information, Members heard that by summer 2020, the public would be able to view information at the end of every day.

In responding to the points raised, the Director of Communities and Environment explained that the refuse service collect an average of 70 thousand bins every working day of the week and have a collection rate of 99.94%, which is measured after 48 hours. It was reiterated that the service are undergoing a comprehensive review, with a re-design of routes across the city (implementation during 2020) – with the changes made, an improvement to the 'end of day' report was expected. Furthermore, the Chief Officer, Environmental Services added that improvements are already being made by

the service in regard to recycling, social media improvements, expanding bottle banks and increasing electrical equipment.

Members acknowledged that the comments raised were covered under the recommendations that will be monitored further by the Scrutiny Board. On that basis, the Board agreed to not refer this matter again, and that a report on the progress of the recommendations, would be provided in six months.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted that the contents of the report, the appendices, along with members comments raised during the meeting;
- b) Agreed the position status of the recommendations as set out above;
- c) Agreed not to pursue an additional inquiry, on the basis that an update report on the status of the recommendations would be brought back to the Board in six months.

58 Referral to Scrutiny: Proposal for road-safety park, family cycle trails and new event space at Temple Newsam

The Head of Democratic Services submitted a report that presented a referral for Scrutiny, alongside some background information to help inform the Board's consideration.

The following were in attendance for this item:

- Councillor M Robinson
- Councillor Rafique, Executive Member for Environment and Active Lifestyles
- James Rogers, Director of Communities and Environment
- Sean Flesher, Chief Officer, Parks and Countryside
- Emma Trickett, Project Manager

The referral for Scrutiny was submitted as follows:

To consider an inquiry into the proposals for a road-safety park, family cycle trails and a new event space at Temple Newsam, which were endorsed by the Executive Board at its meeting on 16 October.

Councillor Robinson presented the request for Scrutiny to the Board, informing Members that Temple Newsam has been a historic sporting facility, with club members from across the city. The Directors of the club had requested this referral via a member sponsor as they felt that all viable options to secure future golf provision at Temple Newsam had not yet been explored. The consultation date has been confirmed, and scheduled to end on 31 March 2020. Furthermore, there had been many golfing societies whom are interested in this, and identified it would be a loss to the city.

The Director of Communities and Environment informed the Board that at the Executive Board meeting, the Executive Members asked that alternative options be looked at, with the possible retention of the golf facilities. Further to that request, the consultation period had been extended to allow further

options to be explored, and ultimately the final decision would be made by the Executive Board. In addition to this, the Chief Officer, Parks and Countryside confirmed that once the consultation feedback has been received at the end of March 2020, those comments would be fed through the Executive Board.

In conclusion of this item, Members agreed to re-visit the referral once the consultation period had taken place after March 2020.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted that the contents of the report, along with members comments raised during the meeting;
- b) Agreed that the matter be revisited by the Board once the consultation period has taken place and that this will not form part of the budget proposals for the 2020/21 municipal year.

59 Referral to Scrutiny: Disposal of Green Spaces in the Context of the Declared Climate Emergency

The Head of Democratic Services submitted a report that presented a request for Scrutiny, alongside some background information to help inform the Board's consideration.

The following were in attendance for this item:

- Councillor C Campbell
- Councillor Lewis, Deputy Leader and Executive Member for Resources
- Councillor Walshaw
- Chris Gomersall, Head of Land and Property
- Mark Mills, Head of Asset Management
- Kathryn Holloway, Policy and Plans

The request for Scrutiny was submitted as follows:

To consider an inquiry on the processes linked to the sale by the Council of all green spaces – including those smaller strips of ground and verges, as well as larger pieces of land that may form part of major projects.

Councillor Campbell presented the request for Scrutiny to the Board, and requested that the Board re-visit its policy on the sale of greenspace and highlighted the importance for communities to retain their greenspace.

In responding to the referral, the Head of Land and Property informed the Board of the following:

- Those seeking to buy greenspace are typically property owners to increase the size of their gardens, provide access to their driveways or a space for refuse bins;
- Applications for the sale of greenspace are usually refused and it is typically greenspace 'closed behind properties' that are sold off;
- A robust process in terms of planning consent is currently in place.

In addition, Councillor Walshaw explained that each application for purchase of land is reviewed on a case by case basis; the Asset Management Strategy Review was referred to, and it was confirmed that climate emergency considerations were being incorporated specifically in regard to biodiversity.

Members discussion focused on the consultation process prior to the selling of greenspace and was informed that in any sale of council land, Elected Members are consulted; as part of that process, City Development wrote to Members for comment.

The Deputy Leader and Executive Member for Resources suggested that as part of the Asset Management Strategy Review, Members comments be considered as part of the consultation period to identify a revised approach. Members were informed a revised strategy would be taken to the Executive Board in February/March.

In summary of this item, the Board agreed that a future scrutiny session be accommodated, and a joint working group be arranged with the Scrutiny Boards (Infrastructure, Investment, and Inclusive Growth and Strategy and Resources), to be able to feed into the overall strategy.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted that the contents of the report, along with members comments raised during the meeting;
- b) Agreed that the Principle Scrutiny Advisor would seek to arrange a working group with representatives from the three Scrutiny Boards whose remits cover this issue (Environment, Housing and Communities, Infrastructure, Investment, and Inclusive Growth and Strategy and Resources).

(Councillor Gruen and Brooks left the meeting at 16:55, respectively at the close of this item)

60 Referral to scrutiny: Impact of the anti-social use of fire works on Leeds' communities

The Head of Democratic Services submitted a report that presented a referral for Scrutiny, alongside some background information to help inform the Board's consideration.

The following were in attendance for this item:

- Councillor Amanda Carter
- Councillor Coupar, Executive Member for Communities
- James Rogers, Director of Communities and Environment
- Paul Money, Chief Officer, Safer Leeds
- Lisa Ramsden, ASB Service Delivery Manager

The referral for Scrutiny was submitted as follows:

To consider an inquiry into the use of fireworks in our communities, focusing on low level criminality, anti-social behaviour, and noise nuisance, in order to develop a better multi-agency approach for 2020.

Councillor Carter presented the request for Scrutiny to the Board, and expressed her concern in regard to the level of ASB attached to the use of fireworks city-wide. Councillor Carter queried the measurements that could be implemented in regard to the sale of fireworks and identified that fireworks with minimal sound would be a way forward. It was requested that the Board look into this matter.

In response, the ASB Service Delivery Manager explained:

- The work and research that had been undertaken in the review of licencing and firework displays;
- The 4 categories of fireworks;
- The rules around the times fireworks could be used and the penalties enforceable to those offences outside of those;
- The close working partnership with trading standards and the fire service;
- The increase of reporting by residents.

The Board discussed the following:

- Agreed the sale of fireworks needs exploring, as well as the noise and impact this has on communities;
- Unlicensed shops selling fireworks, and the enforcement in place;
- The misuse of fireworks and ASB associated;
- Concern in regard to animals.

In summary, the Board identified scope to carry out an inquiry into this matter and sought to undertake work specifically in looking at licencing, raising awareness, enforcement action and CCTV. The request for Scrutiny was accepted by the Board, and a future scrutiny session would be accommodated.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted that the contents of the report, along with members comments raised during the meeting;
- b) Agreed to exercise its power to review the matter referred and requested that the work programme is updated to accommodate a future scrutiny session.

61 Work Schedule

The Head of Democratic Services submitted a report which invited Members to consider the Board's schedule for the 2019/20 municipal year. Copies of the draft work schedule and the minutes of the Executive Board meeting held Wednesday 16th October 2019 were appended to the report.

Members discussed the items on the work schedule.

RESOLVED – The Scrutiny Board (Environment, Housing and Communities):

- a) Noted the matters outlined in the report
- b) Noted the Executive Board minutes
- c) Agreed the overall work schedule

62 Date and Time of Next Meeting

RESOLVED – To note the date and time of the next meeting as Thursday 9th January 2020 at 10.30am.

(The meeting concluded at 17:20)

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Report of Chief Officer Customer Access and Welfare

Report to Scrutiny Board Environments, Housing & Communities

Date: 9th January

Subject: Financial Inclusion activity and Universal Credit update

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

Summary

1. Main issues

- Executive Board received a report on 18th September which outlined the work being carried out by the Council and partners to address financial inclusion and tackle poverty. The scale of the challenge remains significant, with an estimated 172,000 people in Leeds in relative poverty, furthermore local research highlights that in 2018 households were less resilient and worse prepared for an external financial shock or crisis than in 2004. A wide range of projects are currently being undertaken in Leeds, and despite reductions in budgets more people are being assisted by advice, welfare and credit union services. Work to address financial inclusion is evidence led, undertaken in partnership and actively involves listening to the experiences of those directly impacted, so that innovative and sustainable solutions are developed.
- In terms of Universal Credit (UC) Leeds City Council and partners have been preparing for some years for the implementation of this new benefit. Leeds moved to the full service digital platform on 10th October 2018, and Scrutiny Board (Environments, Housing & Communities) received a report on 13th March 2019 on the impact of the implementation of this move in Leeds at that time, this report provides an update a year on from the introduction of full service.
- Full service means that all new claims to benefits that UC is replacing, known as legacy benefits (Job Seekers Allowance, Employment Support Allowance, Income Support, Child Tax Credit, Working Tax Credit, Housing Benefit), are now claimed as UC instead. There are currently 27,945 people claiming UC in Leeds. It is still

too early to determine any large scale impact of UC, however this report provides updates from frontline council and partner services, and helps to identify emerging issues and areas of impact. These include;

- A number of organisations are reporting they are seeing cases where people have been wrongly advised to claim Universal Credit rather than remain on legacy benefits. This particularly applies to people with disabilities, who in some cases would be better off staying on legacy benefits such as Employment Support Allowance. Once a UC application has been made, it is difficult to get this decision reversed.
- Significant numbers of people are requiring assisted digital support in order to make a UC claim and there is concern that many people will continue to struggle to develop their digital skills in order to manage the ongoing UC regime. In addition, more generally the amount of time taken to give people support is substantial, with face to face appointments often taking up to two and a half hours in order to undertake a 'better-off' calculation, verify documentation and complete the claim.
- Evidence from partner organisations continues to suggest that the 5 week wait for first payment often puts people into debt leaving them without food, fuel and mounting rent arrears. The Advanced Payment Process was brought in to try and address the wait period, however there have been reports that there has been some abuse of this process, with fraudulent claims made on behalf of vulnerable people, who didn't realise they were applying for UC. As a result DWP have recently put in place new measures to prevent fraudulent claims.
- Advice and support services continue to report that people who are vulnerable or have complex needs are finding it difficult to get the right support in order to deal with their claim. This is often due to the complexity of the cases, difficulties with providing the necessary forms of identification, and with maintaining claimant commitments.
- The long established partnership approach in the city means that the issues outlined above and throughout the report are regularly raised at both local and national level meetings which include the active involvement of the Council, third sector and the DWP. This ensures that there is an understanding from all parties of the issues being faced and they can be reported to the relevant regional and national bodies.

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

- The work set out in this report to address financial inclusion, supporting people with UC full service contributes to the Best Council Plan focus on tackling poverty and reducing inequalities, and achieving the Council's ambition for a strong economy and compassionate city.
- The activities set out in this report support the Best City Priorities of Safe, Strong Communities, Inclusive Growth, Health & Wellbeing, Child Friendly City, Age-Friendly Leeds and Housing. All of which have a strong focus on addressing unmanageable debt, maximising incomes and moving people and families out of poverty.

3. Resource Implications

- All projects and services are being undertaken within current budgets and there are no additional resource implications arising from this report

Recommendations

- a) That the information supplied in this report is noted.
- b) That Scrutiny Board, make any recommendations for future monitoring the impact of the work being undertaken to address financial inclusion and the impact of Universal Credit.

1. Purpose of this report

- 1.1 Members of Executive Board received a report on 18th September outlining the current work on financial inclusion to reduce poverty and mitigate against the impacts on people's lives. The report is attached as an appendix.
- 1.2 In addition Scrutiny Board (Environments, Housing & Communities) received a report on 13th March 2019 on the introduction of full service UC in Leeds. One year on from the Full Service roll out in Leeds, this report provides an updated position.

2. Background information

2.1 Financial Inclusion

- 2.2 Leeds City Council and partners have been working to address financial inclusion in Leeds since 2003. The approach adopted has been based on building knowledge and research, and a strong collaborative partnership to develop innovative and sustainable actions for the residents of Leeds.
- 2.3 In March 2019 the "End High Cost Credit Alliance" which was founded by actor and activist Michael Sheen named Leeds the first "Fair Credit for All City". This latest recognition further endorses Leeds City Council's national reputation for its successful approach to tackling financial exclusion and poverty.
- 2.4 The Executive Board report from September 2019 detailed the work currently being undertaken, this includes;
 - Developing an integrated advice provision to improve access by increasing opening hours and expanding telephone and web based advice to help with increasing demand.
 - Establishing a Corporate Debt Policy to provide a framework for a consistent and sensitive approach to collecting monies owed to the Council.
 - Working with the Food Aid Network and FareShare Yorkshire to develop a joined up approach to emergency food provision in the city.
 - Increasing awareness of financial exclusion and poverty through training to frontline workers across Council and partner organisations.
 - Developing the Holiday Hunger initiative to provide activities and meals to children in holiday periods.
 - Raising awareness and increasing support for Gambling Related Harm.

- Supporting Leeds Credit Union to increase membership and develop a range of services and products for members.
- Working with the national Illegal Money Lending team to promote awareness and prevent residents from using illegal lenders, and seek help if required.
- Co-ordinating financial support services through the Money Information Centre website and the Help with Managing your Money booklet to bring together all money and financial support services available to residents of Leeds.
- Developing a coordinated approach to welfare reforms and the roll out of UC.
- Undertaking research and bringing together intelligence on subjects related to financial inclusion, poverty and inequality.

2.5 Universal Credit

2.6 From 10th October 2018 Leeds moved into full digital service, meaning that all new claims to any benefits that UC is replacing are now a claim for UC instead. Anybody receiving legacy benefits (who don't have a change in their circumstances which triggers a new claim to benefit) will remain on these benefits until the DWP advise them it's time to claim UC. This is known as a transition phase, further details are provided in section 3.5 below.

2.7 The main differences between UC full service and the benefits it is replacing are;

- Claims must be made and maintained online via a customer journal.
- Payment is normally paid monthly to a single person in a household.
- The rent element is paid directly to the tenant.
- First time claimants must wait 5 weeks before an initial payment is made.

These differences have had an impact on how people manage their finances and their ability to ensure any rental liability is kept up to date.

2.8 The report considered by Scrutiny Board on 13th March gave a detailed update on the implementation of full digital service for UC in Leeds at that time. This included details on the decision from government to grant funding for Citizens Advice to deliver Universal Support from 1st April 2018. Previously, Universal Support was delivered by local authorities. Further details are provided in section 3.34.

3. Main issues

3.1 The focus of this report is to provide an update on the delivery of UC full service a year on from its introduction.

3.2 According to the DWP as of 31st October 2019 there were 27,945 customers claiming Universal Credit in Leeds, as part of the 103,000 claimants for West Yorkshire, with 18,467 in the available and searching for work categories.

3.3 Attached in appendix 1 is a ward breakdown of the latest DWP statistics available for UC claims for those customers in and out of employment.

3.4 Government announced changes since March 2019

3.5 **Transition from legacy benefits:** In July 2019, DWP announced the 'Move to UC' pilot which aims to support those claimants who remain in receipt of DWP's legacy benefits. Claimants who have a substantial change of circumstances will continue to

move to and claim UC. The pilot launched in Harrogate Jobcentre, with a dedicated team established to support claimants. The team consists of legacy and UC work coaches, a legacy benefit processor and UC case manager and representatives from HM Revenue and Customs and Harrogate Borough Council. Decision makers from legacy and UC will also provide support when needed.

- 3.6 DWP select claimants for the pilot from those that currently attend the Jobcentre for meetings with their work coach. The work coaches build on these existing relationships to prepare claimants to move to UC and support them through the journey. Through these relationships, DWP aim to establish whether someone is ready to move and, if not, how to get them ready. This personal, tailored face to face support is aimed to ensure the first cohort moves successfully to UC.
- 3.7 Transitional Protection is available to protect claimants so they will not be worse off financially claiming UC compared to their legacy entitlement. This will be paid as part of the claimants UC entitlement and will erode over time. The regulations also introduce a Discretionary Hardship Payment to support those claimants who are moved to UC as part of the pilot phase, advances will also be available to claimants.
- 3.8 During the pilot claimants receive personalised support from their legacy and UC Work Coach to make the transition to UC is as smooth as possible.
- 3.9 DWP will roll this out to other sites once they are confident that the pilot in Harrogate is the right one for claimants and the business. Further communications will be issued when DWP are ready to increase pilot volumes.
- 3.10 **Severe Disability Premium (SDP):** In January 2019 a 'UC Gateway' was announced for anyone claiming SDP as part of their legacy benefits. The Gateway would prevent SDP claimants from being able to claim UC and allowed them to remain on legacy benefits. From January 2021, in compliance with a High Court judgment, DWP will abolish the UC Gateway restrictions for claimants in receipt of SDP in order to remove the differential treatment this has created. This means that claimants will no longer be able to make a new claim for legacy benefits (including Housing Benefit) and will be signposted to make a claim to UC.
- 3.11 Until January 2021, the UC Gateway continues to operate and SDP recipients will remain on and make new claims to legacy. Once the UC Gateway is removed, claimants who are receiving SDP and move to UC will be eligible to be considered for transitional payments in the same way as those already on UC.
- 3.12 Transitional payments started in September 2019. Processes are in place to identify claimants who are potentially eligible for a transitional payment. The circumstances of those identified are assessed for eligibility before any payment is made.
- 3.13 However, 'Housing Benefit (HB) only' claimants will be excluded from SDP transitional payments as analysis has shown that HB only claimants do not normally experience losses when moving to UC. This is because the HB only claim is a premium added to the applicable amount (living needs) so the higher the living need the greater the entitlement to HB.
- 3.14 HB only claimants who may lose out on moving to UC (usually due to their income or earnings), will be able to be considered for a Discretionary Housing Payment (DHP) if they require support with their rental costs. To support this, there are planned changes to the DHP Guidance (England and Wales), to include these claimants in the list of recommended priority groups.
- 3.15 **Deductions:** The maximum that can be deducted from a claimant's UC award was originally set at a level much higher than if the claimant had been on legacy

benefits. This caused hardship and left many people with very little to live on. On 16th October 2019, DWP updated their guidance to confirm that the overall maximum deduction rate for all deductions would be reduced from an amount equal to 40% of the claimant's standard allowance down to 30%, this is still to be formally enacted.

- 3.16 **Sanctions:** DWP announced new statutory regulations to reduce the maximum duration of the higher level sanction period from 156 weeks to 26 weeks. In force from 27 November 2019, the Jobseeker's Allowance and Universal Credit (Higher-Level Sanctions) will reduce the maximum duration of a higher-level sanction in UC and Jobseeker's Allowance.
- 3.17 In addition, the regulations contain transitional provisions to enable ongoing higher-level sanctions to be terminated once a claimant's award has been reduced for at least 182 days or 26 weeks from the date that the reduction took effect. If the person's award has already been reduced for longer than 182 days or 26 weeks, the sanction will be terminated immediately.
- 3.18 **Social Housing Rents;** as previously reported the government confirmed in February 2019 that social housing rents will rise by the consumer price index measure plus 1% for five years from 2020. This will apply to councils and housing associations equally.
- 3.19 **Working age benefit allowances** have been frozen since April 2016 for a four year period. On 3rd November the Government announced that the benefit freeze would come to an end, and that from April 2020 UC would increase by 1.7%, in line with inflation.

3.20 DWP update for Leeds

- 3.21 The following update from the DWP provides information regarding the work undertaken within the Job Centre and the Service Centres to support people with UC and also provides details of partnership and collaborative working practices across Leeds in order to mitigate any UC impacts.
- 3.22 **Processing claims:** Whilst the number of claimants continues to increase, the partnership work DWP has developed across the city has enabled customers to make their claim quickly, either directly or online. Support is available through the Job Centres, via Citizens Advice Help to Claim service, which has operated across the city since the contract began in April 2019. Support is also available via the telephone, and the DWP visiting teams.
- 3.23 Once the claim has been made, the DWP have worked on internal systems and with partners to ensure that the customers provide sufficient information to get the claim processed and paid on time.
- 3.24 Working with colleagues in the Service Centre in Stockport, the DWP has adopted a model where all customers living in Leeds, have their claim paid and managed by dedicated teams for the city rather than work being dispersed across the Service Centre. Feedback from partners, customers and staff indicates that this has improved communication, understanding and resolution of outstanding enquiries.
- 3.25 The DWP are also working to constantly update and circulate the escalation process, so that everyone knows the procedures to follow to resolve outstanding claim issues.
- 3.26 Against this backdrop 80% to 90% of customers are being paid in full each month. Of those who haven't been paid in full the main issues are either unresolved issues

in terms of personal identification, the customers failure to respond to requests on their journal or outstanding housing enquiries.

- 3.27 **Support on Housing issues:** The secondment of two staff from Leeds City Council's Housing Options to DWP to support those either currently homeless or under threat has worked extremely well and approval has been obtained to extend this secondment for a further year. They will continue to work alongside the DWP Social Justice team to support and advise appropriate customers to obtain suitable accommodation and enhance their future employment prospects.
- 3.28 The DWP also seconded two members of the Leeds City Council's Housing Service team from January until July 2019. This was in order to support work coaches to obtain relevant information from customers in respect of their housing element of their payment and to widen their knowledge and understanding of DWP guidance and approach.
- 3.29 The feedback from this secondment has been excellent. Greater understanding and communication has meant the resolution of many social housing issues, resulting in the customer being paid quicker, improved customer service and the reduction to potential arrears owed to the local authority.
- 3.30 Although it has not been possible to extend this secondment, due to unforeseen budgeting constraints, the DWP are in the process of agreeing co-location arrangements to start early in 2020, which will enable the services to build on the excellent work achieved. This will hopefully see several members of the enhanced Income Team working alongside DWP staff across the city to help increase awareness and understanding whilst supporting and guiding staff and customers to understand all requirements in relation to housing payments.
- 3.31 Work also remains on-going to improve the application of direct payments to private landlords and to align direct payments made to both private and social landlords with UC payments, with this work expected to be completed by the end of the year.
- 3.32 **Advanced Payment Process:** The biggest issue in relation to UC from a DWP perspective has been in relation to the Advanced Payment Process, which has resulted in some abuse of the system and fraudulent claims. The DWP has been working to address the problems and with effect from 16th September 2019 no one is able to claim an advance unless their personal details have been verified in person at the Jobcentre. It is hoped that this extra check will stop the individuals and organisations wrongly and fraudulently offering to obtain "loans" on behalf of vulnerable customers, and thereby pushing them into debt.
- 3.33 DWP would also like to emphasis the joint work undertaken by all partners across the city to support the largest change in the welfare agenda for some years, is a testament to the engagement that so much has been achieved. This is recognised and appreciated at a district and national level within the DWP.
- 3.34 **Universal Support: Help to Claim**
- 3.35 Help to Claim is a nationwide service launched by Citizens Advice in April 2019 and funded by a grant from central government. This scheme replaces the previous Universal Support service provided by local authorities which has now ceased. In Leeds this has meant that those seeking to claim Universal Credit are no longer directed to the Council's Community Hubs for assistance and are instead directed to the 'Help to Claim' services of local Citizens Advice. UC claimants are still welcomed into the Community Hubs to access the self-service computers, however any in-depth enquiries are referred to the Citizens Advice services. Between 1st April and 31st October 2019 Community Hubs handled 5,000 enquiries relating to

Universal Credit, over half of which were signposted to Citizens Advice and DWP support, this signposting is expected to continue to increase.

- 3.36 The Help to Claim support provided by Citizens Advice is to help people begin to claim for UC and ends when that person has received their first correct payment. Once claimants are in receipt of UC, they can continue to receive advice from local Citizens Advice offices through their other services.
- 3.37 The service is available face-to-face, over the phone (via a national telephone number) and online through web chat and online advice content. People can also be signposted or referred by the DWP, other support agencies or self-refer.
- 3.38 Firstly advisers check that UC is the right benefit for that person to claim and then will assess their individual needs to make sure they can get access to the right level of support in a way that's appropriate for them. Support is then given to start a UC claim, this can include setting up an email address or UC account, or help to access DWP home visit support.
- 3.39 Help is also given to complete a claim and get ready for first payment, this again might include verifying identity, providing additional evidence, and helping prepare for the practicalities of first payment, accessing adaptations such as direct payments to landlords and conditionality easements. The service will also help with applying for advance payments and accessing additional financial support.
- 3.40 **Help to Claim service in Leeds:** The Help to Claim service is provided by Chapeltown Citizens Advice (CCA) and Citizens Advice Leeds (CAL). CAL delivers Help to Claim from the city centre offices, CCA provides Help to Claim from the Job Centres at Eastgate, Park Place and Southern House.
- 3.41 Help to Claim appointments are provided within 2 working days, if not sooner, to ensure claims are submitted at the earliest opportunity in order to avoid payment delays for claimants. Both CCA and CAL have public access computers available and digital support for clients is carried out alongside their benefits advice. Interpreting services are available for all aspects of the service including BSL interpreting.
- 3.42 From April – September 2019 CCA and CAL have assisted clients with 17,193 Universal Credit enquiries, amounting to 26% of all enquiries.
- Advised 3,695 unique clients in relation to Universal Credit (UC).
 - 44% of those clients identify as being disabled or having a long term health condition.
 - 41% of UC clients rent their home from the Local Authority or a Housing Association and 30% rent their home from a private landlord.
 - 38% of those advised were from BAME communities.
 - 54% of clients were female and 46% male.
 - 64% of UC clients have been advised face to face, 31% via the telephone and 5% via webchat/online.
- 3.43 Attached at appendix 2 is data which shows the type of issues dealt with by CCA and CAL since April 2019. The largest proportion (66%) of enquiries relates to the initial claim. Also attached is a breakdown of Citizens Advice UC clients by ward.
- 3.44 78% of enquires have been dealt with by the Help to Claim funded project and 22% from other projects

- 3.45 **Issues identified:** The process of claiming UC can be highly complex. Some of the issues that have arisen include;
- People having been previously wrongly advised to claim Universal Credit rather than remain on legacy benefits. This particularly applies to people with disabilities as some clients can be worse off financially if they claim UC rather than legacy benefits such as Employment Support Allowance.
 - Face to face appointments can often take up to two and a half hours in order to undertake a 'better-off' calculation, verify documentation and complete the claim.
 - Significant numbers of people require help with the digital aspect of the claim and that includes setting up and maintaining their email account.
 - People having difficulty opening a bank account because they do not have the requisite identity documents and CCA have published a fact sheet to help people overcome this problem.
 - The 5 week wait for first payment often puts people into debt leaving them without food, fuel and mounting rent arrears. In these situations clients may be referred to food banks, to other Citizens Advice services such as debt advice or other appropriate services.
 - A common advice issue arising is with clients who fail the Habitual Residence Test, which results in a client needing a Mandatory Reconsideration. These cases are challenging due to the multiple needs of the clients, including limited or no alternative sources of income, language issues, lack of digital skills.
- 3.46 **Partnership work:** In delivering this service CCA and CAL have worked in partnership with the DWP, local authority staff and Third Sector Leeds. This has taken the form of speaking to all work coaches and staff at Jobcentre Plus offices, offering to give similar talks Council staff, providing literature and publicity materials for frontline workers across sectors. Some of this has been done in partnership with Voluntary Action Leeds as part of its anti-poverty agenda.
- 3.47 Partnership work is well developed in Leeds and we continue to hold regular meetings with partners that includes LCC, DWP and Citizens Advice and these meetings are used to raise any pertinent issues at an operational level.
- 3.48 **Housing Leeds update**
- 3.49 At the end of October 2019, 8,309 Housing Leeds tenants had moved into UC full service. This compares to around 1,450 tenants who moved to the UC live service during 2016 and 2017.
- 3.50 The numbers of tenants moving to UC has been high over the period, but as can be seen in the table below the rate has slowed in the last 2 quarters.

Quarter	Number of tenants moving to UC
October - December 2018	2063
January - March 2019	2161
April – June 2019	1771
July – September 2019	1718

- 3.51 **Support to tenants:** Housing Leeds follows a preventative approach – supporting tenants during the early stages of the claim to ensure that the claim is correctly made, tenants are maximising their income, and that prompt rent payments are made. To do this effectively three different service offers are used for different customer groups. The **Advice and Guidance service** offer is provided to those tenants comfortable with claiming, a **Standard Service** covers support with claiming UC and paying rent, and an **Enhanced Service** is a wraparound service offered to those tenants who are vulnerable and require additional support with their claim and budgeting. At the end of October 2019, 1,916 of tenants moving to UC received Advice and Guidance, 5,861 Standard Service and 493 received the Enhanced Service.
- 3.52 Housing Leeds have developed their service to tenants by providing Enhanced Income Officers with public access iPads which allows them to provide better support to tenants with their claims. For example the tenant can log into their UC journal during a meeting with their Enhanced Income Officer to clarify the information on the journal or to give permission to 'phone the DWP on their behalf. The 4G data function allows Housing Leeds to provide this service in an office, the tenant's home or any other suitable location.
- 3.53 **Alternative Payment Arrangement (APA):** The Housing Cost element of UC is paid directly to the UC claimant. However Social Landlords can apply for direct payment through an APA, where the tenant has more than 8 weeks rent arrears or where circumstances, as defined by DWP, make this appropriate to support the tenant. The APA includes the Housing Cost element, plus an amount to pay off arrears where applicable. By the end of October 2019, the service had applied for APAs for 2339 of tenants, amounting to 28% of all UC claims.
- 3.54 **Rent arrears:** The key measure when looking at the impact of UC on rent arrears is the increase in arrears since the start of claim. The service records any rent arrears at the start of the claim and compares to the balance at the end of each period. By the end of October 2019 the total arrears for the 8309 tenants claiming UC had increased by £260k from October 2018. This amounts to an average increase in arrears per tenant of £31. We usually find that whilst arrears increase in the short term they reduce over time as the UC payment becomes established and the tenant sets up regular rent payments or APA payments are made.
- 3.55 **Partnership working:** Housing Leeds have worked closely with the DWP, having Trusted Partner status, which gives the service access to the DWP Landlord Portal. The portal allows the verification of rent details and apply for APAs online, offering a more efficient process for verifying claims. The DWP is continuing to develop the portal to make it more effective for landlords. When verifying a claim Housing Leeds now get advised if it is new claim or not and a process to deal with rent increases is in development.
- 3.56 As referred to in the DWP section above Housing Leeds are working to co-locate Enhanced Income Officers to work in DWP offices around the city. This would give Housing Leeds a presence in all of the DWP offices in Leeds, resolving complex claims cases and develop improved approaches for hard to reach groups and tenants with court orders.
- 3.57 In addition to work with DWP, Housing Leeds work closely with the Leeds Credit Union (LCU) and fund the Money Management and Budgeting Service (MABS). The MABS service is delivered locally across the East, West and South wedges of the city and is available to all council tenants. The focus on opening LCU accounts and

budgeting support makes the service particularly valuable in supporting tenants moving onto UC.

- 3.58 Housing Leeds maintain links with a wide range of organisations which allows tenants to be referred for specialist support. Support can be accessed depending on the individual requirements of the particular tenant, including, but not limited to, debt advice, support with mental health, drug and alcohol dependency and fuel poverty and food aid.

3.59 Housing Benefit update

- 3.60 **Natural migration:** When a customer in receipt of a DWP legacy benefit claims UC the DWP notify the local authority to stop the corresponding Housing Benefit (HB) claim. A target of 10 working days to action this notification is set. Once a customer claims UC they are unable to return legacy benefits, including HB.

- 3.61 Since 10th October 2018 the Council has received 24,484 HB stop notifications from the DWP, which is equivalent to 650 per day. However, this does not correlate to the number of HB claims cancelled, as a high number are duplicates and for couples the DWP issues two notifications. The DWP responded to the local authorities concerns around the high volume of notifications, and from September 2019 removed duplicates and other erroneous notifications. The immediate impact was a 50% reduction in the number of notifications received, this continues to be monitored.

- 3.62 As of October 2019, HB claims in Leeds had reduced by 12,055 HB, 6,049 of these were Council tenant claims and 6,006 private and housing association claims. The main reason for this reduction is because of natural migration, however for a minority of cases other reasons such as change in earnings will apply.

- 3.63 Issues for both customers and Council service delivery which have arisen so far from natural migration are as follows;

- Residents on legacy benefits potentially lose out on a 2 week transition to UC payment, which they will receive as part of the managed migration approach expected to start at the end of 2020.
- There have been cases where the Council has not been notified of a customer's migration onto UC. The impact of this has been that both UC and HB payments have been received in the same period resulting in an overpayment of HB which then needs to be recovered through UC.
- Council staff have seen an increase in administration processes undertaken. For every HB claim cancelled the local authority needs to complete a form known as an MGPI and return this to DWP. In addition the introduction of systems to automate HB stop notifications, instead of through manual intervention, have so far been unsuccessful and have for the short term been suspended until more workable systems have been fully tested.

- 3.64 **Council Tax Support (CTS);** In order to maximise CTS take up, UC first payment notifications are used to claim for CTS. This is in line with approach taken across other local authorities.

- 3.65 In the case where a housing benefit stop notification is received assessments for CTS are made on nil income and are then monitored for receipt of the first UC payment. This is in order to support customers as they wait the minimum 5 weeks for their UC claim to be determined. Council Tax Support is only assessed on 75% liability so the customer has minimum 25% of the charge to pay from their own income.

- 3.66 The table below shows the number of CTS claims taken up since the introduction of full service UC. There has been a 70% (8,966) increase in claims between October 2018 and December 2019. The majority of which are from working age households, which is to be expected as UC is only applicable to this age group.

Oct 18	April 19	Dec 19	CTS only caseload
4,268	8,608	13,128	Working Age
8,424	8,487	8,530	Pension Age
12,692	17,095	21,658	TOTAL
	4,403	8,966	Change since Oct 18

- 3.67 The CTS/UC scheme can disadvantage single people including lone parents who are working and claiming UC. CTS is assessed on a single person applicable amount and there are no additional allowances or premiums for children. In some cases depending on level of earnings there may be no entitlement to CTS.
- 3.68 For customers who move to UC and lose 100% protection (as Council Tax is only assessed on 75% liability) there is a hardship scheme and this is publicised with front-line services and on LCC website.
- 3.69 **Free school meals:** As a result of changes made by DfES, UC introduction and the proactive work carried out by LCC, the number of pupils eligible in Leeds for free school meals has increased by 5,750 since January 2018. Currently there are 24,300 children with a free school meal award. 90% of those eligible in Leeds take up the award compared to 88% regionally and 87% nationally.
- 3.70 **Discretionary Housing Payments (DHP):** The number of DHP claims from UC customers since October 2018 has been 1,943 with 1,026 successful awards. A DHP may only be awarded when a LA considers that the customer requires further financial assistance towards housing costs and the UC includes a housing cost element towards rental liability. The main reasons for claims are;
- Due to the removal or spare room subsidy (bedroom tax).
 - Local Housing Allowance restrictions for single people in UC.
 - People with rent arrears facing eviction, or requiring to pay rent or bonds in advance.
 - The impact of the benefit cap.

3.71 Local Welfare Support Scheme

- 3.72 The Local Welfare Support Scheme has now been in operation since 1st April 2013. The scheme continues to help families and single vulnerable people under exceptional pressure to get help with food, fuel, travel and removal costs and basic household goods. The scheme is based on providing support to people through direct awards of goods and services.
- 3.73 Since the introduction of full service, it is clear that the number of customers accessing the LWS scheme increased in 2018/19. The table below shows access to the scheme over the last two years and for the period up to the end of September 2019. Overall in 2018/19 around half of people accessing LWSS were on UC.

Year	Applications	Awards	Food / Fuel awards
2017/18	2,841	2,150	1,233
2018/19	3,372	2,616	1,892
2019/ 20 (half year)	1,456	1,183	812

3.74 Welfare Rights, Advice and Third sector update

- 3.75 The social policy issues raised by third sector organisations and the Council's Welfare Rights Unit are reported at the regional Welfare Rights Group and the Leeds based JobCentre Plus Liaison meeting where there is representation from the Stockport Service Centre.
- 3.76 **LCC Welfare Rights:** Since the full digital service was introduced, the Welfare Rights team have had 2,744 UC related enquiries. Attached at appendix two is a breakdown of the wards showing demand for each area and a case study demonstrating issues the Welfare Rights team are seeing.
- 3.77 The following issues have most recently been reported to the team;
- 3.78 There has been a number of enquiries received since the changes for pensioner couples were adopted in May 2019. This change affects couples where the older person reaches pension age but their partner is still working age (see appendix two for example).
- 3.79 As reported above there has been an increase in the number of people stating they have been defrauded into claiming UC. They were led to believe they were claiming a loan but were actually making a claim for UC only to become apparent once their other benefits have stopped. It has caused problems as the UC claim stops other benefits and it is difficult to get these reinstated.
- 3.80 As previously reported in March 2019 and referenced in the Help to Claim section above, clients have been advised to claim UC when they should have been advised to stay on legacy benefits. In most cases there is nothing Welfare Rights can do once a UC claim has been made. However, feedback has been provided to the relationship manager at DWP. Issues have also been logged on the Child Poverty Action Group early warning system which monitors national trends.
- 3.81 The service continues to have difficulties getting help from DWP for vulnerable and complex needs clients. In these cases Welfare Rights have referred the details to the relationship manager at DWP
- 3.82 **Citizens Advice** continues to campaign for changes to UC. A combination of the benefits freeze and a five week wait for payment means people often have to choose between rent, food and bills. CCA and CAL continue to work together to share clients' evidence on such issues, to call for changes to be made to tackle the five week wait, address sanctions and increase the flexibility of payments to ensure people can pay their bills and put food on the table.
- 3.83 In the last 6 months, locally 101 evidence forms have been submitted to Citizens Advice about the issues our clients are experiencing due to UC, the majority of which are about the initial UC claim.
- 3.84 The CAL and CCA are also working in collaboration with the University of Leeds to commence some research based around conditionality and also the experience of people with learning disabilities claiming universal credit.

- 3.85 Prevailing problems highlighted by **GIPSIL** advice workers include issues with payment of the housing costs element of UC and several cases where the initial payment of housing costs is missing. This has then been exacerbated by social landlords seeking immediate direct payments. This has made any missing payments less visible and resulted in financial hardship for the claimant with deductions of around £50 per calendar month.
- 3.86 Deductions generally are causing problems for claimants and whilst the reduction of the maximum level to 30% from 40% is welcome, it is especially difficult to budget for subsistence needs at 70% of the standard allowance of UC.
- 3.87 A further issue of social policy arising more frequently than expected relates to people moving mid-way through an assessment period to accommodation where they have no rental liability, e.g. moving in with family. As housing costs are paid on those relevant at the end of the assessment period, people are arbitrarily being placed in significant debt to where they have a liability for rent at the beginning but which terminates prior to the end of their assessment period.
- 3.88 **Foodbanks**; Numbers accessing foodbanks has seen an increase over the last five years.

	Apr - Mar 2018-19	Apr - Mar 2017-18	Apr - Mar 2016-17	Apr - Mar 2015-16	Jan - Dec 2014*	2017/18 to 2018/19 annual change	
Leeds						No	%
Number of times people have benefitted from Foodbanks	33,645	27,902	26,831	25,168	20,306	+5,743	+21%
Number of meals given out from Drop ins and Street Outreaches.	104,074	81,024	60,474	54,546	56,481	+23,050	+28%
*2014 data is not available at the same 12 month period for an exact annual comparison; however this table provides an indication of annual demand for emergency food provision across Leeds. Source: Leeds Food Aid Network (FAN), September 2019							

- 3.89 From the table above, which has been provided through foodbank research undertaken by the Food Aid network in the city, 33,645 people have been referred to a food bank or food parcel provider in 2018/19 which is a 21% increase on 2017/18. Further, 104,074 meal packs were handed out through a drop in, soup kitchen or through Street Outreach. These types of support usually benefit people who have experienced homelessness at some point in their lives.
- 3.90 At a more local level, some data from Trussell Trust Leeds South and East foodbank provides insight into the impacts of UC on foodbank usage. Data from September 2019 reveals:
- 365 accessing the foodbank have applied for UC or are in receipt of UC
 - 41% of these people were awaiting their 1st payment of UC
 - 43% were having deductions from their UC payment
 - 25% accessing the foodbank were in work and advised that they did not feel better off under the new system

- 37% had made arrangements to pay their landlord
- 33% were in rent arrears
- 43% had reductions to their UC payment
- 24% of those in receipt of UC at this foodbank had received £250 or less for the month's payment (5% had received less than £100 for the month).

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 This report provides an update on the impacts and activity related to UC, all organisations involved in the delivery of UC or provide advice and guidance have been consulted.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Government's UC has implications for equality and diversity and it has been subject to equality impact assessments by the DWP.

4.3 Council policies and the Best Council Plan

- 4.3.1 The work set out in this report on financial inclusion and the proactive partnership approach to work to implement UC in the city contributes towards achieving the Council's ambition to build a compassionate city and tackling poverty and reducing inequalities. The overarching aim of the Best Council Plan is 'Tackling Poverty and Reducing Inequalities'. The activities set out in this report support the Best City Priority of Safe, Strong Communities through;
- Keeping people safe from harm, protecting the most vulnerable.
 - Helping people out of financial hardship.
 - Tackling crime and anti-social behaviour.
 - Being responsive to local needs, building thriving, resilient communities.
 - Promoting community respect and resilience.

Climate Emergency

- 4.3.2 One key aspect of the work on poverty alleviation is the redirection of surplus food to foodbanks. It is estimated that in Leeds approximately 143 tonnes of surplus food is intercepted and therefore saved from disposal to waste (in the year up to end March 2019). Waste food is a contributor to climate change as it results in methane emissions which have a greater impact on climate change than the equivalent amount of CO₂. However, for consistency of approach it has been calculated that the CO₂ equivalent of the emissions that have been saved from escape to the atmosphere is 60 tonnes of CO₂ in the year. However, had the food not been redirected and eaten and instead the whole of this 143 tonnes of food had gone to waste, the production, transport and distribution of the food would have to be factored in, and in that event the total emissions would have been the equivalent of 533 tonnes of CO₂.
- 4.3.3 There are no other known specific positive or negative impacts as a result of the work described in this report.

4.4 Resources, procurement and value for money

- 4.4.1 All of the projects and services referred to in this report are being undertaken within current budgets, there are no additional resource implications arising from this report.

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

- 4.5.1 There are no specific legal implications or access to information issues with the report.

4.6 Risk management

- 4.6.1 The introduction of UC has increased the risk of rent arrears and Council Tax arrears. By ensuring all staff have been fully equipped with the relevant knowledge of UC and the support tools available to them, it is anticipated that the risks can be mitigated.
- 4.6.2 UC is part of a wider welfare reform programme that is already covered by the Corporate Risk on welfare reform, which is reviewed on a regular basis and which looks at risks around rent arrears and other housing issues.

5. Conclusions

- 5.1 The Council and partners have been preparing for full service roll out for some years with cross sector partnership working to ensure all stakeholders including front line services and citizens across Leeds understand the implications of UC. It is clear that this strong partnership approach will continue for some years as more people move on to claiming UC. It is likely that the full impacts of UC will not be felt in Leeds until the transition from legacy benefits is underway.
- 5.2 The issues raised in this report are well understood by all parties involved due to continued communications and partnership work. The work being undertaken in the city is report to regional and national bodies through the local DWP, Citizens Advice and Welfare Rights groups.

6. Recommendations

- 6.1 That the information supplied in this report is noted.
- 6.2 That Scrutiny Board, make any recommendations for future monitoring the impact of the work being undertaken to address financial inclusion and the impact of Universal Credit.

7. Background documents¹

- 7.1 None

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

Appendix 1- Universal Credit Claimants by Ward and Community Committee

According to the latest DWP statistic for October 2019, 27,945 individuals were on Universal Credit in Leeds. Of this figure 9,479 (34%) were in employment and 18,467 (66%) were not in employment. The tables below break down these figures by ward and community committee.

In addition 46% (12,823) were male and 54% (15,113) were female. Nationally 2.54m people claimed UC in October, 44% were male and 56% were female.

Table 1: Ward Breakdown

Ward	Not in employment	In employment	Total
Adel and Wharfedale	234	138	387
Alwoodley	303	174	468
Ardsley and Robin Hood	293	196	482
Armley	1,078	475	1,552
Beeston and Holbeck	943	501	1,434
Bramley and Stanningley	773	408	1,162
Burmantofts and Richmond Hill	1,578	633	2,210
Calverley and Farsley	278	185	431
Chapel Allerton	739	355	1,081
Cross Gates and Whinmoor	512	321	823
Farnley and Wortley	831	401	1,225
Garforth and Swillington	183	162	319
Gipton and Harehills	1,697	769	2,455
Guiselley and Rawdon	134	137	269
Harewood	94	60	147
Headingley and Hyde Park	383	198	563
Horsforth	209	131	344
Hunslet and Riverside	1,173	527	1,705
Killingbeck and Seacroft	1,058	491	1,542
Kippax and Methley	244	195	437
Kirkstall	555	249	796
Little London and Woodhouse	796	243	1,030
Middleton Park	1,181	625	1,797
Moortown	309	148	467
Morley North	348	229	570
Morley South	371	263	631
Otley and Yeadon	260	209	477
Pudsey	426	264	687
Rothwell	287	201	463
Roundhay	343	187	531
Temple Newsam	489	289	768
Weetwood	271	152	417
Wetherby	139	108	265
Leeds	18,467	9,479	27,945

Table 2: Community Committee Breakdown

Community Committee	Not in employment	In employment	Total
Inner East	4,401	1,686	6,097
Inner North East	1,427	560	1,999
Inner North West	1,279	479	1,771
Inner South	3,243	1,398	4,682
Inner West	2,460	1,108	3,530
Outer East	1,383	782	2,153
Outer North East	513	275	770
Outer North West	776	493	1,269
Outer South	1,350	807	2,142
Outer West	1,568	696	2,250

Appendix 2- Citizens Advice enquiries

Figure 1 shows the types of UC issues dealt with by CCA and CAL since April 2019. The largest proportion of enquiries- 66% have been about initial claims.

Figure 1

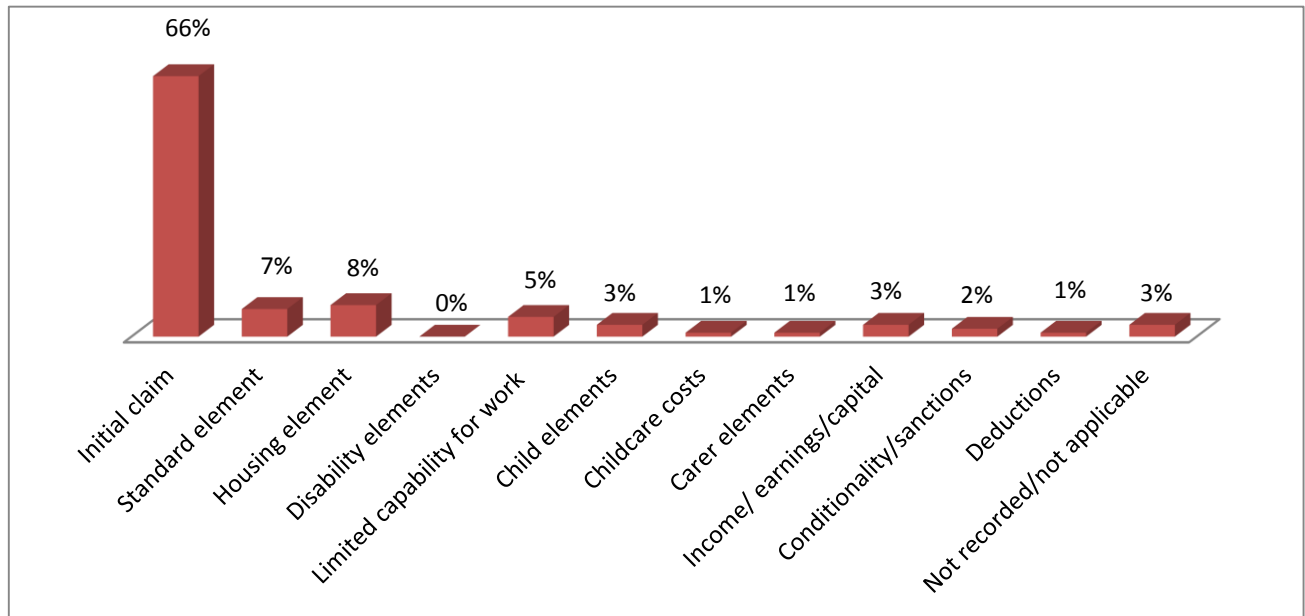
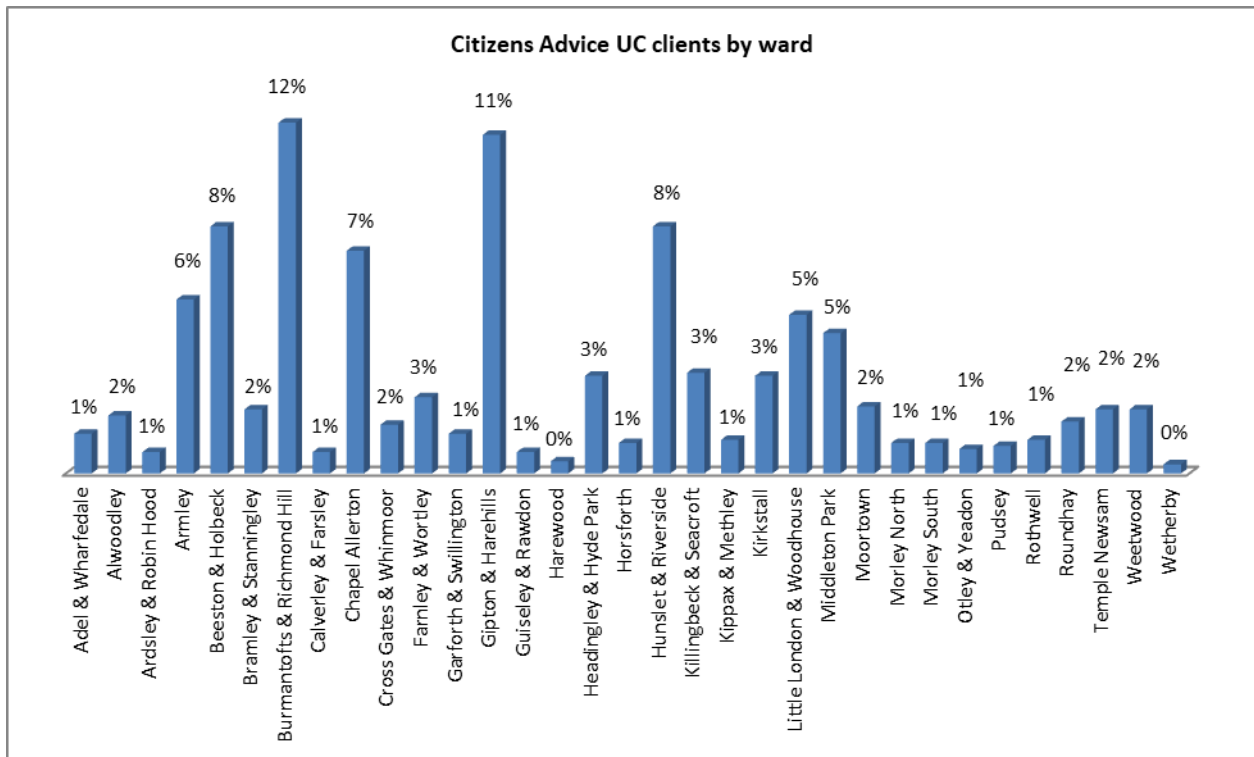


Figure 2 shows Citizens Advice UC clients by ward in Leeds

Figure 2



Appendix 3- Welfare Rights UC enquiries by ward

Name	Count
Adel & Wharfedale	33
Alwoodley	71
Ardsley & Robin Hood	38
Armley	133
Beeston & Holbeck	103
Bramley & Stanningley	140
Burmantofts & Richmond Hill	160
Calverley & Farsley	56
Chapel Allerton	113
Cross Gates & Whinmoor	72
Farnley & Wortley	109
Garforth & Swillington	64
Gipton & Harehills	204
Guiselley & Rawdon	32
Harewood Ward	12
Headingley & Hyde Park	51
Horsforth	38
Hunslet & Riverside	151
Killingbeck & Seacroft	135
Kippax & Methley	51
Kirkstall	112
Little London & Woodhouse	64
Middleton Park	147
Moortown	47
Morley North	61
Morley South	75
Otley & Yeadon	93
Pudsey	99
Rothwell	50
Roundhay	46
Temple Newsam	69
Weetwood	54
Wetherby Ward	22
Total on UC	2705

Case Study

Customer reached pension age after May 2019, they had a partner who was still of working age. Prior to May they would have been able to claim pensioner benefits such as Pension Credit (giving an income of £255.25 per week) but this option is not available under the new rules and they must claim Universal Credit instead (equivalent to £114.85 per week). This is a loss of £140.40 per week (or £7300 per year). Given that only 15% of pensioner couples are born within a year of each other, some 85% of low income couples where the eldest reaches pension age after May 2019 will be £7300 worse off or more. In addition they may also be subject to losing out on other pensioner benefits, which means that they may be subject to the benefit cap, bedroom tax, extra council tax payments etc. If the couple were to separate the pensioner would receive £167.25 per week on their own rather than the £114.85 for both them and their partner.

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Report of Director of Communities and Environment

Report to Executive Board

Date: 18 September

Subject: Financial Inclusion Update

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

Summary

1. Main issues

- Executive Board received a report on 19 December 2018 which outlined a new approach to reporting on tackling poverty and inequality within Leeds City Council. Recognising the central importance of this issue to the council's day-to-day work Executive Board agreed that it should receive a series of future reports providing more detail on the activity ongoing in the city, and describing how the lived experience of those people directly impacted by these issues in Leeds is informing the council's work. This report focuses on efforts to support financial inclusion and this is the first in that series. It will be followed up by further themed reports over the coming month.
- Each report received by Executive Board will reflect the council's wider framework for poverty reduction and mitigation recognising the approaches set out in both the Inclusive Growth and Health and Wellbeing strategies, alongside the focused work of the Child Poverty Impact Board. They will also rely on the strong partnership based approach which has developed over recent years between the council and the community, which is ensuring the experiences of those directly impacted play a key part in informing innovative and sustainable solutions to some of the most significant challenges in the city.
- The scale of the challenge to tackle financial exclusion and address poverty is significant. There are an estimated 172,000 people in Leeds in relative poverty, furthermore local research highlights that since the financial crisis of 2007/08 households in the poorest areas of the city are only now starting to get back financially to where they were in 2004.

- Leeds City Council has a national reputation for the work being undertaken to address financial inclusion and poverty. The report highlights the wide range of projects being undertaken, and despite reductions in budgets more people being assisted by advice, welfare and credit union services.

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

- The work set out in this report contributes to the Best Council Plan focus of tackling poverty and reducing inequalities, and achieving the council's ambition for a strong economy and compassionate city. The activities set out in this report support the Best City Priorities of Safe, Strong Communities, Inclusive Growth, Health & Wellbeing, Child-Friendly City, Age-Friendly Leeds and Housing.

3. Resource Implications

- All of the projects and services referred to in this report are being undertaken within current budgets and there are no additional resource implications arising from this report.

Recommendations

The Executive Board are asked to:

- a) Note and welcome the significant progress made and projects developed through the partnerships outlined in this report between the Council and the third sector which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation.
- b) Note that future reports on the progress of the Illegal Money Lending Team will be included as part of the annual report to the Executive Board on progress on financial inclusion and poverty alleviation rather than as a free standing item.
- c) Agree that future reporting on the Social Inclusion Fund will be considered by the Executive Member for Communities.

1. Purpose of this report

- 1.1 This report provides an update on the current financial inclusion projects taking place across the city and outlines the significant amount of work which is ongoing in Leeds to both reduce poverty and mitigate its impact on people's lives.

2. Background information

- 2.1 In March 2019 the "End High Cost Credit Alliance" which was founded by actor and activist Michael Sheen named Leeds the first "Fair Credit for All City". This latest accolade further endorses Leeds City Council's national reputation for its successful partnership based strategy to tackle financial exclusion and poverty.

- 2.2 The success of the work on financial inclusion in Leeds has been due to developing a strong partnership based approach, that has its foundations built on listening to the experiences of those who are directly impacted by financial exclusion and together developing innovative and sustainable solutions.
- 2.3 Indeed the work began in 2003 following discussions between Leeds City Council and Leeds Credit Union, where the credit union raised the issue of many of its members living in the most economically deprived areas of the city being unable to access mainstream banking services and own a bank account. This led to the first research study and household survey being undertaken, which focussed on asking households on the lowest incomes in the city about their access and use of financial services.
- 2.4 From the dissemination of the findings of the research in 2004 the Leeds Financial Inclusion Steering Group was established, which brings together representatives from across the council, the third and private sectors. The majority of services and organisations represented work directly with people who are impacted by financial exclusion, low income and poverty. This ensures that all projects, initiatives and work developed through the partnership are directed and influenced from the voice and influence of local residents.
- 2.5 Led by the Council's Financial Inclusion team the strategy to tackle financial inclusion has focussed on developing projects and initiatives to ensure that residents on the lowest incomes have access to affordable financial services and are able to access quality marked, free and independent advice when needed. The aim being to reduce the need for high cost sources of finance such as doorstep and payday lenders, pawnbrokers and rent to buy options, or in the worst case scenario illegal lenders. The depth and experience of the work undertaken over the past 16 years, means that in times of economic hardship and reducing public sector budgets the Council remains well placed to continue to deliver projects and initiatives that make an active difference to the lives and prospects of Leeds residents.
- 2.6 Evidence based policy development has continued to underpin the financial inclusion work in Leeds. The household survey undertaken in 2004, was repeated in 2010 and 2018 in order to ensure that the policy and strategy being developed continued to deliver for those in greatest need. The 2018 survey aimed to gain further insight through for the first time undertaking a more in-depth hour long interview with a small number of residents, in addition to the 900 household interviews. The full report and its findings concluded that since the financial crisis in 2007/08, households are only now starting to get back financially to where they were in 2004. This means that, the reasons for which Leeds City Council and partners invested in financial inclusion interventions, on the back of the 2004 report on financial exclusion are still there. Although there has been some improvement since 2010, the 2018 respondents are less resilient and worse prepared for an external shock or crisis than in 2004, with significantly lower propensity to save and higher likelihood of being in debt.
- 2.7 The findings of the Leeds research, coupled with national evidence and statistics on poverty gathered and presented in the Financial Inclusion Team's Poverty Fact Book, further emphasises the importance of the Council and partners continued work to address financial exclusion and poverty in the city. Key statistics as follows:
- Over 172,000 people in Leeds are estimated to be in relative poverty after housing costs.

- 70,000 adult Leeds residents are estimated to be affected by in-work poverty, with an estimated 67,000 full time equivalent residents earning less than the Living Wage Foundation's recommended living wage of £8.75 per hour in 2018.
- As of June 2019, 14,882 people in Leeds were on Universal Credit, 41% of which are in employment.
- Over 27,000 people in Leeds have received food through a foodbank or food parcel provider in 2017/18, which has increased by 27% since 2014.
- An estimated 33,000 children are in relative poverty in Leeds. After housing costs are deducted from income 71% of children under 20 in relative poverty were from a household where at least one person was in work.

3. Main issues

3.1 Many joint initiatives are taking place with partners across the city and are detailed below:

3.2 Advice

3.2.1 Access to free, independent, impartial and confidential advice is vitally important to contributing to the Council's ambition of Leeds having a strong economy, inclusive growth and to be a compassionate city. Effective and good quality advice supports people to lead sustainable lives through maximising incomes, dealing with debt, resolving housing issues and gaining training and employment opportunities. We know that welfare reforms have led to an unprecedented increase in the number of people seeking advice. With this in mind the Council's Advice Contract was developed with the aim to improve access by increasing opening hours and expanding telephone and web based advice to help deal with increasing demand.

3.2.2 The Leeds Advice Services contract has been delivered since 2014 with the new Contract given to Citizens Advice Leeds in 2018. Early in the original contract Citizens Advice Leeds undertook a major restructuring exercise, in consultation with the Council, which resulted in a significant improvement in the delivery of advice services across the city. This has assisted in achieving a substantial increase in the numbers of clients assisted as is illustrated by the table below.

Year	Funding	Unique client target	Unique clients assisted
2014/15	£1,645,018	21,530	26,414
2015/16	£1,622,964	30,575	28,964
2016/17	£1,651,657	34,756	45,553
2017/18	£1,534,768	33,198	44,607
2018/19	£1,469,763	34,680	42,000

3.2.3 The data shows that despite a decrease in funding since the beginning of the contracts, the number of clients assisted has increased by 59% since 2014/15, and has consistently outperformed the targets set. In 2018/19 the services assisted 42,000 people with free and independent advice. There was a total of 57,847 enquiries, of which 39% (22,682) were related to Benefits and Tax Credits.

- 3.2.4 In a separate contract, Citizens Advice Leeds and Better Leeds Communities are funded by the Money Advice Service to deliver debt advice in Leeds. In 2018/19 the two organisations have helped nearly 3,000 clients to resolve complex debt problems, in addition to those helped through the Leeds Advice Service.
- 3.2.5 Further support is also provided through the Ebor Gardens Advice Centre innovative Money Buddies service. The service trains volunteers who work with clients to help them save money, maximise income and also develop budgets and financial statements. Money Buddies are based in 29 sites across Leeds and continue to expand. Between December 2015 and June 2019, Money Buddies assisted 5,992 clients, making financial gains of £5,177,045 with the average financial gain of £864 per client gained.
- 3.2.6 Following the success of Money Buddies, the Benefit Buddies service was introduced to help people with benefit checks, form filling, support with applying for benefits and attending job centre interviews, appeals, tribunals and medical assessments in relation to benefits. To date 900 clients have been seen by Benefit Buddies of which over 51% classed themselves as having a disability and over 30% had a mental health illness.

3.3 Corporate Debt Policy

- 3.3.1 The Council has had a Corporate Debt Policy in place for approximately 12 years. The purpose of the Policy was to provide a framework for a consistent and sensitive approach towards residents in collecting monies owed to the council, whilst at the same time ensuring that the Council continues to maximise collection performance.
- 3.3.2 Integral to the policy is the provision of support mechanisms and practices to all citizens. It details the approach to collecting debt in Leeds and also provides practical help, advice and support in the management of multiple debts. The processes linked to the Policy are now being refreshed, to ensure we continue to support the most vulnerable people who may have multiple debts to the authority and find themselves in the position of struggling to manage unaffordable repayment arrangements. All areas of the Council that might come into contact with residents in financial difficulties work together to help the resident address their financial situation and automatically liaise with third sector advice agencies where this can assist.

3.4 Food provision

- 3.4.1 The Council continues to support Leeds Food Aid Network which helps to deliver a joined-up approach to emergency food provision at a local level. Integral to the success of the Food Aid Network is the partnership the Council has with FareShare who now has a major distribution centre in Leeds. FareShare Yorkshire launched FareShare in Leeds (FiL) in August 2014 in partnership with Leeds City Council, Leeds Food Aid Network and St Georges Crypt. They support food aid providers in the city who are engaged in providing food for vulnerable people alongside providing support to help people out of crisis and tackling the underlying causes of food insecurity.
- 3.4.2 Since April 2015 FareShare Yorkshire and the Food Aid Network have provided the food parcel service for the Local Welfare Support Scheme (LWSS). This has resulted in a reduction in the costs to the scheme associated with supplying food

but also allowed continued food supply to those people in the most immediate need. LWSS supports people who require emergency assistance and is based on providing basic household goods and emergency food provision.

3.4.3 In September 2018, following a relocation to new premises FareShare Yorkshire launched a new Employability Programme providing volunteer placements, mentoring and accredited training to support individuals into long term employment. Since the launch of FareShare in Leeds in 2014 (to 1 March 2019):

- 177 Charities, community groups and Schools in Leeds now have access to food through FareShare as often as every week
- Total food provided by FiL in the city is 569,000kg (569 tonnes), helping provide over 1.36 million meals
- Schools, have access to breakfast cereal and fresh fruit to support Breakfast Club provision.

And through the LWSS, FareShare in Leeds has:

- Received 2,910 referrals for food provision, of which 24% of referrals were directly delivered to a resident by FareShare Yorkshire.
- 5,117 people have been supported by the LWSS food provision scheme – 3,256 adults and 1,861 children.

3.5 Frontline staff training

3.5.1 In order to increase awareness across Council services of the issues people face in relation to financial exclusion and poverty, training sessions are delivered to frontline staff across multiple services. These sessions are aimed at staff who deal with citizens on a daily basis with the emphasis on accurate signposting, to enable staff to direct people to the right services in order to obtain the right advice at the first contact. Officers across a number of services (including Housing, Customer Access, Children's Services and Public Health) receive overviews relating to poverty, financial exclusion, the impacts of welfare reform, affordable credit and advice services. The sessions are not intended to provide officers with debt advice skills but to better equip them to direct people to the most appropriate advice services at the first contact with the Council.

3.5.2 The Leeds Poverty Truth Commission's Humanifesto is a pledge to everyone to play a part in creating a fairer, more human society by changing negative attitudes and stereotypes related to people in poverty. Leeds Poverty Truth Commissioners come from many different backgrounds, many have experienced, or are experiencing poverty and are willing to share their stories. This offers an opportunity to include Leeds Poverty Truth Commissioners and promote the Humanifesto as part of the Frontline Service training.

3.6 Holiday Hunger Initiative

3.6.1 In 2018 the Council provided £82,500 from the Social Inclusion Fund (SIF) to Leeds Community Foundation (LCF) to run a grant scheme to provide activities, including the provision of a meal, to school children during the Easter and summer holidays in 2018. LCF secured matched funding from the JIMBO fund and a number of other organisations around the city. Therefore the funding pot reached £155,000 in 2018. The grant scheme was launched as the "Healthy Holidays" project. FareShare

believe that this was the most comprehensive programme of its kind anywhere in the country.

- 3.6.2 Over 50 applications were received by LCF from a good range of proposed schemes including outdoor as well as indoor activity, some including preparing and cooking a meal, dancing, cricket and football. In total 39 projects were delivered. Organisations linked in with and sourced their food from a variety of organisations including FareShare, Real Junk food Project and local food suppliers.
- 3.6.3 Due to the success of the project an expanded and more refined scheme was run during 2019. Leeds City Council and the Asda Foundation contributed to the scheme for the school holidays in 2019. Over £150,000 was distributed to 38 third sector organisations to deliver projects throughout the school holidays in 2019. A Co-ordinator was appointed to provide support for the organisations undertaking the projects to ensure that areas like food hygiene and health and safety considerations are taken into account, but to also help ensure that schemes run smoothly and reach those children most in need.
- 3.6.4 Leeds has also been successful in securing funding from the Department for Education Holiday Activities and Food Fund for holiday activities and provision of healthy food to disadvantaged children during the 2019 summer holidays. £400,000 has been distributed to 37 third sector organisations, 17 schools and 10 community hubs. Funding is also supporting FareShare and Rethink Food for food provision and distribution; Streetgames for activity and sporting workshops to train staff and volunteers delivering projects; training and support resources, including a recipe book for 'cooking on a shoestring' and Project co-ordination and evaluation.

3.7 Gambling Related Harm

- 3.7.1 Research undertaken by Leeds Beckett University on behalf of Leeds City Council found that there are in the region of 40,000 people in Leeds experiencing problems with their gambling or at risk of developing a problem. The Council is co-ordinating work to address gambling related harm and have established a project group to oversee this work which includes representatives from across the Council, NHS, third sector and the gambling industry.
- 3.7.2 Actions include the development and delivery of the 'Beat the Odds' marketing campaigns to raise awareness of the issue, reduce stigma and promote the current support services available. Work is also being developed to improve referral links between the general advice network and specialist problem gambling counselling service through frontline training and awareness session.
- 3.7.3 In addition members from the Council's Financial Inclusion and Public Health teams have been asked to speak at a number of events across the country about the work being undertaken in the city. Including those hosted by the Local Government Association, the Gambling Commission and Birmingham City Council.
- 3.7.4 On the strength of the proactive partnership approach adopted by Leeds City Council to address gambling related harm, in November 2018 GambleAware (the national charity that funds research, education and treatment) announced funding for the establishment of a Leeds based NHS Northern Gambling Service led by Leeds and York Partnership NHS Foundation Trust, and Leeds Community Gambling Service - led by Gamcare. The services will begin to be delivered in

Leeds from September 2019, with up to £1.2 million being invested on an annual basis.

3.7.5 The Leeds Community Gambling Service will be delivered by Gamcare and will work across the Leeds area to identify, screen and treat problem gamblers and affected others. It will offer:

- Training to identify the issue and offer brief interventions
- One to one appointments
- Referrals to the Northern Gambling Service for more complex cases.

3.7.6 The services will be located together with both the back office and client facing services being based at Merrion House. They will also use the Council's network of community hubs to deliver their services.

3.7.7 The service represents a new innovation in delivery of prevention, education and treatment for gambling-related harm. Collaboration between the NHS and Gamcare will ensure that clients accessing the service will always receive treatment specific to their needs. Additionally, in Leeds, the service will integrate with the broad network of partners across the third sector and Leeds City Council. This will ensure that the message about available support is well known amongst communities and professionals alike.

3.8 Leeds Credit Union (LCU)

3.8.1 With the support of the Council, Leeds Credit Union (LCU) has more than trebled its membership from 11,000 in 2005 to 36,000 today. At the end of 2018 the footfall of all branches reached over 40,000. Staff took in approximately 1,300 loan applications. The busiest day (21 December) saw footfall of 1,200 in the City branch and a total of £215,000 cash transactions.

3.8.2 Current projects include:

- Exclusive loan rates offered to members who save via the Payroll Deduction Scheme such as Leeds City Council staff. LCU currently work with over 40 partners who are offered this service and continue to build upon these relationships.
- The bill paying account is designed to help customers pay bills and is particularly helpful for Universal Credit payments - once agreed outgoings are met, the surplus cash in the account can be withdrawn
- Homeware specialists Own Comforts provide a variety of high quality household products, with a credit union loan to pay for them. With the belief that everyone deserves to have quality household products and to deter people away from hire purchase, high-cost payment stores.
- Housing Leeds continue to fund LCU to deliver a citywide Money Management and Budgeting Service (MABS). The service is primarily focused at housing tenants who are in arrears and struggling to pay their rent due to low incomes or poor money management. The support service is delivered by three LCU staff members and aims to provide timely intervention to avoid court proceedings. Surgeries have been established at appropriate venues across the city and supported by partners across the city. Information packs for LCU will be in every new tenant's home with information about LCU, how to join and apply for loans including the Own Comforts furniture scheme and the Bill Paying account.

- There are now over 30 school saving clubs across Leeds. Each pupil entering Key Stage 2 will be given £10 contribution when opening a CU account and establishing a school savings club. It is hoped that parents will also become engaged and join the CU.
- Leeds City Council's HR service are working with LCU to promote services to staff. This work was initiated after comments in the staff survey from a significant number of Council staff that money worries were an issue for them.
- LCU are working in partnership with the Illegal Money Lending Team (IMLT) and Leeds City Council to raise awareness of the dangers of borrowing from illegal money lenders, more commonly known as loan sharks. A number of initiatives are using proceeds of crime money, confiscated from convicted loan sharks, to sponsor new projects including:
 - With Housing Leeds tenants, in the months leading up to Christmas 2018 who saved regularly were awarded a £25 savings boost straight into their account before Christmas.
 - Street Savers Project - The aim is to get children out of the house and be more active by taking part in various sports clubs. When joining a club, the children can then start to save into a Young Saver account with LCU.
 - LCU loan guarantee scheme – With £50,000 from Proceeds of Crime funding, this money acted as a buffer for bad debt provision and enabled LCU to make loans that they would otherwise have turned down. This scheme was very successful in Leeds and the bad debt was only 8% - this was expected to be much higher. This pilot may now be extended.
- LCU systems are not as automated or efficient as the mainstream financial institutions - renewal of IT systems and functionality have now been developed. This will improve processes and minimise the time spent on back office duties and enable LCU staff to focus on providing an improved service to members and also focus on increasing membership and lending.
- LCC have agreed to make an investment into a significant marketing campaign for LCU. A marketing agency will be employed to undertake this project.

3.9 Illegal Money Lending Team

- 3.9.1 The national Illegal Money Lending Team have worked as part of the financial inclusion partnership in Leeds since 2007 to promote awareness and prevent residents from using illegal lenders.
- 3.9.2 Over the past year there have been two separate investigations opened in Leeds. In addition a number of leads are being followed up by the Stop Loan Sharks investigative team. Details of the joint project work with Leeds Credit Union are detailed in section 3.8 above, other projects in Leeds include;
- A project between Dewsbury Road One Stop Centre and Leeds Money Buddies to produce a book aimed at primary school aged children to be used by librarians and education providers to warn of the dangers of loan sharks and to raise the issue for discussion in local communities via trusted partners.
 - Working with the English Football League Community Trust, including the Leeds United Foundation on a scheme for summer 2019 to work with young people to promote community cohesion and prepare for adult life. The Stop

Loan Sharks team have developed an interactive session which raises awareness of illegal lending and stimulates discussion of personal finances

- Developing joint work with West Yorkshire Police in the drive to tackle organised crime, including focus on illegal lending and money laundering.

3.9.3 As required by the legislation at the time, in June 2014 the Executive Board agreed to extend the authority to Birmingham City Council to continue to operate within the Leeds boundary until 31 March 2019, and receive reports on an annual basis of the work undertaken. As from 1 October 2015 the sections under Trading Standards legislation which gave the IMLT their powers were all repealed (under the Consumer Credit Act 1974). They have now been replaced by generic powers under the Consumer Rights Act 2015 (Schedule 5) which means that IMLT no longer need a protocol with a local authority to work in their area. As a result progress on the work of IMLT will continue to be reported but will form part of the wider report on work around tackling poverty and inequality.

3.10 Co-ordination of Financial Support Services

3.10.1 The Money Information Centre (MIC) website gives details of the various organisations and agencies in Leeds that offer free help and advice on money, debt budgeting, reducing bills and affordable loans. The information is also available in a handy booklet 'Help with Managing your Money' which is distributed across the Council via housing offices, libraries, community hubs as well as the third sector. The Leeds MIC web site is at: www.leedsmic.org.uk

3.11 Research to action

3.11.1 In addition to the three household surveys (2004, 2010 & 2018) referred to in section 2 above, the Financial Inclusion team have undertaken and commissioned a range of research studies which are available on the council's website at www.leeds.gov.uk/fi

3.11.2 Establishing a robust local evidence base on financial inclusion and poverty has been vitally important in directing the work undertaken by the Council and partners, and has served a useful tool for both engaging a wide range of organisations, responding to national consultations and lobbying government.

3.11.3 As demonstrated in section 2 above the findings of the 2018 household survey highlight the issue of financial resilience, with low levels of savings, a greater number of people in insecure (?) work compared to national levels, and an increase in people borrowing to cover day to day living expenses. Work is underway to bring this information together along with any national evidence, to create a discussion document that can be shared with partners and individuals with lived experience to direct future projects and work areas.

3.11.4 Linked to this work is a further proposed research project on the impact of welfare reforms and Universal Credit for residents of Leeds. Since the roll out of Universal Credit and wider changes to welfare benefits, the Financial Inclusion Team has been analysing statistics published by the DWP. Many of the statistics, particularly around sanctions do not appear to show the full impact in Leeds. Discussions with partners revealed that beyond sanctions, many other aspects of Universal Credit and general welfare reforms are presenting a greater degree of concern. This offers

an opportunity to further explore the impact welfare reform is having in Leeds and where resources need to be in place to support existing services. This research will be used to guide future work in this area and the findings will be included within the annual report on tackling poverty and inequality.

3.12 Social Inclusion Fund

- 3.12.1 Executive Board on 4th September 2013 agreed the establishment of the Social Inclusion Fund, utilising moneys accrued by the council granting a large casino licence. It was agreed that the Director of Communities and Environment (then Deputy Chief Executive Citizens and Communities) administer and oversee the fund, with the Licensing Committee receiving an annual report on the nature of projects being supported by the Social Inclusion Fund. This was considered appropriate at the time as regular reports were submitted to the Licensing Committee regarding the large casino. These regular reports are no longer required for Licensing Committee, therefore, a new reporting arrangement is needed.
- 3.12.2 The remit and criteria of the Social Inclusion Fund, is to fund projects which address the Council's commitment to tackling poverty and also projects that mitigate against the possible harmful effects of gambling. Given this remit and the nature of projects supported, it is recommended that future reporting of the Social Inclusion Fund should be made to the Executive Member for Communities, with the administration and oversight on funding allocations remaining with the Director for Communities and Environment.

3.13 Universal Credit

- 3.13.1 Executive Board received a report on 17 April 2019 – Update on Universal Credit – full service in Leeds. The report provided information on the Government's introduction of full service Universal Credit, which highlighted the impact of the system's introduction to date across the city and how frontline services were continuing to support people in Leeds who were affected
- 3.13.2 Work has been undertaken to ensure that the Council and partners are aware and prepared for the implementation of Universal Credit (UC). This has involved regular cross partner meetings to update on progress, involvement in Scrutiny Board enquiries into preparations for UC and delivering presentation to numerous organisations including Elected Member briefings. Working with Social Landlords has also been a key part of this work
- 3.13.3 Awareness campaigns delivered through a variety of methods – Community hubs, Community Committees, annual tenancy visits and media campaigns will continue through the transition and migration stage.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Partner organisations referred to in this report have been consulted in order to provide relevant and up to date information about the projects, initiatives and services reference.

4.1.2 The Leeds Poverty Truth Commission have been consulted on the drafting of this report and were supportive of the work being carried out. As part of their feedback, the Commission has suggested the Financial Inclusion Team consider the following:

- Regarding the Financial Inclusion Research in 2018, to use the findings as an opportunity to explore the resilience of vulnerable communities
- To link in the Humanifesto and Leeds Poverty Truth Commissioners with future frontline staff training
- Research into how financial exclusion affects different communities in Leeds, particularly migrant communities and the challenges refugees face with no access to credit.

4.2 Equality and diversity / cohesion and integration

4.2.1 A key focus of the partnership work outlined above has been to support people suffering hardship, poverty and inequality, and therefore issues of equality, diversity, cohesion and integration are key aspects of this work. An Equality Impact Assessment was completed in 2014, in addition projects and initiatives outlined in the report are reviewed annually as part of the annual equality improvement priority updates.

4.3 Council policies and the Best Council Plan

4.3.1 The work of the Financial Inclusion team plays a key role in achieving the Council's ambition to build a compassionate city and tackling poverty and reducing inequalities. The overarching aim of the Best Council Plan is 'Tackling Poverty and Reducing Inequalities'. The activities set out in this report support the Best City Priority of Safe, Strong Communities through;

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

The projects and initiatives outlined in this report also contribute towards the Best City Priorities of Inclusive Growth through targeting interventions to tackle poverty in priority neighbourhoods and tackling low pay. The actions also contribute to the priorities of Health & Wellbeing, Child-Friendly City, Age-Friendly Leeds and Housing.

4.3.2 Financial health and inclusion is a workstream of the Thriving: A Child Poverty Strategy for Leeds 2019 which is overseen by the Child Poverty Impact Board. Activities outlined in this report on frontline staff training, holiday hunger and LCU's school savings schemes contribute to this workstream. As part of the suite of poverty reports being brought forward for consideration by Executive Board, each will consider the impact of poverty in the city and the work of the Child Poverty Impact Board.

4.3.2 Climate Emergency

- 4.3.3 One key aspect of the work on poverty alleviation is the redirection of surplus food to foodbanks and to support initiatives such as the Holiday Hunger projects. It is estimated that in Leeds approximately 143 tonnes of surplus food is intercepted and therefore saved from disposal to waste (in the year up to end March 2019). Waste food is a contributor to climate change as it results in methane emissions which have a greater impact on climate change than the equivalent amount of CO₂. However, for consistency of approach it has been calculated that the CO₂ equivalent of the emissions that have been saved from escape to the atmosphere is 60 tonnes of CO₂ in the year. However, had the food not been redirected and eaten and instead the whole of this 143 tonnes of food had gone to waste, the production, transport and distribution of the food would have to be factored in, and in that event the total emissions would have been the equivalent of 533 tonnes of CO₂.
- 4.3.4 There are no other known specific positive or negative impacts as a result of the work described in this report.

4.4 Resources, procurement and value for money

- 4.4.1 All of the projects and services referred to in this report are being undertaken within current budgets, there are no additional resource implications arising from this report.

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

- 4.5.1 There are no specific legal implications or access to information issues with this report.

4.6 Risk management

- 4.6.1 There are no specific risk management issues with this report.

5. Conclusions

- 5.1 The scale of the challenge to tackle financial exclusion and address poverty remains significant. The report highlights the wide range of projects being undertaken, and despite reductions in budgets more people being assisted by advice, welfare and credit union services.
- 5.2 The report also highlights the importance of evidence base and actively involving people with direct experiences of financial inclusion and poverty. This has been central to all of the partnership work being undertaken and will continue to influence the future strategic direction.

6. Recommendations

- 6.1 Executive Board are recommended to:
- a) Note and welcome the significant progress made and projects developed through the partnerships outlined in this report between the Council and the third sector which has helped in the delivery of the Council's strategic objectives on financial inclusion and poverty alleviation.

- b) Note that future reports on the progress of the Illegal Money Lending Team will be included as part of the annual report to the Executive Board on progress on financial inclusion and poverty alleviation rather than as a free standing item.
- c) Agree that future reporting on the Social Inclusion Fund will be considered by the Executive Member for Communities.

7. Background documents¹

7.1 None

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



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Report of Director Communities and Environment

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 09 January 2020

Subject: Locality Working – update on progress and key developments in 2019

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

Summary

Main issues

This scrutiny board has been instrumental in shaping the council's work on tackling poverty and inequality and strengthening the city's most disadvantaged neighbourhoods and communities, both leading up to the Executive Board report of November 2017 on a new approach to locality working and subsequently, through update reports at its meetings.

This report provides a short thematic synopsis of progress and the key developments in 2019 on the implementation of the locality working approach in our most disadvantaged wards and neighbourhoods. Specifically, this report:

- Provides an update on how the locality working approach has been implemented;
- Demonstrates how the principles of locality working have been adopted, using examples to articulate emerging practice;
- Highlights ongoing challenges and the 'Big Asks' that have been made to the directorates through the Neighbourhood Improvement Board (NIB) chaired by the Executive Member for Communities;
- Presents a locality working performance management framework;

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

- This report explains how the council's overarching ambition to tackle poverty and reduce inequalities as set out in the Best Council Plan is enacted at a local level, working in partnership in the city's most disadvantaged wards and neighbourhoods based on a range of insight and intelligence. This includes the latest socio-economic data and analysis (such as the Indices of Multiple Deprivation 2019, available on the Leeds Observatory [here](#)) and ongoing engagement with communities, elected members and partners. The examples and challenges set out in the report support all Best Council Plan priorities, notably Inclusive Growth, Health and Wellbeing and Safe, Strong Communities.

2. Resource Implications

- No resource implications other than for existing resources that have been re-purposed to provide for greater focus on place-based integrated services and the alignment of new additional resources through funding bids/grants to local neighbourhood and ward level programmes to meet the ambitions of locality working and the need to strengthen our communities.

Recommendations

Environment, Housing and Communities Scrutiny Board are asked to consider the content of the report and agree the following recommendations. That this Scrutiny Board -

- a) Comments on the content of this report.
- b) Reflects on the content of future progress reports in the light of the increasing engagement of council directorates in locality working and its implications for the work of other scrutiny boards.
- c) Continues to work with the Chief Officer Communities, Executive Member Communities and the Director of Communities and Environment to strengthen the leadership role of ward members and Community Committee Champions to support the delivery of Best Council Plan priorities through locality working.

1. Purpose of this report

1.1 Executive Board approved the model for Locality Working in November 2017. Following this approval, a new place-based approach was developed, which aims to tackle poverty, reduce inequality and address vulnerability in some of the poorest neighbourhoods in Leeds. This report provides Environment, Housing and Communities Scrutiny Board with an annual update on:

- The progress of work in priority neighbourhoods and target wards and the themes that have emerged;
- The application of the principles of locality working using examples from work programmes to articulate good practice;
- Ongoing challenges and the 'Big Asks' that have been made to the council's directorates through the Neighbourhood Improvement Board (NIB);
- The emerging performance management framework for locality working.

2. Background information

- 2.1 The Locality Working model aims to respond to the national Indices of Multiple Deprivation (IMD) data, which in 2015 identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally. As part of this approach, six priority neighbourhoods were identified to accelerate the council's approach to tackling poverty and inequality in the city. These six neighbourhoods are New Wortley; Beeston Hill; Cliftons and Nowells, Recreations; Lincoln Green and Boggart Hill.
- 2.2 The approach was predicated on the council's ambition to be a compassionate city with a strong economy that is inclusive of the communities in the city and a view that a smaller neighbourhood focus creates the opportunity to develop a more detailed process for understanding and responding to communities affected by poverty.
- 2.3 The approach seeks to challenge current approaches and focus the capability and capacity of the whole council and its partners, working with elected members and local residents, on improving outcomes in the city's most challenging neighbourhoods. This approach is built on:
- Enhancing the centrality of community committees to locality working led through elected members;
 - Prioritising our collective endeavour and resources;
 - Using our own staff resource, capacity and capability more effectively;
 - Developing improved working relationships with our partners locally;
 - Ensuring we work closely with communities so that we do things with and not to people;
 - Enabling cultural change in the council and across our local partnerships, so that we can learn and apply improvements across the whole city;
 - The development of six Core Teams and a range of target ward partnerships.
- 2.4 The Council has driven the implementation of the locality working approach applying a strategic framework (Appendix 1), which places the most disadvantaged communities in Leeds at its centre. The approach is split into the three key strands, working through: Community Committees; target wards and priority neighbourhoods. Working in this way has created a locus for council departments/services and partners, to target their existing investment and resources and align new resources - for example, through external funds, bids and grants - to best effect.
- 2.5 Six 'Core Teams' have been established in the priority neighbourhoods; alongside a number of partnership arrangements for improving the city's target inner city wards. Core Teams comprise of officers from within the council, elected members, NHS, Police, DWP and the Third Sector. A number of reporting mechanisms have been developed to support this new way of working including, importantly, the appropriate Community Committee and ensure that challenges and opportunities and the work to address them is well articulated to decision makers. Further information is included at Appendix 1.
- 2.6 To strengthen the council's commitment to being a compassionate city and reducing poverty and inequality, a new Equality Improvement Priority has been established which aims to 'improve equality outcomes across the six priority neighbourhoods'. See Corporate Considerations for further detail.

3. Main issues

Political Leadership

- 3.1 Community Committees, which comprise of locally elected ward members and in some areas co-opted representatives, continue to work for the residents of Leeds by providing a framework for local democracy and a forum for local people to have their say on the issues that matter to them most. They provide a mechanism for involving communities in local decision making on key issues such as environmental improvements, community safety, health and wellbeing and employment. Healthy local governance is needed to ensure residents and local organisations have a stronger voice and tangible routes for achieving change.
- 3.2 Elected Members ensure that our citywide priorities are discussed in local neighbourhoods and they allocate their Wellbeing and Youth Activities Funding in line with local priorities to address local need. This has resulted in over £2 million being spent and over 81,000 volunteer hours in 2018/19 alone. Further information is included in Appendix 2.
- 3.3 Through the Community Committee structures, local elected members provide leadership and guidance to the locality working agenda. Local ward members sit on the relevant Core Teams and partnerships within the target wards, helping to shape, drive and champion priorities and interventions. Members support their respective core teams to engage locally with the community through their local leadership role. This ensures maximum involvement from residents in shaping local priorities and developing solutions.
- 3.4 The role of Community Committees in ensuring robust local reporting and maximising the use of local knowledge to inform and influence local service delivery is important. Consideration needs to be given as to how we connect better the appropriate Community Committee Champions to the work of the Neighbourhood Improvement Board and the allocation of delegated resources, such as Wellbeing, Youth Activity Fund, Community Infrastructure Levy (CIL) and Capital Receipts Incentive Scheme (CRIS).

Locality working principles applied

- 3.5 The Locality Working Strategic Framework (Appendix 1) is predicated on a number of principles and different, more integrated ways of working:
 - Developing a shared sense of the assets of individuals and communities with a strong focus on building self-reliance and resilient communities;
 - A placed based more integrated working approach;
 - Early intervention and prevention to prevent reactive public service cost;
 - Getting to the root causes, sharing knowledge and avoiding duplication to develop effective local and/or citywide solutions;
 - New ways of working and driving system change.
- 3.6 A number of short 'vignettes' are introduced in this report to provide a flavour of how the locality working principles are being applied in practice in local ward and/or priority neighbourhood work.

Building self-reliance and resilient communities

- 3.7 Whether through priority neighbourhoods, target wards or Community Committees, really knowing neighbourhoods and communities and developing a shared sense of the assets, is a vital ingredient of the council's approach to locality working. Consequently, there has been a strong focus in the work on strengthening communities and building self-reliance and more resilient communities.
- 3.8 The work in all six-priority neighbourhoods this year has placed huge emphasis on community engagement, by working alongside elected members and local communities to harness a local voice and develop local solutions through social action.
- 3.9 Local ward members have emphasised the importance and benefits that can be achieved from working with local residents. Ward members have brought a very helpful insight into the challenges affecting these neighbourhoods, through their local democratic leadership role.
- 3.10 Housing Leeds continue to actively support the work of the relevant local Core Teams and their Tenant Engagement Officers are actively engaged in the work and opportunities for even closer working are being explored.
- 3.11 Community Hubs across the city are a vital component of our engagement with communities. The hubs continue to develop and evolve and the standard service offer is being increasingly complemented by bespoke activities that reflect local needs and increasingly involve local third sector groups in their delivery model.
- 3.12 From the outset, the Communities Team have been leading multi-agency Core Team walkabouts and door knocking exercises. Welcome packs have been developed, encompassing local service information and useful phone numbers and these have been delivered to over 4,000 households.
- 3.13 A range of approaches has been implemented over the past 12 months. These have been categorised broadly in line with the ladder of participation¹, which suggests various channels, which might be used, to increase social action and access to decision-making power (See Appendix 3). The following examples demonstrate how these approaches have been implemented.

Vignette 1: Local and face-to-face contact

In Holbeck, a "pop up" community hub, known as The Support Hub @Holbeck hub, has been established at 5 Recreation View. The converted house provides an accessible base for a variety of council and third sector services to connect with residents in the heart of this priority neighbourhood. It offers help and advice on issues such as employment, social care, housing, debt, council tax and anti-social behaviour. The hub has proved popular with services reporting much better engagement with residents because of this initiative. There have been 404 requests for services since opening last June, which includes 138 for employment and training, 135 for housing advice and 63 for debt and benefit advice.

¹ The ladder of participation (Arnstein 1969) is a well-known guide to seeing who has power and influence when important decisions are made that affect local communities.

Vignette 2: working with third sector partners

Building on previous successful partnership working with New Wortley Community Association, the Core Team has focused much of its service delivery and activities at the New Wortley Community Centre. This has included; activities for young people, including joint delivery of Holiday Hunger; 'pop up' Hub services; and a range of employability programmes. These programmes have all benefitted from the trust and accessibility that the centre and its worker have developed with the local community. Equally, the community association has also reaped benefits as the support of statutory partners has enabled it to develop a sustainable model for the centre, helping it to lever in external funding for a range of activities. This has meant that the community centre has become less reliant on council resources to enable its continued delivery.

- 3.14 At its core, Asset Based Community Development (ABCD) is about discovering the assets, skills and passions that exist within a community to develop positive social action. Funded by Adult Social Care and commissioned by the Communities Team, the ABCD Community Builder capacity provides for a better connection with the residents involved in social action projects on an ongoing basis. However, these approaches only have short term funding and these initiatives take time to embed and sustained investment to nurture social action. The scrutiny board's view on sustaining this investment would be helpful.

Vignette 3: Asset Based Community Development (ABCD)

All priority neighbourhoods have developed an ABCD approach. In Beeston Hill, the Community Builders have brought community members together to improve the facilities and activity offer at Rowland Road Working Men's Club. In the Clifton and Nowells, local mums have come together to establish a residents group to support children and families in their neighbourhood. Housing Leeds are providing training to their Tenant Support Officers on the ABCD approach.

- 3.15 The backstreets in a number of priority neighbourhoods are problematic, on a recurring basis, suffering from litter, flytipping, waste in gardens, damage to property boundaries such as the fencing and gates and missing bins. The following example demonstrates how social action can be achieved around a local issue.

Vignette 4: Social Action

Love Where you Live² project, in three priority neighbourhoods, empowered residents to improve their back streets through small scale repairs and improvements, for example making fencing, gates and planters out of wooden pallets and painting them bold colours, generating increased responsibility by local people to initiate further social action.

- 3.16 Each back street was left in a visibly better condition and some new connections were made between neighbours. Residents really enjoyed being involved in this opportunity and were able to see rapid, visible results and the impact of their personal endeavours.

Place based integrated working approach

- 3.17 A placed based, more integrated way of working has been adopted across all the priority neighbourhoods, bringing partners from a range of services and agencies together to focus on the specific needs of each area. Core Teams have worked collaboratively with local communities to develop local solutions and better target their resources and the types of interventions. This approach has included

² Love Where You Live: transforming problematic backstreets into bright and friendly communal spaces.

maximising the use of local assets and better understanding the cumulative impact of social and economic issues within small neighbourhood settings.

- 3.18 Poverty and inequality is prevalent in all our priority neighbourhoods with basic unmet needs around food, clothing and furniture and infestations linked to some housing conditions. Ward members have placed great importance on addressing poverty and inequality in these neighbourhoods and this has been championed through the Neighbourhood Improvement Board as a challenge for all directorates to address.
- 3.19 Foodbanks are busy and residents are becoming ever more reliant on this food aid.

Vignette 5: Support to foodbanks

Local voluntary organisations in Boggart Hill are working closely with statutory partners to pilot an approach to enhance the service provided to those residents using food banks to better connect them with the support they need.

- 3.20 Child poverty is extensive in all of the priority neighbourhoods, with on average 43.4% of children living in low-income households.³ Employment and skills is key to lifting families out of poverty and the Leeds Inclusive Growth Strategy focuses on reducing unemployment, tackling low pay and underemployment and providing a better education and skills system.
- 3.21 Leeds Anchor Institutions are large organisations, such as the council, hospitals, universities, housing associations and large private sector organisations, who are often the biggest spenders and employers in a city region and make a vital contribution to the local economy. Work is underway to connect all these anchor organisations through the Leeds Inclusive Growth Strategy to the city's priority neighbourhoods. The following example demonstrates the benefits that communities in our priority neighbourhoods can experience from a collaboration between a Core Team and an anchor institution.

Vignette 6: Leeds Teaching Hospital Trust (LTH)

LTH is situated in the heart of Lincoln Green. Core team partners worked closely with LTH to develop a targeted recruitment programme to support people into jobs within the facilities and estates department. This opportunity has been rolled out to other priority neighbourhoods - Beeston Hill, Recreations and the Cliftons and Nowells - to further the ambition to target recruitment in our most disadvantaged neighbourhoods. From the pilot in April, 29 people from target wards were successful in securing employment and a second cohort on programme saw 20 people recruited.

- 3.22 This way of working has been identified at a national level as good practice and is cited in the NHS Long Term Plan. Work is underway with Employment & Skills and Communities to connect all Anchor institutions in Leeds with the six priority neighbourhoods.
- 3.23 In response to child poverty, partners have been working hard to harness resources from across a range of sources to deliver sustained holiday hunger provision. Local ward members have invested in this programme of work through their Youth Activity and Wellbeing Funds.

³ Low-income households are in receipt of out-of-work benefits or in receipt of tax credits with a reported income, which is less than 60 per cent of national median income.

Vignette 7: Holiday Hunger

Activities have been targeted to our most disadvantaged neighbourhoods, enabling vulnerable children to have access to food, fun activities, learning and support to families over the holiday period. The programme reached 5,441 children, young people and 903 adults who attended with their children.

- 3.24 Youth violence, in particular Anti-Social Behaviour (ASB) is challenging and problematic in all our priority neighbourhoods. Along with drug use, dealing and the potential for child criminal exploitation.
- 3.25 Under reporting of ASB has been a persistent problem in priority neighbourhoods, largely in part due to a fear of retribution from local criminal elements. Partners and ward members are working hard to overcome this fear by being visible, responsive and sharing information to enhance problem solving and interventions, focusing on micro-geographies of concern to maximise their impact.
- 3.26 Although, overall crime has increased in both the priority neighbourhoods and Leeds more generally since 2016, this may not reflect a real increase in actual criminal activity. The data can be affected by changes in recording practices, policing activity and victims' willingness to report crime.
- 3.27 Proactive work has also been undertaken in all priority neighbourhoods and target wards to reassure and engage with residents and provide them with useful information, such as emergency numbers. A positive outcome from increased reporting and improved recording will be the improved targeting of resources to our most disadvantaged communities.
- 3.28 The Cliftons and Nowells Hate Crime and ASB Multi-Agency Working Group emerged at a time of crisis because of significant hate crime and ASB within a small geography. Professionals sought to understand the presenting issues, whilst also recognising that the residents held a great deal of knowledge about their community, which needed to be used if changes were to be understood and proactively addressed. However, fear of retribution resulted in under-reporting of ASB in the neighbourhood.

Vignette 8: Multiagency working to reduce ASB

Core team partners undertook a cumulative impact assessment to determine the intensity of the problem and utilised the Rethink formulation⁴ to understand the problem and plan the next steps. Additional resources were deployed, in the form of the High Rise Team. Migrant Community Networkers⁵ were able to connect with victims in a more meaningful way. Two closure orders, injunctions and the first Public Space Protection Order⁶ ASB in Leeds was implemented. Temporary CCTV was installed and the youth offer was enhanced. A sustained reduction of 57% in Hate incidents in the Nowells PSPO area and a reduction of

⁴ Rethink formulation – also known as the 6Ps - refers to the way in which when working with children and young people and families we understand their needs and experiences and how it is used to inform practice.

⁵ Migrant Community Networkers are volunteers from migrant communities in the city and that have been trained and developed through the Migrant Access project to establish trust with and help connect migrant communities better to services.

⁶ A public spaces protection order is an order that identifies the public place and prohibits specified things being done in the restricted area and/or requires specified things to be done by persons carrying on specified activities in that area. Failure to comply with a public spaces protection order is an offence.

45% in Anti-Social Behaviour in the Nowells PSPO area was achieved compared to equivalent periods 12 months apart, September 17- March 18 and September 18-March 19.

- 3.29 The key perpetrators of ASB in the neighbourhood were children and young people, who themselves were also experiencing a number of safeguarding and welfare issues leading them to spend large periods on the streets. This presence on the streets is further compounded in some priority neighbourhoods by children feeling that there is nothing to do or nowhere to go, drawing them into negative pursuits.
- 3.30 The role of youth providers in improving outcomes for children and young people is increasingly important. Active Leeds drew in additional resources from activity-based voluntary youth providers, who came together with the Youth Service and the Youth Inclusion Project to work collaboratively in some of our priority neighbourhoods. This enabled youth practitioners to be more effective in engaging and supporting young people.

Vignette 9: Active Leeds

In the Clifton and Nowells, Active Leeds put in coaches to work alongside Youth Service to deliver football coaching. Active Leeds then brokered a relationship with Leeds United Foundation to sustain this delivery. In Lincoln Green, Active Leeds brought in Yorkshire County Cricket to establish junior cricket sessions, which proved popular. Active Leeds has funded three young leaders to secure a level 2 cricket coaching qualifications to sustain this activity.

- 3.31 Core Teams have placed a significant emphasis across all priority neighbourhoods to address ASB, through a range of interventions including enhancing the local youth offer, working restoratively with young people, making best use of enforcement tools and building community resilience.
- 3.32 This collective endeavour has achieved tangible results and the gap between the priority neighbourhoods' average and that in Leeds more generally has narrowed markedly, correlating with the start of the work of the Core Teams and their deliberate focus on ASB.
- 3.33 Children and young people spend 14% of their time in school and 53% of their time in the community setting, which is three times more time out of school than in school. The Leeds '3As' strategy developed by Children and Families Services supports the locality working approach in championing the need to work with parents, families, friendship networks and communities to help them to help children succeed. So, joint work to address ASB issues in target wards and priority neighbourhoods through locality working helps improve school attendance and contributes to improving overall outcomes for children, young people and families.
- 3.34 The following example provides a strong illustration of how working in the community in this way through strong third sector anchor organisations can be life changing for young people.

Vignette 10: CATCH: Community Action to Create Hope, Harehills

CATCH supports young people from a host of backgrounds and with a range of challenges, providing them with safety, stability and purpose. The Ark building itself feels like a safe and friendly space set amongst the densely packed streets of Harehills. Innovations around peer mentoring and the new Super Stars progression programme and the ongoing support to young people to raise their aspirations and connect them with life enhancing opportunities – such as apprenticeships through Leeds City College - perfectly illustrates this asset to the community.

- 3.35 This need for community-based work is more relevant in our priority neighbourhoods where there is more risk of children and young people experiencing Adverse Childhood Experiences (ACEs) in areas of higher deprivation. ACEs have been found to have lifelong impacts on health and behaviour and they are relevant to all sectors and involve all of us in society. Improving community resilience is fundamental to delivering actions on ACEs.
- 3.36 Identifying appropriate building spaces has been important in being able to work with the local community to build community resilience and deliver targeted provision, creating safe spaces in our priority neighbourhoods and targeted wards for children, young people and the wider community to engage in positive activities. The challenge in some neighbourhoods continues to be a lack of appropriate building space and community assets of sufficient quality to offer life-enhancing experiences.
- 3.37 A recent opportunity has emerged due to a successful bid to the Office of the Police and Crime Commissioner (OPCC) as part of the Home Office Early Intervention Fund, led by Safer Leeds⁷. The programme has three strands focused on developing and sharing learning that mitigates the risks of youth violence and provides support for young people involved in and at risk of serious crime and violence. The programme of work is focused in Chapeltown, Harehills and the Cliftons and Nowells neighbourhoods. Safer Leeds has also been successful in receiving funding from the Violence Reduction Unit through time limited Home Office funding available until March 2020. As a result of needs assessment work on violent crime patterns, £172,840 has been allocated to community projects across Gipton and Harehills ward, Armley ward, the Chapeltown area and to Burmantofts and Richmond Hill ward to invest in community based projects that support the prevention and reduction of youth violence. It is hoped that these short-term projects will provide good evidence of how to reach and support young people in their local community and support future funding applications should the opportunity become available.
- 3.38 Improving the local environment has featured significantly in feedback from local residents, along with ASB and crime. Empty buildings, evidence of litter, graffiti, fly tipping and vandalism are prevalent across the priority neighbourhoods. Once environmental problems take hold, they can have self-reinforcing consequences and can lead to a greater fear of crime, which could drive away people from the neighbourhood who are in a position to relocate, further entrenching the problem.
- 3.39 Within Boggart Hill the derelict 'Gate' pub site has been an eyesore on the edge of the priority neighbourhood for many years. Despite extensive enforcement activity and several tentative proposals for redevelopment by the leaseholders, the site has

⁷ Safer Leeds is the city's Community Safety Partnership, responsible for tackling crime and disorder.

only deteriorated and continued to blight the area. The following vignette is an example of how the work of the Core Team has delivered local action.

Vignette 11: Derelict 'Gate' pub site

A magnet for ASB and a signal of a declining area, following a neighbourhood improvement board meeting, the Council has utilised Housing Revenue Account funding to negotiate the buy-out of the lease and the demolition of the derelict pub building. The site now offers an opportunity for new housing and offers the potential to consider a wider site redevelopment within the context of the priority neighbourhood. Acquisition took place in October 2019 and demolition of the site is programmed for early 2020.

- 3.40 Environmental Visual Audits have been undertaken in a number of priority neighbourhoods, which has helped partners look at the cumulative impact of the environmental issues. Formal notices are being issued by the Cleaner Neighbourhoods Team as required and enforcement is being pursued alongside informal engagement and outreach work on a range of environmental crimes and issues across priority neighbourhoods to effect behaviour change.
- 3.41 Groundwork is supporting the Cleaner Neighbourhoods Team and a range of partners to deliver the 'Love Where You Live' project in three priority neighbourhoods, as referenced earlier in this report, to stimulate social action. These programmes have run for six months and they gave a sense of what could be achieved through social action. Further funding has been drawn in through Housing Advisory Panels and Community Committee Wellbeing Funds to deliver more targeted environmental interventions. It is already clear that social action is key to improving the local environment. However, developing community capacity and capability takes time and resources to make sustainable changes for medium to longer-term improvements.

Early intervention and prevention

- 3.42 This integrated locality working approach focuses on early intervention and prevention to prevent reactive public service cost. The council is committed to improving housing conditions as featured in the city's Best Council Plan and to reducing inequalities as part of its Strong Economy, Compassionate City agenda with the vision to reduce poverty, providing opportunities for people and to ensure they live in a good home and a safe environment. However, not everyone has benefited from the city's success, nowhere is this brought into sharp relief more than in our most disadvantaged neighbourhoods.
- 3.43 The Leeds Neighbourhood Approach (LNA) is a partnership approach led by Private Sector Housing to address not just housing conditions and empty homes, but also the needs of families and individuals where officers cross the threshold to offer help and assistance. This has involved a partnership with colleagues in Employment and Skills, Cleaner Neighbourhoods Team, the Police, West Yorkshire Fire Service, Touchstone, White Apple, Communities Team, Health, and the Leeds Credit Union. To support this approach there has been a £4.5m home improvement scheme targeting 180 properties in the Recreation's in South Leeds to renovate the homes, and improve energy efficiency. This approach has led to the creation of a hyper-local pop up hub, 5 Recreation View, to support the community and help to deliver services. (See earlier vignette in section 3.13)

Vignette 12: Leeds Neighbourhood Approach (LNA)

Since launching, the LNA in 2015 885 homes have been inspected, the inspection process has removed over 1670 hazards so far from homes where works have been completed relating to fire safety, falls, electrical safety, security and overcrowding. Over 111 long-term empty homes have been brought back into use. Multi-agency area walkabouts have been conducted and eleven landlord forums have been held to engage with local landlords and housing providers to update them on activities/developments in the city and local area. Through direct interventions when crossing thresholds, over 1100 referrals have been dealt with for support and advice from Holbeck residents around employment and training, debt and benefit advice, Anti-Social Behaviour and reporting criminal activity and social isolation and mental health support.

- 3.44 More recently, Selective Licensing⁸ was approved by Executive Board in June 2019. It will ensure better management of 6,500 private rented properties when it is implemented in January 2020 in Harehills, Cliftons and Nowells and Beeston. The approach to Selective Licensing has been supported by the locality working agenda and locality working will feature in its implementation through local partnerships coming together with a local offer that will support tenants to address their wider social and economic needs, whilst their housing conditions are being reviewed.
- 3.45 Kingsdale Court, a development of eight blocks of predominantly private rented flats, presents a huge challenge within Boggart Hill. The site is blighted by disrepair, fly-tipping, health and safety hazards including electrical, fire hazards and inadequate heating and insulation, anti-social behaviour and poor security with one of the blocks, Farnley House, having a void rate of 84%.

Vignette 13: Kingsdale Court

The priority neighbourhood focus has provided a real insight into life at Kingsdale Court revealing that there is serious under-reporting of crime and ASB as residents are afraid of retaliation and bringing the needs of the neighbourhood into sharp relief. To help, the Police have increased proactive patrols to build a case for further action. The Neighbourhood Improvement Board in April 2019, agreed to consider a long term comprehensive solution to the challenge of Kingsdale Court, utilising the full powers of the Council and partners to tackle this site in the short, medium and long term. This has led to local enforcement, a temporary Prohibition Order issued by the Fire Service on Farnley House (the worst block) and discussions at senior level regarding future options for the site.

- 3.46 Highways have recently been successful in acquiring £1 million from the Department of Transport and West Yorkshire Combined Authority to transform streets in the Recreations area of Holbeck, creating additional greenspace and a safer environment, as part of the Living Streets programme. Consultation on the Streets for People scheme starts in December 2019 with a programme of work expected to commence in April 2020.
- 3.47 Whilst these interventions have the potential to herald significant improvements, there are a number of priority neighbourhoods, such as the Cliftons and Nowells, Beeston Hill and the Recreations, where the housing tenure is predominantly private rented and more run down making neighbourhood improvement more challenging and the demands on capital investment more significant.

⁸If you rent out a property in certain parts of Beeston or Harehills, you will need to apply for a selective licence. If your property is located in either of the two selective licensing areas, you will need a licence for the period of 6 January 2020 to 5 January 2025.

- 3.48 Run down neighbourhoods also have an impact on people's health and well-being. There is direct correlation between people's perception of high levels of environmental blight, such as litter, graffiti, dumped fridges, broken glass and their levels of anxiety, depression and greater wariness in using the outdoor environment.
- 3.49 We also continue to face significant health inequalities between different groups in our targeted wards and priority neighbourhoods. A relentless focus on reducing these inequalities will remain at the forefront of our efforts in locality working over the coming years to support the work of the health and wellbeing strategy to ensure that people who are the poorest will improve their health the fastest.

Vignette 14: Careview app

Colleagues in Public Health are keen to tackle social isolation and have developed their award winning Careview app in the priority neighbourhoods. This innovative app allows users to "pin" addresses based on the appearance of the property, looking for signs of unmet needs. Voluntary sector organisations then visit the properties to see what if any assistance is required and individuals have been connected with the relevant support.

- 3.50 Public Health are undertaking Health Needs Assessments in each of our priority neighbourhoods and supporting wider connectivity with health partners and partnerships such as the Local Care Partnerships and third sector organisations. Examples include targeted preventative interventions, such as increasing childhood immunisation rates and take-up rates of over-forty health checks.

Getting to the root causes, sharing knowledge

- 3.51 In order to determine the root causes of major issues and develop more effective local solutions to challenges, a more integrated approach to locality working has explored ways in which Core Teams can have a more rounded view of the lives of local residents.
- 3.52 The Rethink Formulation is a demonstrable example of how core team partners are adopting restorative methodologies to understand more effectively the root causes, from a whole system perspective. Rethink Formulation is a key element of the Leeds Practice Model⁹; this approach has been used to support partners to work differently in our response to dealing with Hate Crime and ASB, looking at the whole system perspective of the lives of those involved.

Vignette 15: Rethink Formulation, Leeds Practice Model

Rethink Formulation has enabled better awareness of the identified challenges, particularly around relationships and discrepancy in the way different agencies are working with families. Following the success of holding formulation meetings with individual families, the formulation model has been applied at a community level. Feedback from those involved, which included local residents, was positive and many of the takeaways related to a feeling of hope, having had their say on issues affecting them in the neighbourhood and feeling positive about finding ways forward.

⁹ Leeds Practice Model is an evidence-based model of case formulation to support the organisation and analysis of information and to help structure conversations.

Working differently and system change

- 3.53 Core Team partners have shown innovation and creativity to resolve local issues, using strengths based, restorative and problem solving approaches to tackle local issues, there is not a 'one size fits all' solution.

Vignette 16: Pilot Playworker project, Voice and Influence Team

A pilot Playworker project has been implemented to supplement the local youth offer. The Playworkers will focus on young children aged 6-11, addressing a gap in provision for the under 11s, to create positive engagement opportunities. This will enable Youth Service to engage with the older age group. It is also being piloted as a prevention approach in diverting children away from criminal exploitation.

- 3.54 Partners have been working hard to find innovative local solutions to engage children and young people. Football has a magical ability to connect and energise communities. The Leeds United Foundation is working positively to engage children and young people, to persuade them away from negative pursuits.

Vignette 17: Leeds United Foundation Kicks programme

Following on from the success of Leeds United Foundation's approach in Halton Moor, £60,000 has been secured through Recycling and Energy Recovery Facility (RERF) funding, Office of the Police and Crime Commissioner (OPCC), Inner East Cluster and Leeds United Foundation funding to increase this offer to include the Burmantofts and Richmond Hill ward. Leeds United Foundation will provide a seven-day offer across the ward and 1:1 mentoring targeting the most vulnerable / at risk young people.

- 3.55 Our priority neighbourhoods have significantly higher proportions of children and young people, with a large percentage living in crowded properties, with no access to outdoor play. Leeds commitment to children's play seeks to create a child friendly city that values spontaneous play. Supporting children and young people with opportunity, time and space to play independently and with others and recognising children playing is essential to a happy, healthy childhood. A number of parks in our priority neighbourhoods have lacked any infrastructure to inspire play and recreational activities. Core Teams and targeted ward partnerships have been rethinking the design and delivery of play spaces in local parks with play design principles, community engagement and play value at the centre of playground design.

Vignette 18: Core Team 'physical activity take-over mastermind workshops'

Locality Working has provided a locus for colleagues and partners to target investment and resources to our priority neighbourhoods and target wards and our responsive local structures are enabling partners to maximise on investment opportunities. Boggart Hill, Beeston Hill and the Recreations core teams have been working to unlock £500K of Sport England funding. Core teams have run 'mastermind workshops' to provide the insight required by Sport England to demonstrate that we understand the community and the people that do great things already and how we can harness this potential to develop physical activity. As a result, Sport England funding was confirmed in November 2019 to support the Get Set Leeds project in these three priority neighbourhoods.

- 3.56 £33,000 funding has been secured to enhance the recreational play equipment in Lindsey Gardens. £61,000 funding has also been secured to enhance Nowell Mount Park, inclusive of recreational play equipment and landscaping, with a pending bid

to the Football Foundation to enhance the Multi-Use Games Area. The Ministry for Housing, Communities and Local Government provided £10,000 to improve Trentham Park in Beeston Hill and this was match funded by local ward members. The park was transformed from a dull, unsafe, uncared-for space into a vibrant family-friendly play area, through a community-based project called 'Green up Your Life – For Art's Sake'. New Wortley Community Centre secured funding from the Big Lottery to create an informal play and nature garden on some greenspace adjacent to the centre.

- 3.57 Local solutions are informing new ways of working and the development of new models of working and system change. Partners have been using these models to work across targeted wards and system change can be seen across a number of directorates.
- 3.58 The contribution that migration has made to the city and in particular our priority neighbourhoods and target wards has led to more diversity, which has raised aspirations and driven improvements. This can be seen in Beeston Hill, Cliftons and Nowells and the Recreations priority neighbourhoods, where there is a real richness of diversity. However, these communities need support to overcome localised challenges and connect better with local services and opportunities.
- 3.59 The Migrant Access Project in the Clifton and Nowells was established to bridge the gap between migrant communities and services. The Migrant Community Networkers (MCNs) instantly connected with households and supported them with in dealing with Hate Crime and Anti-Social Behaviour. The MCNs brought knowledge and bilingual skills to help overcome barriers to engagement and built positive relationships. The MCNs identified a need for better support for migrant communities, particularly, newer communities to navigate and access the many services and networks available. As a result, the council successfully bid to the Ministry of Housing, Communities and Local Government (MHCLG) to employ five Community Connectors to address ongoing challenges. The following vignette provides an insight into how we are working differently with migrant communities to overcome these challenges.

Vignette 19: Better support for migrant families

The Community Connector initiative has already demonstrated that this approach is effective with 61 households being supported so far. This 15-month project aims to support new migrants to connect with local services and existing community networks through building bridges that encourage participation and independence. This project also adds value to wider programs of work by providing a better understanding of culture of place. The main areas of support that households have requested relate to Universal Credit, housing and employment. In addition, further funding from MHCLG has allowed the city to lead and develop an ESOL strategy, as well as a £200,000 Language Hub grant funding pot for volunteer-led activities in communities, which bring people together to share their skills, build relationships and provide opportunities to practice conversational English.

- 3.60 Learning from the Hate Crime and ASB work in the Cliftons and Nowells has informed the LASBT review and system change.

Vignette 20: new Community Multi-Agency Risk Assessment Conference (MARAC)

Learning from the Cliftons and Nowells Hate Crime and ASB working group's approach informed the LASBT review and the development of the new Community MARAC for the City. Work is currently underway to connect local diagnostic and problem solving working groups in the targeted wards with the Community MARAC and Tasking arrangements, in for example East End Park, Cross Green, Boggart Hill and Halton Moor.

- 3.61 As highlighted earlier in the report (section 3.21), learning from the work in Lincoln Green with Leeds Teaching Hospital Trust (LTHT) has led to further work with more of Leeds' anchor institutions to explore how they might better support the locality working in our priority neighbourhoods.

Neighbourhood Improvement Board (NIB) – 'Big Asks'

- 3.62 The Neighbourhood Improvement Board has enabled the most significant challenges in each of the priority neighbourhoods to be examined and considered by the Executive Member for Communities and Environments, Community Committee Chairs, Chair of the Environment, Housing and Communities Scrutiny Board and Directors from all council directorates.
- 3.63 Each Core Team has presented a number of 'Big Asks' that represent the most significant challenges in each of the priority neighbourhoods. These Big Asks are set out thematically below.

Children, young people and families

- 3.64 The need to address educational attainment in all our priority neighbourhoods was identified. A targeted 3As programme of work was agreed for the Boggart Hill and Cliftons and Nowells priority neighbourhoods.
- 3.65 The NIB was asked to consider targeted and specialist interventions within the context of the Youth Work Review, to allow positive work with young people to continue effectively and safely. Support was also requested to provide youth development capacity to help develop intensive engagement with challenging young people to compliment the Rein Park and Playbox activities.
- 3.66 The NIB was also asked to look at the opportunity presented through Home Office funding to create a children and family hub in the Cliftons and Nowells and explore the development of wider opportunities. Such as strengthening the youth work and youth development activity, enhancing the local learning offer, provision of support to local families in vulnerable circumstances and strengthening community resilience. Support from Asset management was requested to accelerate arrangements to allow the flexibility to deliver the project in a short time, in accordance with the Home Office timescales.

Employment, Skills and Welfare

- 3.67 A pilot project with the Department of Works Pension (DWP) in the food banks was cited as good practice, the learning from which should inform working across the other five priority neighbourhoods. Leading on from this pilot project a 'Big Ask' was raised around the need for better data sharing between the DWP and Leeds City Council to better engage with residents and deliver targeted interventions to tackle

worklessness. Along with exploring additional support for people on low incomes and those having difficulties after benefit changes.

Health and Well-being

- 3.68 The NIB was asked to ensure that primary, secondary and community health care worked together effectively to support those with the poorest health to improve quickest by ensuring that services are relevant and accessible for the local population to access.

Community Safety

- 3.69 The NIB was asked to develop a strategic approach to supporting families who are repeat evictees, due to their challenging behaviour. NIB partners agreed a better alternative to closure orders than moving families around the City is needed. Taking into account the age of some of the children and young people involved in criminal behaviour and their exposure to negative influences, criminal behaviour and criminal exploitation, the NIB was asked to develop a more targeted community based youth offer, focused on 8-13 year olds age group. The NIB was asked to put additional resources into combatting the drug supply and tackling organised crime gangs involved in the importation and distribution of drugs. As part of a tool kit of intervention options, the NIB was asked to improve the accessibility of deployable CCTV cameras in priority neighbourhoods.

Housing and environment

- 3.70 The NIB was asked to explore the connectivity between our priority neighbourhoods and the opportunities afforded by the city centre.
- 3.71 In Holbeck, the NIB were asked for resources to complete a second phase of group repair and bin yard improvements in the Recreations. Already one-third of the back-to-back properties have been improved and the remaining houses are in need of similar improvement to help make the area a more desirable and healthier place in which to live. The NIB was also asked to support the redevelopment a number of sites including the former Matthew Murray site, which Leeds United plan to develop and transform into a state of the art training facility, to ensure that there is maximum community benefit from any proposals. In addition, the NIB was asked for support to enhance existing community assets, such as St Matthews Community Centre and The Holbeck Club, in response to local challenges around the lack of community assets and building space in the area. Following the successful bid for £1m from the Department of Transport and West Yorkshire Combined Authority, the Board were asked to support the Streets For People initiative in the Recreations with contributions and collaborative working from their respective service areas. This work is now well underway with many services contributing to the development of an initial household survey and door knocking exercise to help gauge opinion prior to any improvements being implemented.
- 3.72 Poor housing conditions are prevalent across all priority neighbourhoods. As referred to earlier in this report, the NIB was asked to consider a long-term comprehensive solution to the challenge of housing conditions at Kingsdale Court in Boggart Hill. A further request in this priority neighbourhood was to consider plans for demolishing the former Gate pub and establishing an ambitious plan for this site within the context of wider community assets.

- 3.73 The NIB was also asked to identify capital and revenue funds to supplement investment into Nowell Mount Park and Boggart Hill Rein Park to support quality improvements and achieve Leeds Parks Standard.

Community engagement and cohesion

- 3.74 The NIB was tasked to develop a strategic approach with Third Sector partners to create sustainable ABCD Community Builders, which are flexible to work across a range of neighbourhoods with entrenched poverty and inequality.
- 3.75 Some actions have been progressed quicker than others have, because of their different complexities and scale of challenge. The Executive Member for Communities has oversight for this programme of work and will monitor progress over the forthcoming year, working with Directors to address challenges. The NIB is asking the relevant Scrutiny Boards to drive these actions through their board meetings, working directly with the relevant Directors and Executive Board portfolio holders.

The performance management framework for locality working

- 3.76 We propose to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Given that the Index of Multiple Deprivation (IMD) 2015 was the primary basis on which the Areas were first identified, it is logical that where possible we draw on the same underpinning data and analysis as the IMD. We will also seek to adopt the same broad categories where recent data is available these are claimant count; children in low-income households; educational attainment and absence; crime, public health indicators, long-term empty properties.
- 3.77 A profile can be produced for each priority area, which will seek to track change over time. Appendix 4 presents an example profile. It is important to note that due to the time lag in the data that underpins the IMD that these profiles provide a baseline for each Area rather than a measure of progress since the priority areas programme was established in 2017. In addition, we believe that these profiles can be augmented by surveys of the local community to a common set of questions, to provide more immediate insights and perceptions of progress.
- 3.78 In September, the Office for National Statistics (ONS) published the IMD 2019 Update. The revised data measures relative deprivation in England across 32,844 neighbourhoods or Lower Super Output Areas (LSOAs), based on 39 indicators across seven domains. It ranks each neighbourhood from most disadvantaged (1) to least disadvantaged (32,844). Full details are available on the Leeds Observatory [here](#). Key headlines are:
- 24% of Leeds' LSOAs now fall within the most disadvantaged 10% nationally. In 2015, there were 22% of LSOAs in the most disadvantaged 10% nationally.
 - Leeds ranks 33 out of 317 (where 1 is most disadvantaged and 317 is least disadvantaged) local authorities when looking at proportions of LSOAs in the most disadvantaged 10% nationally.
 - The most disadvantaged areas are concentrated in the inner east and inner south of the city.

- 12 LSOAs in Leeds have been ranked in the most disadvantaged 1% nationally down from 16 in 2015. Changes between 2015 and now are St Hilda's, East Park Drive and Easterley Grove have moved into this cohort since 2015; Trentham St, Lincoln Green, Bismarcks, Winroses, Bellbrooke Ave, Comptons and Halton Moor have moved out of this cohort.
- All the priority areas still fall within the most disadvantaged 1% nationally, with the exception of Lincoln Green that has seen relative improvements but is still ranked in the most disadvantaged 10% nationally.

Scrutiny Board's support in the successful delivery of locality working

- 3.79 Environment, Housing and Communities Scrutiny Committee has already influenced and shaped the design of the locality working approach during its highly effective working group meeting of October 2017. This contribution informed the Executive Board report update presented in November 2017, and was acknowledged by Executive Board in its decision-making.
- 3.80 A particularly valuable part of that process was the engagement of the other scrutiny boards at the working group discussions. Improving outcomes in priority neighbourhoods requires a process of significant change and a 'can-do' approach from council services and departments. The Environment, Housing and Communities Scrutiny Board is well placed to provide leadership on this agenda, working alongside other scrutiny committees to co-scrutinise the engagement and contribution of all departments and services to the new approach.
- 3.81 It has also been highly beneficial to have the Environment, Housing and Communities Scrutiny Chair as a member of the NIB. This presence has allowed sustained dialogue and input to take place from the Scrutiny Board, and helped to shape the strategic direction of the locality-working programme and its implementation.
- 3.82 Looking ahead, we propose that directorate update reports are brought periodically to their respective Scrutiny Board on their programmes of work in the priority neighbourhoods, as part of a whole system approach to locality working.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Locality working places the active involvement of citizens, which includes locally elected Councillors, as a vital ingredient that underpins this approach. All six-priority neighbourhoods have placed significant emphasis on community engagement and working with local communities to harness a local voice, develop local solutions through social action.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 As part of the Council's commitment to being a compassionate city and reducing poverty and inequality, a new Communities equality improvement priority has been established which aims to 'Improve equality outcomes across the six priority neighbourhoods'. Published alongside the rest of the council's equality improvement priorities for 2018 – 2022 progress is included within the annual

update. This priority helps to include equality considerations within all aspects of work in the priority neighbourhoods.

4.2.2 Equality of access to services and communication has been identified as an initial priority across all six-priority neighbourhoods. Several of the communities are very diverse, with higher than average numbers of new communities with language barriers and low levels of ability to read and understand written English across all communities, whilst in other areas there is evidence of a higher degree of settled communities facing entrenched poverty.

4.2.3 There are several examples of improving access to services, empowering communities to be confident enough to do more for themselves and addressing some of the presenting symptoms of poverty. Whilst targeted interventions across the six priority neighbourhoods have largely tackled poverty, a number of equality characteristics have been supported. The City Listening Project, for example, has ensured that women living within priority neighbourhoods as well as target wards have been supported to voice their views on issues facing women and it will inform the work of the Government Equality Office and it will be used within Leeds to inform decision-making.

4.3 Council policies and the Best Council Plan

4.3.1 The Best Council Plan clearly articulates the strategic 'Best City' vision to tackle poverty and reduce inequalities through strengthening the economy in a compassionate way. The 'Best City' priorities set out in the Plan include Safe, Strong Communities and Inclusive Growth that together, focus on targeting interventions to tackle poverty in priority neighbourhoods, thereby developing thriving, resilient communities.

4.3.2 At the time of writing, the Best Council Plan is due to be updated for the period 2020/21 to 2024/25 with initial proposals to retain this strategic ambition and underlying 'Best City' priorities due to be considered at the 7 January 2020 Executive Board meeting. The locality working and priority neighbourhood approach and recommendations within this report will continue to support the delivery of the overarching vision and priorities.

Climate Emergency

4.3.3 A range of initiatives within the priority neighbourhood approach supports the climate emergency agenda. These include planting additional trees in certain areas, helping to improve air quality; also work to improve housing conditions, delivering greater energy efficiency and thereby reducing fuel poverty.

4.4 Resources, procurement and value for money

4.4.1 The work articulated in this report makes best use of existing resources already working in neighbourhoods and seeks to do things differently by making best use of the leadership role and knowledge of locally elected representatives, working with residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. It also seeks to help communities to be more resilient, strengthen cohesion and prevent issues and challenges escalating in priority neighbourhoods.

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

- 4.5.1 The city's existing neighbourhood improvement architecture has been re-shaped and a citywide neighbourhood improvement board led by the Executive Member for Communities holds the responsibility for these developments and oversight for the programmes of work that they will require. Local ward members are instrumental in both the local arrangements and the citywide Board.
- 4.5.2 There are no exempt items so there are no access to information issues.
- 4.5.3 There are no legal implications for the work articulated in this report.
- 4.5.4 This report is not eligible for call-in.

4.6 Risk management

- 4.6.1 The council has been discussing a need to change radically the way we work in localities and has implemented a new approach to locality working in November 2017. Pressures in some of our most challenged and disadvantaged neighbourhoods are now greater than ever due to a range of factors. The communities of Leeds have changed rapidly over the past decade, this is more apparent in the city's most disadvantaged neighbourhoods. A failure to fully engage and be inclusive to all the communities of Leeds may result in increased tensions leading to a sense of alienation and isolation.
- 4.6.2 These fractures may increase the city's risk of becoming more susceptible to the influences of those who want to divide our communities, making them more polarised and vulnerable to extremism and other harmful influences. The locality working approach seeks to engage with all communities, with a strong focus of the work on strengthening communities and building self-reliance and more resilient communities.
- 4.6.3 This approach also seeks to mitigate against deterioration in our most disadvantaged neighbourhoods, and a worsening of these neighbourhoods nationally in future IMD analyses. Moreover, we will not deliver against our key aim of tackling poverty and inequality and delivering on our ambition to be a compassionate city.
- 4.6.4 It would be simplistic to assume that priority neighbourhoods could be supported by redirecting resources from communities and neighbourhoods, which are largely self-sustaining and thriving. The reality is that resources in many front-line operations have already been deployed on a needs led basis with limited capacity from simply shifting where staff work to another area. The agility of organisations to respond in the context of broader economic changes could challenge the pace of improvement.
- 4.6.5 Furthermore, failure to fully engage and get the full buy in of a wide range of partners and council services to support the delivery locality working approach will hamper the council's efforts to deliver significant and sustainable change in our most disadvantaged neighbourhoods. It is therefore imperative, that we maintain and build on the whole Council approach, maintain momentum, working with local communities to drive change and much needed improvements.

- 4.6.6 An investment-led approach is needed alongside more joined up working across services.

Climate Emergency

Swings in climate and more extreme weather will create inequality, as financial disparity creates pressures between those able to invest in measures to maintain comfort, diet and activity that may be denied to those least able to afford this.

5. Conclusions

- 5.1 Locality working is evolving through collaborative working, innovation and good practice. It makes best use of the physical and human assets we have in our local areas and harnesses the community spirit that thrives within our localities. It is based on the democratic accountability of local ward members and community committees, strong community leadership, early intervention, reducing the needs for residents to engage with expensive council or health services unnecessarily. By bringing people together, from individual residents, businesses, community and faith groups, councillors, community leaders and public sector bodies, to create a focus around our most disadvantaged communities to target investment and resources. Our expected outcomes in the medium to long term is to see an increase in active citizenship and more community ownership of issues, challenges and solutions. Building community resilience is key to driving this change requiring investment and continual buy-in of all those involved and impacted.

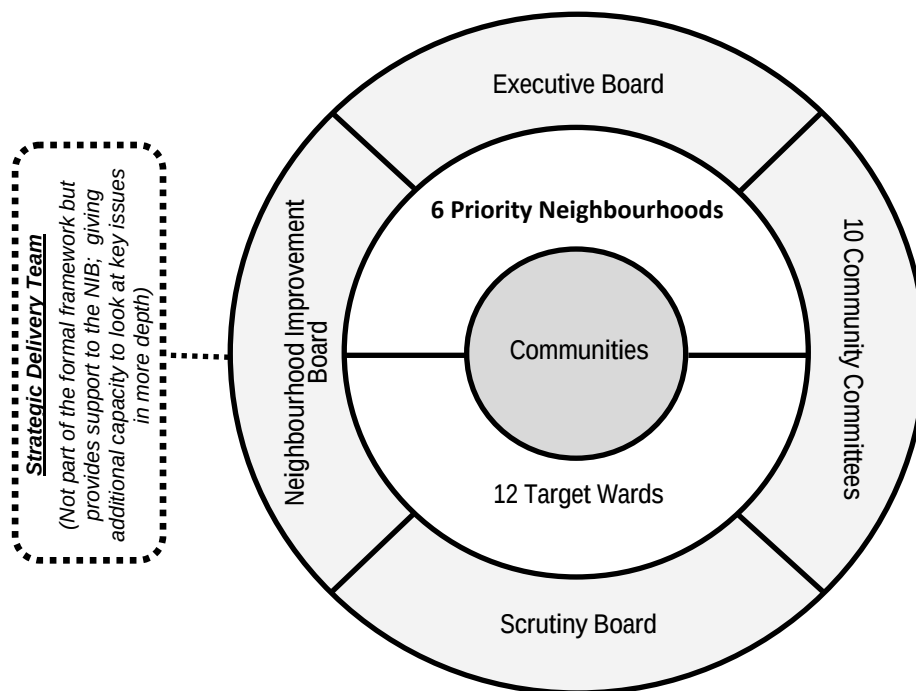
6. Recommendations

- 6.1 Environment, Housing and Communities Scrutiny Board are asked to consider the content of the report and agree the following recommendations. That this Scrutiny Board –
- a) Comments on the content of this report.
 - b) Reflects on the content of future progress reports in the light of the increasing engagement of council directorates in locality working and its implications for the work of other scrutiny boards.
 - c) Continues to work with the Chief Officer Communities, Executive Member Communities and the Director of Communities and Environment to strengthen the leadership role of ward members and Community Committee Champions to support the delivery of Best Council Plan priorities through locality working.

7. Background documents¹⁰

- 7.1 None

¹⁰ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Executive Board

- Approved the new place-based approach towards early intervention and prevention in respect of tackling poverty, reducing inequality and addressing vulnerability in some of the poorest neighbourhoods in Leeds.
- This approach seeks to focus the capability and capacity of the whole council and its partners, working with residents, to improve outcomes in the city's most challenging neighbourhoods.

Neighbourhood Improvement Board (NIB)

- Provides strategic direction for the priority neighbourhood programme of work.
- Chaired by the Executive Member for Communities and Environments.
- Membership includes Community Committee Chairs with priority neighbourhoods in their committee area; the Chair of the Environment, Housing and Communities Scrutiny Board; LCC Directors; and senior leaders from within the NHS, CCG and West Yorkshire Police.
- Have developed a set of actions in response to priority neighbourhood 'Big Asks'.

10 Community Committees

- Provide a forum for local people to have their say on the issues that matter to them most.
- Mechanism for involving communities in local decision making on key issues such as environmental improvements; community safety; health and wellbeing; employment.
- Ensures citywide priorities are discussed in local neighbourhoods
- Supports funding of projects and activities addressing local needs.

Environment, Housing and Communities Scrutiny Board

- Scrutiny Board supports the successful delivery of locality working by providing oversight and challenge to both the programme and services delivering activity within the priority neighbourhoods and target wards.
- The chair of the EHC Scrutiny Board is a member of the NIB.

12 Target Wards

- Focus for targeted neighbourhood improvement to address poverty and inequality.
- Working closely with ward members and local partners to agree partnership priorities and improve how partners communicate and work together to coordinate targeted interventions.
- Delivery of targeted interventions, community engagement and local leadership through a number of neighbourhood arrangements.
- Taking learning from the priority neighbourhoods approach, models of working and system change.

6 Priority Neighbourhood Core Teams

- Lead the work programme for the Priority Neighbourhoods.
- Harnesses the underlying principles of locality working to co-produce and deliver solutions to local socio and economic issues.
- Each Core Team has developed an action plan and a set of Big Asks and priorities, underpinned by localised diagnostic work and correlation to corporate strategies and plans.

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Social media

Social media is a mainstream channel of communication with residents. The council continues to utilise our own Community Committee Facebook pages which now reach over 8,000 people. In addition to our own pages, we are increasing our active engagement with new community based Facebook groups including Harehills Community Watch, which now boasts 3,000 members.

IT Innovation

Public Health colleagues have developed their award winning **Careview** app in the priority neighbourhoods. This innovative app allows users to “pin” addresses based on the appearance of the property, looking for signs of unmet needs. Organisations commissioned under the Better Together contract then visited the “pinned” properties to see what if any assistance was required.

Trusted local partners

The well-developed partnerships that underpin locality working have proved to be our most effective channel to disseminate information to residents. Schools, faith groups and local third sector groups have an established reach into communities. People are far more likely to take action if they hear about an opportunity from person or institution they already trust and have a relationship with. A positive illustration of this approach was when Leeds Refugee Forum, Bridge Community Church, Learning Partnerships and Shakespeare Primary School helped promote a bespoke employability project in Lincoln Green and 128 people took advantage of the two locally held information sessions.

Connecting with communities

Migrant Community Networkers (MCNs) and Community Connectors

It is widely recognised that people that are new to the UK can face additional barriers in terms of accessing services and getting established. The **Migrant Community Networkers (MCNs)** are able to more readily connect with both migrants and BAME residents and are able overcome language barriers and build trusted relationships, which significantly supported partners working in our most diverse neighbourhoods.

External funding was secured from Ministry for Housing Communities and Local Government to employ **five Community Connectors** to work in the priority neighbourhoods; specifically to help new migrants access the help and support they need. Early signs are that this approach is effective, with 37 residents and families supported thus far. The main areas of support that clients have requested help with relate to Universal Credit, housing and employment.

The Communities Team has also successfully applied for funding from the Ministry of Housing Communities and Local Government to deliver the **Learning English in Leeds project** which runs from September 2018 to September 2020. This project encompasses the work to develop an ESOL Strategy for Leeds and provides a £200,000 Language Hub grant funding pot. The six Core Teams have been working hard to connect this opportunity with the priority neighbourhoods to support local needs.

Consultation & local insight

A wide variety of approaches have been adopted to consult and gather local insight from the community to inform the work of the Core Teams. In the Priority Neighbourhoods, the Core Team have adopted a more hands-on approach to engagement, talking to people on the door steps about their neighbourhood in a bid to gather deeper insight into the “lived experience”. In the Clifton and Nowells for example, members of the Core Team visited every property in the neighbourhood working alongside 10 volunteers from the Migrant Access Project (to help overcome language barriers). This approach gave the Core Team a clear sense of the priorities as the community saw it. It also provided an opportunity to get a cross section of non-frontline services to spend time in the community and create a collective sense of place.

Questionnaires & surveys have been used in a variety of settings. Baseline questionnaires have been carried out in Boggart Hill (approximately 700 residents) and a social value survey has been undertaken in Lincoln Green (a cohort of 100 residents) to identify local priorities and to form part of the outcome measurement methodology for the priority neighbourhood work – these surveys will be repeated periodically to measure change. Questionnaires have also been used for more specific research into things like local health needs or gathering opinions on green space.

Community events provide a different way to engage with large numbers of people in a less structured but more communal way. Over the last year we have supported numerous Great Get Together events, community galas, young people’s days, wellbeing events, financial inclusion events, jobs, careers fairs and even a film festival. Whilst difficult to ascertain the exact number of contacts made with this engagement programme, it is conservatively estimated to be between 10,000 - 20,000 citywide. Inner city neighbourhoods in particular have a significant number of new residents, some new to the UK and some just new to the neighbourhood – from a cohesion point of view these communal gatherings play an important role in binding these communities together and facilitating new connections.

Focus groups and **conversation dinners** have been used widely as a way of gathering deeper insight from residents about a particular issue. These typically last two hours and are constructed around a semi structured conversation with small groups of residents. This approach has been used to inform the Lincoln Green, Boggart Hill and New Wortley health needs assessments and to gather feedback from Migrants Access Project volunteers on the barriers that exist around childhood immunisations and how best to develop the Harehills Community Standards communications pilot.

Neighbourhood Formulation

In the Cliftons and Nowells, the Core Team worked alongside colleagues in Children’s Services to deliver a **Neighbourhood Formulation**, this methodology is normally used to unpick issues around complex families. In this specific instance, the methodology was used to facilitate a meeting with residents and services about the neighbourhood. This innovative session identified a number of interventions to take forward, all of which were underpinned by need to develop much closer relationships between services and the community.

Asset Based Community Development (ABCD)

Five of the six priority neighbourhoods have received funding from Adult Social Care to support **Asset Based Community Development (ABCD)**. At its core ABCD is about discovering the assets, skills and passions that exist within a community to develop positive social action. The council has commissioned local third sector organisations in each neighbourhood to lead this work. Leeds University are carrying out an independent evaluation of the ABCD Pathfinder areas across Leeds and are currently developing a methodology to measure the impact of this approach. **Housing Leeds** have already started to embed this approach in their new ways of working via their Tenant Support Officers, who have been given training on ABCD. The ABCD approach aims to uncover the hidden assets and skills within these communities to develop citizen-led activity.

Greenhouse project

Since January 2017 the Communities Team have been investing in a pilot project called 'The Greenhouse'. The agreed pilot area was the Wyther Park Estate in Armley, the aim of the work was to improve community engagement and involvement and levels of community led social action. The project is delivered by Voluntary Action Leeds. Key Sustainable Achievements to date include:

- Ongoing consultation with the community on activities they would like to see developed and encouragement and support to the community on leading this activity.
- A mutually supportive and respectful relationship with the Venerable Bede Church, including ongoing discussions regarding the development of a community partnership which will lead to a significant increase in community led activity within the church facilities. The church offers the community access to space in an area where no other suitable space is available.
- The development of a residents group, to look at introducing new community led activities along with providing a contact point for services and service providers wishing to work on the estate, gather a view from local people or inform the community of upcoming developments.
- The establishment of a constituted organisation called "Wythers Park Parents and Tots Group" – regularly attended by 15 children and 10 adults each week.

This group delivered an extremely successful Healthy Holidays Programme over the summer (also to run in half term and xmas break) feeding 189 children and 108 adults along with providing fresh food to take home and offering a healthy, fun programme of activities.

- The establishment of a majorettes troop – with plans for the troop to be constituted so it can bid for funding to develop its activities.

Project Development Worker Apprentice

A **Project Development Worker Apprentice** has been in post since May 2018, based at Deacon House, initially utilising Public Health funding specifically allocated to the Boggart Hill priority neighbourhood, together with Community Committee and Apprenticeship Levy funding. The role adopts a community development approach which identifies gaps in local groups and activities and bolts on to the social prescribing model. The post has been highly successful, with the Apprentice achieving runner up in this year's Apprenticeship Awards. This approach is now being rolled out at the Compton Hub and will provide local support in and around Harehills and Burmatofts.

Formalised community groups with a recognised governance structure play a vital role in supporting better integrated working in our communities. LS14 Trust in Boggart Hill and the New Wortley Community Association are great examples of well-established local community anchors that have come from and are managed by people that live within their respective areas of benefit. With more groups coming forward, such as Harehills in Bloom, this is an exciting time for citizen activism.

Communications campaigns

The Communities Team have worked in partnership with colleagues from the Communications Team to develop a pilot communications campaign to help embed a common set of community standards in Harehills. The campaign, which focusses on a number of key issues raised by residents and local services, have been put into pictorial form and developed into a suite of materials (including online). Thanks to the help of the Council's 'Waste Doctors' the stickers have been stuck on black domestic waste bins in hotspots and key locations across Harehills. The campaign aims to tackle a range of issues including: large groups congregating until late into the night, young children playing on the street until late at night, speeding cars, drinking alcohol on the streets and fly tipping.

Intensive Engagement

An **Intensive Engagement Project** has been underway in the Sandhursts and Dorsets in north Harehills. West Yorkshire Police, the Communities Team and Leeds Anti-Social Behaviour Team (LASBT) are working with local residents, Hovingham Primary school and partners to bring local people together to lead positive change to their area. A series of engagement activities have taken place and are due to take place in Autumn and Winter 2019, including informal conversations at the weekly Hovingham Primary School coffee morning with parents, an 'aspirations' session with Y5 and Y6 pupils and a community clean up followed by lunch. During these activities, discussions will take place around what residents would like in their local area and what could make it better. Children in particular are being encouraged to participate as agents for positive change.

Community Committee Activity

Amount of match funding levered in:

Any info on volunteer hours generated through WB funded projects:

Number of projects supported (possibly with % by theme):

The total value of wellbeing projects approved and funded through the Wellbeing Fund across Leeds in 2018 to 2019 was just over £1.4 million.

This attracted match funding of almost £655,000, bringing the total figure to over £2 million.

This supported 460 projects across the city and generated almost 81,000 volunteer hours.

In terms of the 7 particular Community Committee themes for 2018-19, the committees have allocated the following spend against each priority:

Be safe and feel safe = £195,554.63

Enjoy happy, healthy, active lives = £604,599.64

Live in good quality, affordable homes within clean and well cared for places = £64,064.55

Do well at all levels of learning and have the skills they need for life = £129,836.81

Enjoy greater access to green spaces, leisure and the arts = £465,592.06

Earn enough to support themselves and their families = £84,454.30

Move around a well-planned city easily = £103,022.10

Live with dignity and stay independent for as long as possible = £424,902.23

Average % of WB funds committed/spent:

In 2018-19 the 10 Community Committees committed 92% of its annual Wellbeing and Youth Activity Fund Budget.

Numbers of YP engaged through the Youth Summits:

To influence spend of YAF for 2019/20 there were 9 community Youth Summits with over 600 young people attending from 77 schools or youth partners. There has also been consultation in the communities, including 17 schools with 1,114 young people.

In total there has been consultation with 1,737 children and young people who have had their say during these events and consultation sessions. Consultation also took place at summer fun days and during peer inspections.

The Youth Service and Youth Matters Groups also supported this consultation with young people answering questionnaires at fun days, on trips and in their local youth provision. This means that over 3,800 were consulted around YAF during the 2018/19 period, to feed into and influence the spend of YAF for 2019/20.

All of the consultation taking place fed into an online survey with 3,800 responses providing a citywide picture for activities. The top 5 activities that children would like are #1 cooking, #2 fun days, #3 arts and crafts, #4 dance and #5 sport.

Children and young people would like these during the school holidays, in the community, both inside and outside. Parks and green space is highly valued and children and young people's concerns are anti-social behaviour, knife crime and litter.

Amount of YAF spent & numbers of and range of projects:

In 2018 to 2019, almost £500,000 of youth activities funding was approved, which attracted a further £310,000 in match funding and over 10,000 volunteer hours.

Across the city 102 projects were funded through the Community Committees.

Workshops held and themes covered (especially where they have fed into Leeds Inclusive Growth Strategy, Climate Change agenda):

Our 10 Community Committees continue to work for the residents of Leeds, by providing a forum for local people to have their say on the issues that matter to them most. They provide a mechanism for involving communities in local decision making on key issues such as environmental improvements, community safety, health and wellbeing and employment.

They continue to ensure that our citywide priorities are discussed in local neighbourhoods through presentations and workshops and support the funding of projects and activities that address local needs.

In 2018 -19 there was a number of workshops held across the Community Committees, ranging from topics such as the Leeds Inclusive Growth Strategy, Smart Leeds (to get Leeds 100% digital), Universal Credit and International Women's Day.

This year some Community Committees held workshops on Connecting Leeds, discussing the ambitious plans to deliver improvements to the city's bus network. One Community Committee arranged a Funding Fair and Funding Workshop to showcase the various funding options that are available to local communities throughout Leeds.

Almost all Community Committees have arranged a workshop on Climate Conversations for 2019-20, linking in to the important consultation process and the climate emergency that Leeds City Council declared across the city.

Leeds Priority Area Annual Report 2019

Appendix 4

DRAFT

Notes

School attendance and health data will be included in the final report, but are currently unavailable at small area level to be reported.

Latest data available has been presented, any gaps will be filled in the final report.

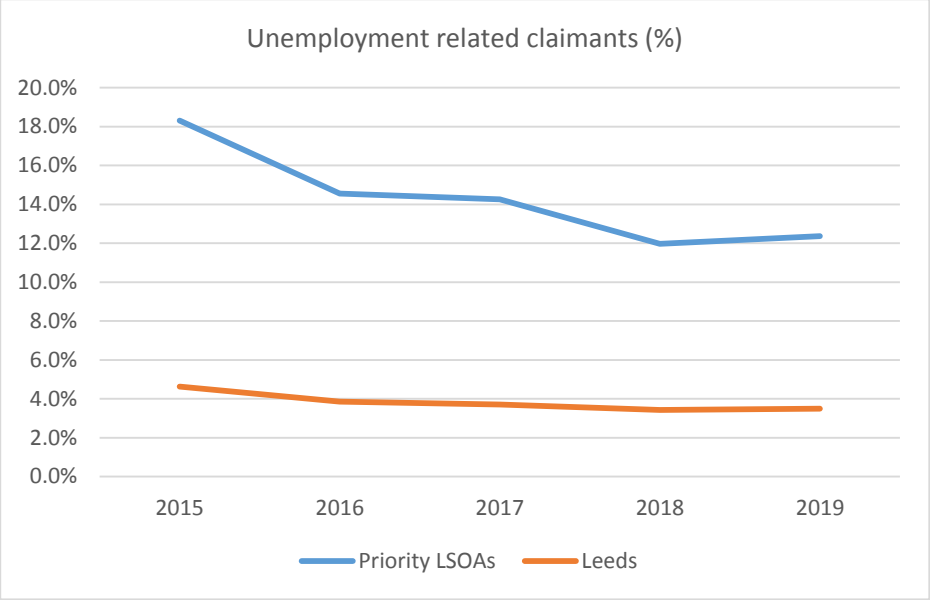
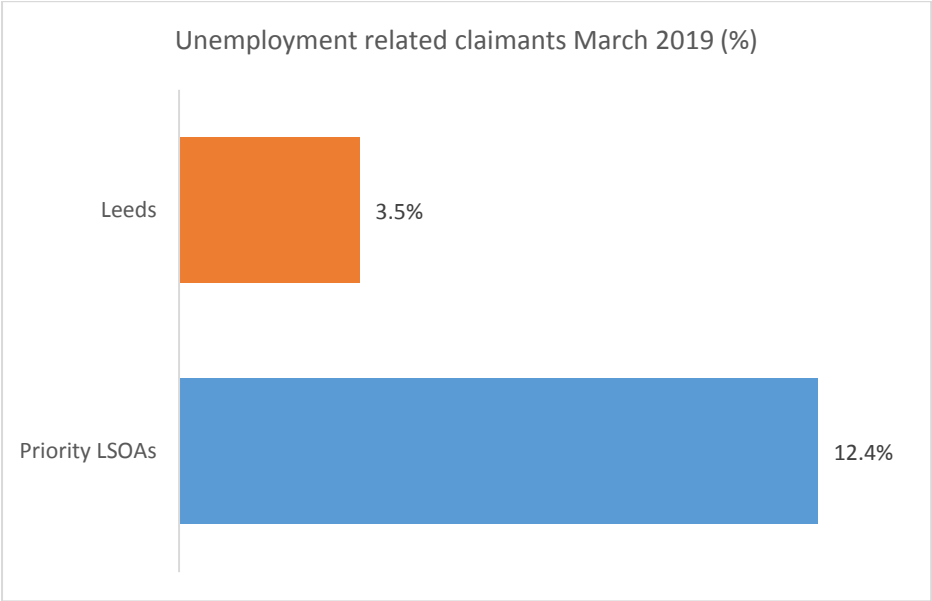
Qualitative data will be gathered by the Area Teams from surveys and included in final report.

DRAFT

Unemployment Related Benefits

The alternative claimant count provides a consistent measure of people claiming unemployment related benefits over time. This has been used in place of the traditional claimant count data.

Since the introduction of Universal Credit a broader span of claimants are required to look for work compared to Jobseekers Allowance. To address this the ONS have produced this new dataset which models what the claimant count would have been if Universal Credit had been in place since 2013.

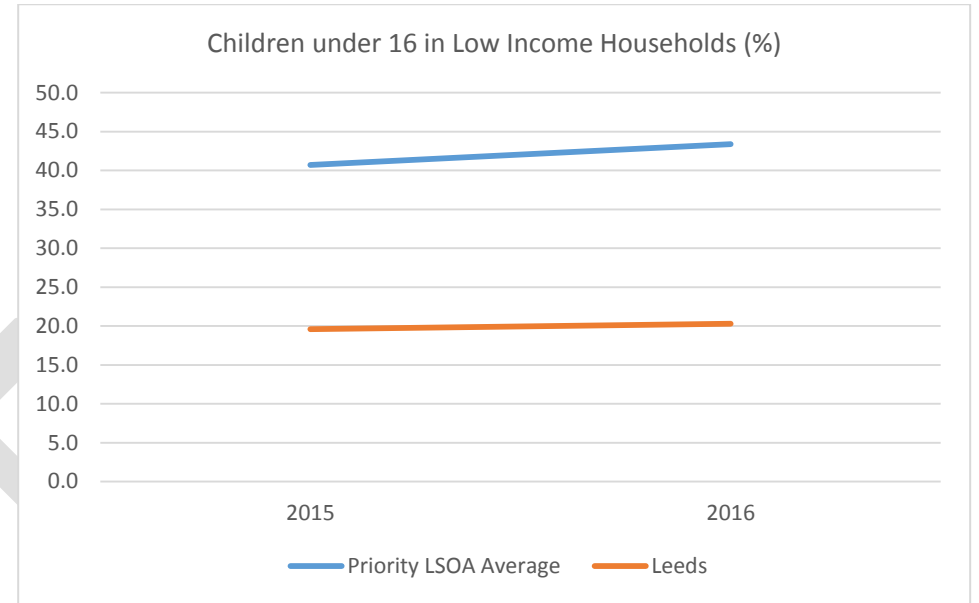
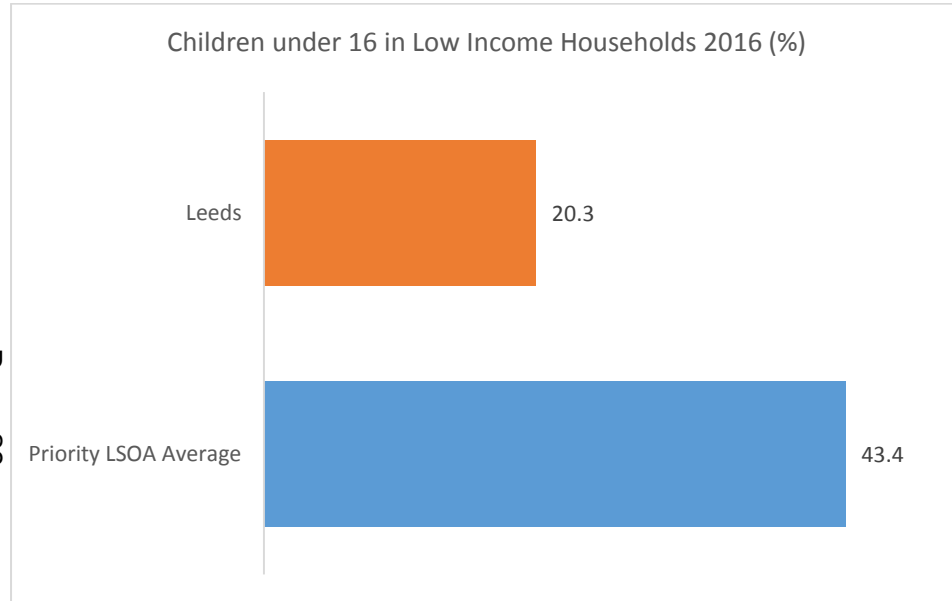


	Snapshot in March				
Priority LSOA	2015	2016	2017	2018	2019
Boggart Hill	14.9%	10.8%	13.3%	10.3%	11.3%
Cliftons, Nowells	18.3%	13.0%	14.1%	13.0%	12.9%
Crosby St, Recreations, Bartons	21.1%	18.9%	14.2%	11.3%	12.1%
Holdforth's, Clyde Approach,	15.9%	12.5%	11.1%	9.0%	9.2%
Lincoln Green	18.8%	14.8%	14.8%	12.6%	13.9%
Stratford Street, Beverleys	20.8%	17.5%	18.3%	15.3%	14.8%
Priority LSOAs	18.3%	14.5%	14.3%	12.0%	12.4%
Leeds	4.6%	3.9%	3.7%	3.4%	3.5%

Children under 16 in Low Income Households

The children in low income households rate measures the proportion of children living in households either:

- in receipt of out-of-work benefits or
- in receipt of tax credits with a reported income which is less than 60 per cent of national median income.

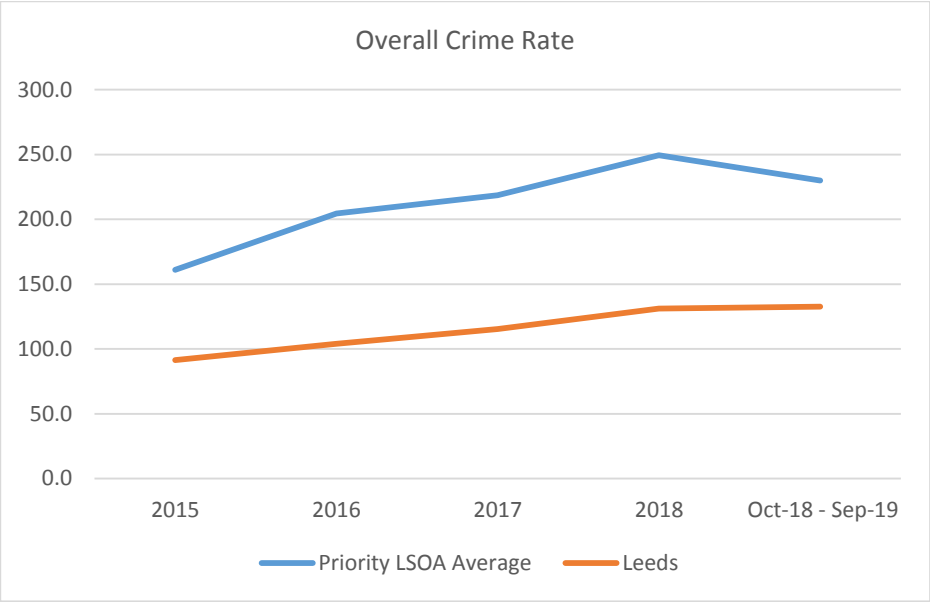
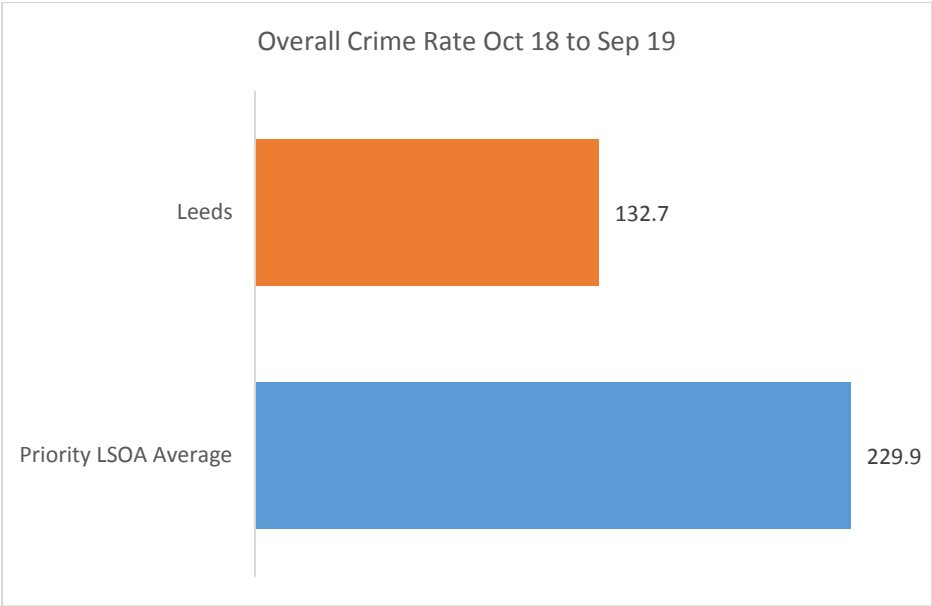


Priority LSOA	Year	
	2015	2016
Boggart Hill	43.0	46.3
Cliftons, Nowells	42.3	53.4
Crosby St, Recreations, Bartons	38.2	38.6
Holdforths, Clyde Approach,	46.6	48.9
Lincoln Green	39.4	39.6
Stratford Street, Beverleys	34.9	33.6
Priority LSOA Average	40.7	43.4
Leeds	19.6	20.3

Overall Crime Rate

The overall crime rate measures the prevalence of crime over 12 month periods. Rates are calculated per 1,000 population based on the location of the crime. Users should note crime rates tend to be higher in central spaces with shops and amenities due to the higher footfall in these areas.

Changes in levels of crime can be affected by changes in recording practices and police activity (for example, a proactive operation on weapons' offences) as well as changing behaviour in public reporting of crime. As a result, trends may not always reflect changing levels of criminal activity.



	12 month rolling period (Jan – Dec*)				
Priority LSOA	2015	2016	2017	2018	Oct-18 - Sep-19
Boggart Hill	98.6	149.3	167.4	152.1	154.2
Cliftons, Nowells	186.2	193.4	244.6	290.5	238.9
Crosby St, Recreations, Bartons	177.9	187.7	264.6	257.1	257.1
Holdforth's, Clyde Approach,	255.5	388.2	262.0	260.4	302.6
Lincoln Green	130.6	150.3	184.5	293.7	230.6
Stratford Street, Beverleys	117.0	158.0	188.7	243.6	196.2
Priority LSOA Average	161.0	204.5	218.6	249.6	229.9
Leeds	91.3	104.0	115.4	131.3	132.7

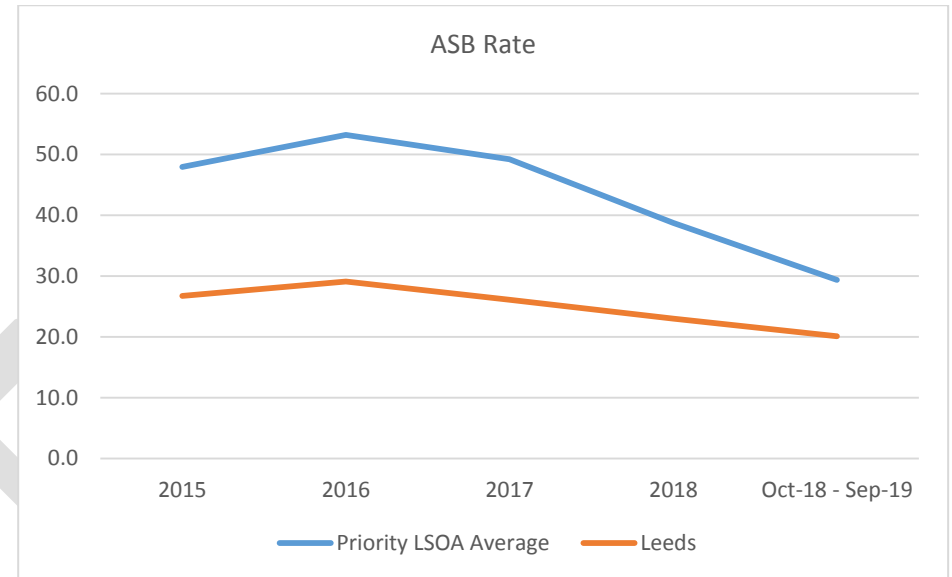
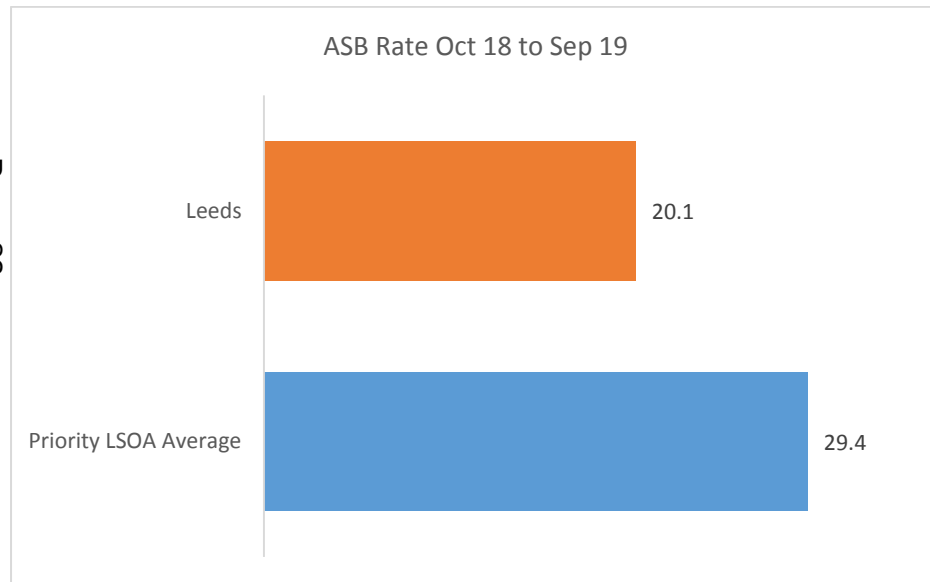
*Data for 2019 is available only up until September so a 12 month rolling period has been used taking this into account.

Anti-social Behaviour Rate

The anti-social behaviour rate measures the prevalence of anti-social behaviour over 12 month periods.

Rates are calculated per 1,000 population based on the location of the crime. Users should note crime rates tend to be higher in central spaces with shops and amenities due to the higher footfall in these areas.

Changes in levels of crime can be affected by changes in recording practices and police activity (for example, a proactive operation on weapons' offences) as well as changing behaviour in public reporting of crime. As a result, trends may not always reflect changing levels of criminal activity.



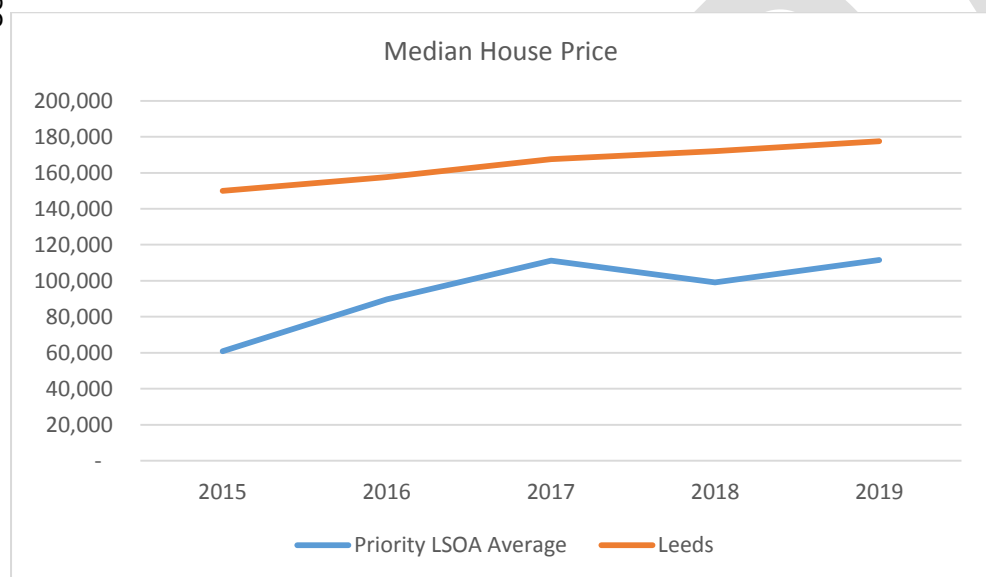
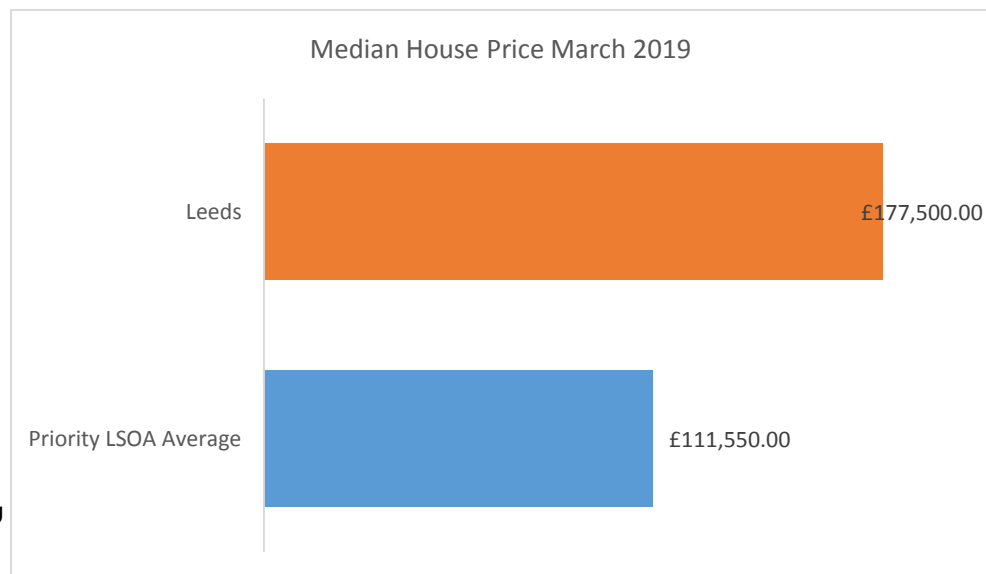
Priority LSOA	12 month rolling period (Jan – Dec*)				
	2015	2016	2017	2018	Oct-18 - Sep-19
Boggart Hill	29.0	48.8	67.5	51.7	23.7
Cliftons, Nowells	57.6	46.1	44.5	44.7	26.8
Crosby St, Recreations, Bartons	53.7	52.2	64.8	37.2	32.2
Holdforth's, Clyde Approach,	78.8	99.7	42.2	30.6	52.2
Lincoln Green	36.6	37.3	43.0	39.8	31.4
Stratford Street, Beverleys	32.2	35.3	33.6	28.5	10.2

Priority LSOA Average	48.0	53.2	49.3	38.8	29.4
Leeds	26.7	29.1	26.1	23.0	20.1

*Data for 2019 is available only up until September so a 12 month rolling period has been used taking this into account.

House Price

The house price indicator measures the median price of properties sold.



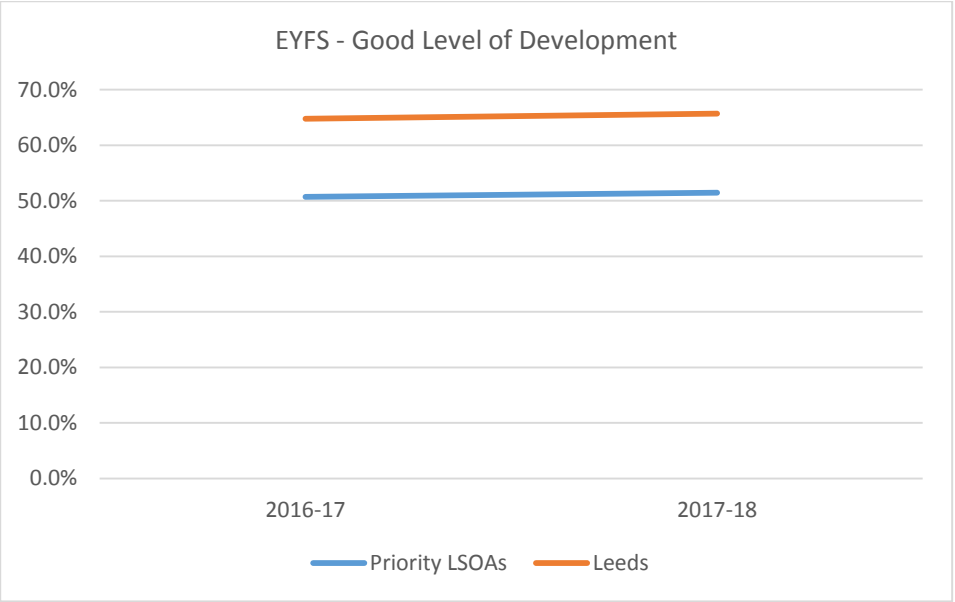
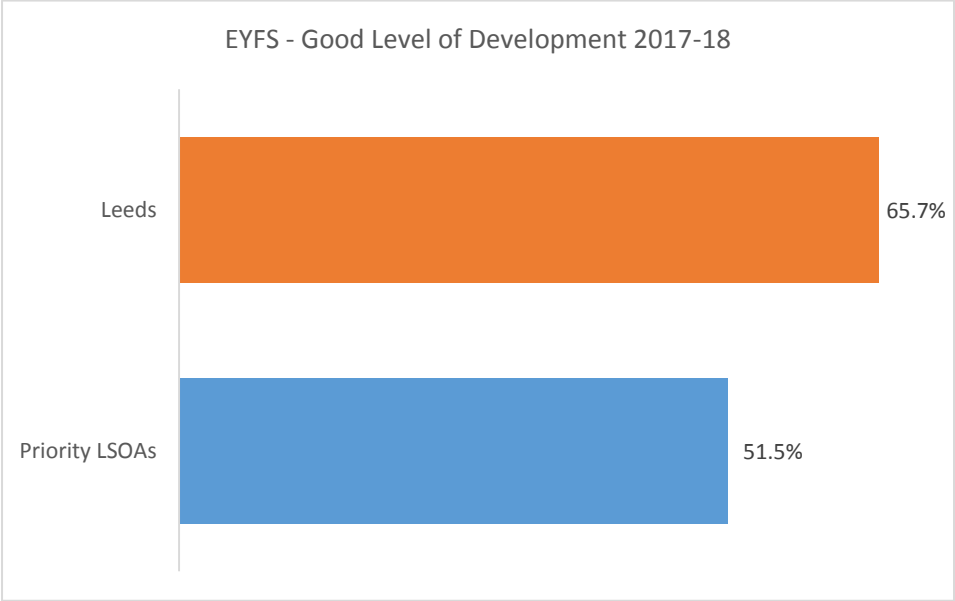
Priority LSOA	12 month rolling period (Apr - Mar)				
	2015	2016	2017	2018	2019
Boggart Hill	57,000	-	184,995	199,995	226,000
Cliftons, Nowells	67,000	64,000	69,500	71,000	77,750
Crosby St, Recreations, Bartons	47,500	58,000	63,875	62,000	83,500
Holdforth's, Clyde Approach,	73,000	174,950	174,950	89,995	98,500
Lincoln Green	-	-	-	-	-
Stratford Street, Beverleys	59,975	62,000	63,000	72,000	72,000

Priority LSOA Average	60,895	89,738	111,264	98,998	111,550
Leeds	150,000	157,538	167,500	172,000	177,500

"-"no properties sold during the period so median price could not be calculated.

Early Years Foundation Stage (EYFS) Attainment – Good Level of Development

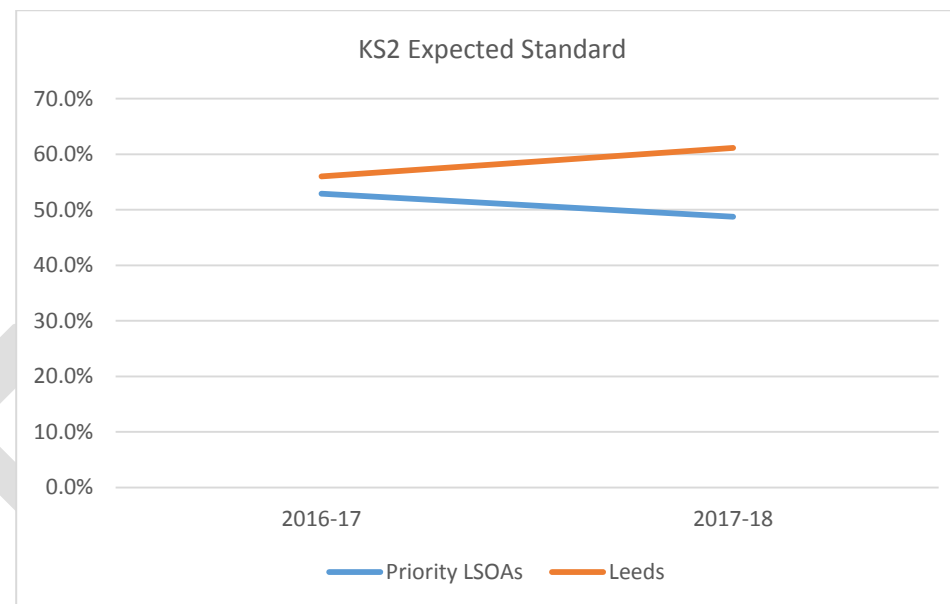
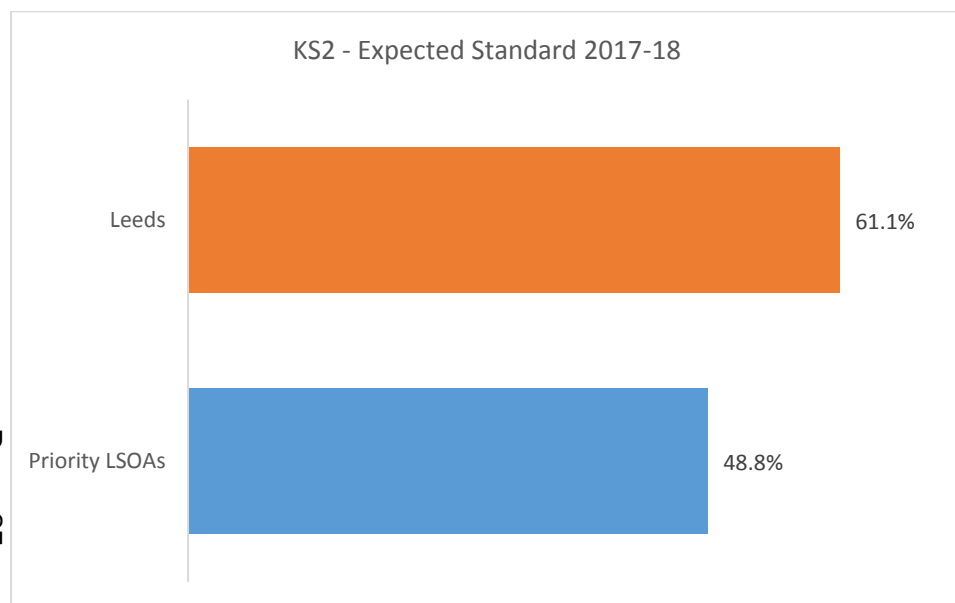
Children achieving a good level of development in the Early Years Foundation Stage Profile (EYFSP) are those achieving at least the expected level within the following areas of learning: communication and language; physical development; personal, social and emotional development; literacy; and mathematics.



Priority LSOA	Academic Year	
	2016-17	2017-18
Boggart Hill	51.7%	57.1%
Cliftons, Nowells	57.1%	59.0%
Crosby St, Recreations, Bartons	40.0%	47.2%
Holdforth's, Clyde Approach,	45.2%	40.0%
Lincoln Green	52.4%	52.4%
Stratford Street, Beverleys	56.5%	52.6%
Priority LSOAs	50.7%	51.5%
Leeds	64.8%	65.7%

KS2 Attainment – Expected Standard

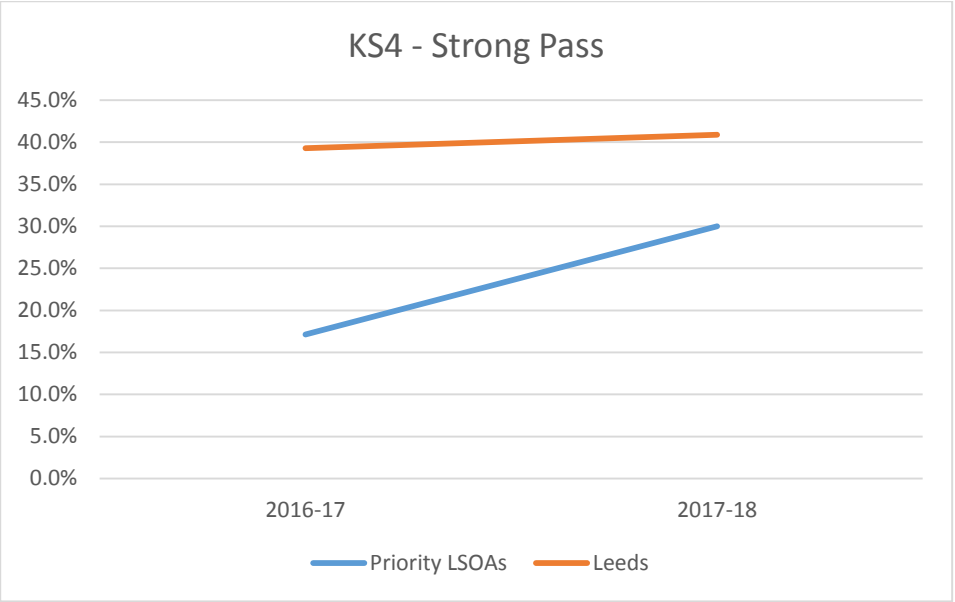
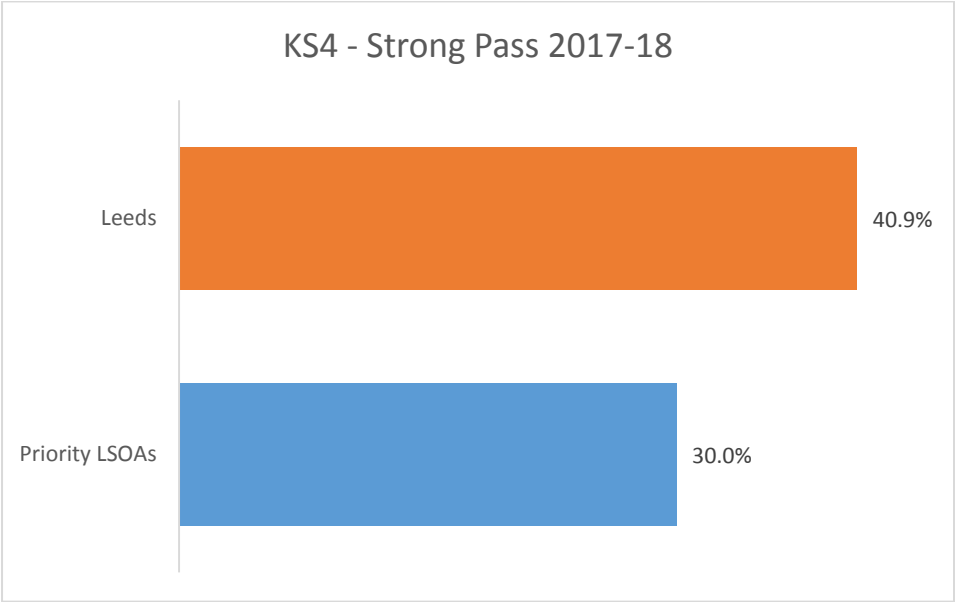
Pupils are meeting the expected standard at Key Stage 2 if they achieve a scaled score of 100 or more in their reading and maths tests, and their teacher assesses them as 'working at the expected standard' or better in writing.



Priority LSOA	Academic Year	
	2016-17	2017-18
Boggart Hill	66.7%	55.9%
Cliftons, Nowells	50.0%	41.2%
Crosby St, Recreations, Bartons	55.6%	42.1%
Holdforth's, Clyde Approach,	43.8%	62.5%
Lincoln Green	55.6%	44.4%
Stratford Street, Beverleys	50.0%	45.2%
Priority LSOAs	52.9%	48.8%
Leeds	56.0%	61.1%

KS4 Attainment – Strong Pass

This tells you the percentage of pupils who achieved grade 5 or above (a strong pass) in the 2017 reformed English and maths GCSEs. Reformed GCSEs are graded 1 (low) to 9 (high). Grade 5 in the new grading is a similar level of achievement to a high grade C or low grade B in the old grading.



Priority LSOA	Academic Year	
	2016-17	2017-18
Boggart Hill	5.3%	9.5%
Cliftons, Nowells	14.3%	25.0%
Crosby St, Recreations, Bartons	33.3%	42.1%
Holdforth's, Clyde Approach,	-	28.6%
Lincoln Green	9.1%	23.1%
Stratford Street, Beverleys	30.0%	46.4%
Priority LSOAs	17.1%	30.0%
Leeds	39.3%	40.9%

Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 9 January 2020

Subject: Referral to the Scrutiny Board (Pollution of the River Wharfe)

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

1. Purpose of this report

- 1.1 The purpose of this report is to present details of a referral that falls within the remit of the Scrutiny Board (Environment, Housing and Communities).

2. Background information

- 2.1 In accordance with the Council's Scrutiny Board Procedure Rules, any member of a Scrutiny Board may request that the Scrutiny Board of which they are a member considers a matter relevant to that Board's functions. Such requests are generally considered as part of a Scrutiny Board's standard agenda item to review its work programme.
- 2.2 Any referrals that arise from outside of the relevant Scrutiny Board membership are to be dealt with in accordance with sections G and H of the Scrutiny Board Procedure Rules ([Link to SBPR](#)).

3. Main issues

- 3.1 A referral has been made to the Board by Cllrs Harrington and Lamb. Details of the referral can be found at Appendix 1.
- 3.2 An invitation to today's meeting has been extended to Cllrs Lamb and Harrington to make representations as to why it would be appropriate for the Board to exercise its

functions in relation to the matter. The Scrutiny Board Chair will decide how much time will be given for the person to address the Scrutiny Board.

3.3 The Scrutiny Board shall consider whether to exercise its power to review or scrutinise the matter referred and may have regard to:-

- Any relevant information provided by or representations made by the Referrer as to why it would be appropriate for the Scrutiny Board to exercise any of its powers in relation to the matter;
- The principles set out within the 'Vision for Leeds at Scrutiny' document as part of Article 6.

3.4 The Scrutiny Board may also wish to consider:

- If further information is required before considering whether further scrutiny should be undertaken;
- If the matters links in with the scope of any current / planned scrutiny inquiries;
- If a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently;
- If the matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements;
- The impact on the Board's current workload;
- The time available to undertake further scrutiny;
- The level of resources required to carry out further scrutiny.

4. Consultation and engagement

4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) about available resources prior to agreeing items of work.

4.1.2 An invitation has been extended to the relevant Director and Executive Board Member to contribute to the Board's initial discussion surrounding the matter raised as part of this request.

4.2 Equality and diversity / cohesion and integration

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

4.3 Council policies and the Best Council Plan

4.3.1 Any requests for Scrutiny are dealt with in accordance with the Council's Scrutiny Board Procedure Rules as well as the principles set out within the 'Vision for Leeds at Scrutiny' document.

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

Climate Emergency

- 4.3.3 Following the Council's Climate Emergency declaration, importance is also placed upon the need to consider the potential climate and sustainability impacts associated with any matters being considered by Scrutiny.

4.4 Resources, procurement and value for money

- 4.4.1 As set out in paragraph 3.4, the Scrutiny Board is advised to consider any potential impact on its current workload in taking forward requests for Scrutiny, including the level of resources required to carry out further scrutiny.

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

- 4.5.1 This report has no specific legal implications.

4.6 Risk management

- 4.6.1 This report has no specific risk management implications.

5. Conclusions

- 5.1.1 A referral to this Scrutiny Board has been made by Cllrs Harrington and Lamb. An invitation has been extended to Cllrs Harrington and Lamb and also to the relevant Director and Executive Board Member to contribute to the Board's initial discussion surrounding the matter raised as part of this request. The Board will then be asked to determine what, if any, further scrutiny activity is required.

6. Recommendations

- 6.1 The Scrutiny Board (Environment, Housing and Communities) is asked to determine what - if any - further scrutiny activity is required in relation to the matter referred.

7. Background documents¹

- 7.1 None.

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

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Councillor Barry Anderson
Scrutiny Board Chair Environment,
Communities & Housing
By email

Councillor Norma Harrington
Councillor Alan Lamb

2nd Floor East
Civic Hall
Leeds LS1 1UR
Tel: 0113 37 88557
Fax: 0113 33 67008
21 November 2019

Dear Cllr Anderson,

As you will be aware a deputation came to the full Council meeting on 13 November 2019 from members of the community in Wetherby. It raised concerns about plastics, raw sewage and wider pollution in the River Wharfe.

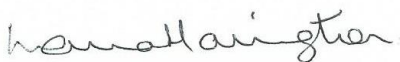
A number of key concerns were raised about the volume of pollution in the river network in Yorkshire but with a particular focus on Wetherby and the River Wharfe which is of course a key feature of Wetherby town and the wider Wetherby Ward.

This is an issue that we have been aware of for some time and have been working with local stakeholders to try to resolve. However, given the deputation and the serious issues it raised we would like further consideration to be given to this through a formal scrutiny inquiry by the Environment, Communities and Housing Scrutiny Board, under which these issues fall.

We would like the inquiry to look in more detail at how plastic pollution can be reduced in the River Wharfe, how relevant agencies such as the Council, Environment Agency and Yorkshire Water can co-ordinate their efforts more effectively, whether the local treatment plant upgrade is operating effectively to deal with sewage, how effective storm collecting tanks are and how the public and businesses can be encouraged to reduce plastic waste getting into the river network.

The Council has been focussing on climate and environmental issues in recent months and this inquiry clearly touches on that agenda. It is vital that we maintain cleanliness in our river network and this deputation offers an opportunity for the Council to lead the way in improving and preserving our rivers for future generations and to make them safe for people now.

Yours sincerely,



Councillor Norma Harrington
Wetherby Ward

Councillor Alan Lamb

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Report of the Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 9 January 2020

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

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

1. Purpose of this report

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

2. Background information

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

3. Main issues

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

4. Corporate considerations

4.1 Consultation and engagement

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

4.2 Equality and diversity / cohesion and integration

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

4.3 Council policies and the Best Council Plan

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

Climate Emergency

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

4.4 Resources, procurement and value for money

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

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

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

4.6 Risk management

- 4.6.1 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To

reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans was in place for 2019/20.

5. Conclusions

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

6. Recommendations

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

7. Background documents¹

- 7.1 None

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

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Report of the Chief Officer Financial Services

Report to Executive Board

Date: 7th January 2020

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

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

Summary

1. Main issues

- The purpose of this report is to inform the Executive Board of the financial health of the authority in respect of both the revenue budget and the Housing Revenue Account for the first six months of the financial year.
- The 2019/20 financial year is the fourth and final year covered by the 2015 Spending Review and again presents significant financial challenges to the Council. The Council to date has managed to achieve considerable savings since 2010 and the budget for 2019/20 requires the Council to deliver a further £22.6m of savings.
- The current and future financial climate for local government represents a significant risk to the Council’s priorities and ambitions. Whilst the Council continues to make every effort possible to protect the front line delivery of services, it is clear that the position remains challenging.
- This is the fifth budget monitoring report of the year, and Executive Board will recall that the 2019/20 general fund revenue budget, as approved by Council, provides for a variety of actions to reduce net spend through the delivery of £22.6m of budget action plans by March 2020. At this stage of the financial year, it is forecast that the majority of these actions are on track to be delivered.

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

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

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

3. Resource Implications

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

Recommendations

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

1. Purpose of this report

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

2. Background information

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

3. Main Issues

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

Table 1

Summary Position - Financial Year 2019/20 Month 7

Directorate	Director	(Under) / Over spend for the current period				Previous month's Position
		Staffing	Total Expenditure	Income	Total (under) / overspend	
		£000	£000	£000	£000	£000
Adults & Health	Cath Roff	(687)	1,278	(1,278)	0	0
Children and Families	Steve Walker	(500)	1,075	(600)	475	525
City Development	Martin Farrington	(1,661)	(1,873)	1,523	(350)	(350)
Resources & Housing	Neil Evans	982	2,541	(2,865)	(324)	(260)
Communities & Environment	James Rogers	1,727	2,981	(3,069)	(88)	(88)
Strategic	Victoria Bradshaw	(61)	831	(544)	287	(62)
Total Current Month		(200)	6,833	(6,833)	0	(235)
Previous month (under)/over spend		65	5,831	(6,066)	(235)	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3.3 Other Financial Performance

3.3.1 Council Tax

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

3.3.2 Business Rates

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

The total rateable value of business properties in Leeds has increased from £930.2m at 1st April to £936.6m at the end of October, an increase of £6.4m. To calculate Leeds' actual income from business rates this total rateable value is multiplied by the national business rates multiplier (49.1p in the pound). After reliefs and adjustments this amount is then shared between Leeds City Council (74%), Central Government (25%) and West Yorkshire Fire Authority (1%). Following deductions for the Business Rates tariff and to meet the business rates deficit

brought forward, Leeds' actual business rates income is currently projected to be in the region of £273.71m, which is £0.16m above budgeted expectations.

3.3.3 Business Rates Appeals

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

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

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

3.3.4 Business Rates Surplus/Deficit

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

4. Housing Revenue Account (HRA)

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

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

- 4.6 All other variations within the £250m budget amount to around £0.2m under budget.

5. Corporate Considerations

5.1 Consultation and engagement

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

5.2 Equality and diversity / cohesion and integration

- 5.2.1 The Council's revenue budget for 2019/20 was subject to Equality Impact Assessments where appropriate and these can be seen in the papers to Council on 27th February 2019.

5.3 Council policies and the Best Council Plan

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

5.4 Climate Emergency

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

5.5 Resources, procurement and value for money

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

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

- 5.6.1 There are no legal implications arising from this report.

5.7 Risk management

- 5.7.1 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk such as the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this risk-based approach, specific project management based support and reporting around the achievement of the key budget actions plans is in place for 2019/20.

6. Conclusions

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

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

7. Recommendations

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

8. Background documents¹

None.

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

ADULTS AND HEALTH

Financial Dashboard - 2019/20 Financial Year

Month 7 (October 2019)

The directorate is projected to deliver a balanced position.

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

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

Staffing (-£0.7m)

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

Community Care Packages (+£1.6m)

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

Public Health Commissioning (+£0.3m)

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

General Running Costs (-£0.3m)

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

Appropriation Accounts (£0.3m):

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

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

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

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

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

Income (-£1.3m)

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

Budget Management - net variations against the approved budget

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

Key Budget Action Plans and Budget Variations:

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

CHILDREN & FAMILIES 2019/20 FINANCIAL YEAR

FINANCIAL DASHBOARD - Period 7

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

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

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

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

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

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

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

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

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

Budget Management - net variations against the approved budget

				PROJECTED VARIANCES											Total (under) / overspend
	Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Demand Led Budgets:															
In House placed CLA	20,352	(3,648)	16,704	0	0	0	0	0	(450)	0	0	0	(450)	0	(450)
Independent Fostering Agency	7,546		7,546	0	0	0	0	0	1,300	0	0	0	1,300	0	1,300
External Residential	11,913		11,913	0	0	0	0	0	500	0	0	0	500	300	800
Other Externally placed CLA	2,566		2,566	0	0	0	0	0	100	0	0	0	100	0	100
Non CLA Financially Supported	12,883	(3,514)	9,369	0	0	0	0	0	150	0	0	0	150	0	150
Transport	15,062	(617)	14,445	0	0	0	625	0	0	0	0	0	625	0	625
Sub total Demand Led Budgets	70,322	(7,779)	62,542	0	0	0	625	0	1,600	0	0	0	2,225	300	2,525
Other Budgets															
Partnerships & Health	4,977	(1,231)	3,746	(50)	0	0	0	0	0	0	0	0	(50)	(235)	(285)
Learning	31,500	(26,906)	4,594	(100)	0	0	0	0	0	0	0	0	(100)	(415)	(515)
Social Care	123,422	(77,400)	46,022	(250)	0	(50)	0	(100)	0	0	0	(500)	(900)	(250)	(1,150)
Resources and Strategy	65,291	(60,427)	4,864	(100)	0	0	0	0	0	0	0	0	(100)	0	(100)
Sub total Other Budgets	225,190	(165,964)	59,226	(500)	0	(50)	0	(100)	0	0	0	(500)	(1,150)	(900)	(2,050)
Total	295,512	(173,743)	121,769	(500)	0	(50)	625	(100)	1,600	0	0	(500)	1,075	(600)	475

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

CHILDREN & FAMILIES 2019/20 FINANCIAL YEAR

DEDICATED SCHOOLS GRANT FINANCIAL DASHBOARD - PERIOD 7

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

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

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

Central School Services Block

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

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

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

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

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

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

Budget Management - net variations against the approved budget

DSG Grant Reserves

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

Latest Estimate

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

Projected Outturn

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

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

Key Budget Action Plans and Budget Variations:

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

Dedicated Schools Grant - Forecast Variation

5.14

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

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

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

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

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

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

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

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

Budget Management - net variations against the approved budget

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

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

RESOURCES AND HOUSING

FINANCIAL DASHBOARD - 2019/20 FINANCIAL YEAR

PERIOD 7

Overall

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

Resources

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

Leeds Building Services

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

Housing and Property Services

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

Civic Enterprise Leeds (CEL)

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

Budget Management - net variations against the approved budget

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

Key Budget Action Plans and Budget Variations:

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

Resources and Housing Directorate - Outturn Variation**(0.325)**

COMMUNITIES & ENVIRONMENT DIRECTORATE SUMMARY

FINANCIAL DASHBOARD - 2019/20 FINANCIAL YEAR

Period 7 (October 2019)

Overall Position (£88k Under budget)

Communities (Nil variance)

The service is projecting a nil variance.

Customer Access (£293k Overspend)

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

Electoral and Regulatory Services (£70k Under budget)

Elections, Licensing and Registrars (£1k Over budget)

The service is projecting an minor overspend of £1k across the service.

Environmental Health (£71k Under budget)

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

Welfare and Benefits (£105k under budget)

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

Parks and Countryside (Nil variance)

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

Car Parking (£131k Under budget)

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

Cleaner Neighbourhoods Teams (£36k Under budget)

The service is projecting a net saving of £36k which is due to projected staffing savings, partially offset by additional vehicle costs.

City Centre (£16k Under budget)

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

Waste Management (Nil variance):

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

Community Safety (£22k Under budget)

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

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Budget Management - net variations against the approved budget;

Summary By Service

			Period 7 Projected variances											Total (under) / overspend £'000
Expenditure Budget	Income Budget	Latest Estimate	Staffing	Premises	Supplies & Services	Transport	Internal Charges	External Providers	Transfer Payments	Capital	Appropriation	Total Expenditure	Income	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
17,436	(12,080)	5,356	0	0	(86)	0	21	0	0	0	0	(65)	65	0
24,294	(4,282)	20,012	448	133	245	(17)	0	0	0	0	0	809	(516)	293
8,327	(5,913)	2,414	(76)	18	(36)	(2)	20	0	0	0	36	(40)	(31)	(71)
265,394	(260,867)	4,527	74	(12)	11	(1)	91	0	0	0	0	163	(268)	(105)
4,874	(13,155)	(8,281)	(68)	25	(70)	0	20	0	0	0	0	(93)	(38)	(131)
8,735	(6,342)	2,393	(307)	0	145	7	65	0	0	0	0	(90)	68	(22)
42,737	(7,693)	35,044	1,843	41	(365)	232	(365)				0	1,386	(1,386)	0
33,164	(25,896)	7,268	(91)	135	854	(31)	(10)	0	0	0	0	857	(857)	0
2,079	(427)	1,652	50	1	(1)	(1)	(5)	0	0	0	0	44	(60)	(16)
12,662	(4,176)	8,486	(146)	(11)	(140)	307	0	0	0	0	0	10	(46)	(36)
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
419,702	(340,831)	78,871	1,727	330	557	494	(163)	0	0	0	36	2,981	(3,069)	(88)

Key Budget Action Plans and Budget Variations:

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

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

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

Overall :

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

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

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Budget Management - net variations against the approved budget

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

STRATEGIC & CENTRAL ACCOUNTS - 2019/20 FINANCIAL YEAR

Key Budget Action Plans and Budget Variations:		Forecast
		Variation

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

Housing Revenue Account - Period 7

Financial Dashboard - 2019/20 Financial Year

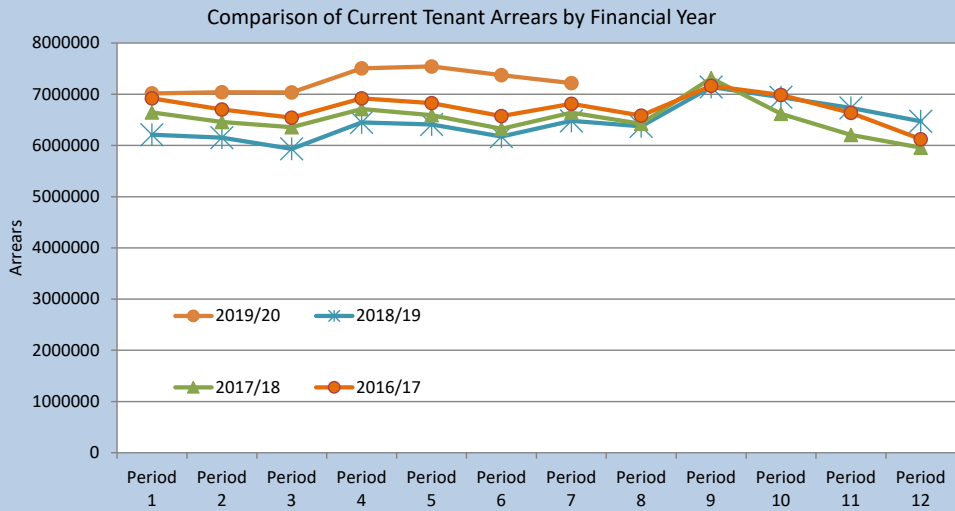
Summary of projected over / (under) spends (Housing Revenue Account)

Directorate	Current Budget	Projected Spend	Variance to budget
	£000	£000	£000
Income			
Rents	(209,496)	(209,093)	403
Service Charges	(7,976)	(8,065)	(89)
Other Income	(34,083)	(33,679)	404
Total Income	(251,556)	(250,837)	719
Expenditure			
Disrepair Provision	1,400	2,400	1,000
Repairs to Dwellings	44,791	45,201	410
Council Tax on Voids	680	680	-
Employees	30,806	29,515	(1,290)
Premises	8,716	8,742	26
Supplies & Services	4,100	4,118	18
Internal Services	41,451	42,135	684
Capital Programme	62,441	60,882	(1,559)
Unitary Charge PFI	9,685	9,685	-
Capital Charges	44,776	44,857	81
Other Expenditure	6,192	6,193	1
Total Expenditure	255,037	254,408	(629)
Net Position	3,481	3,571	90
Appropriation: Sinking funds	(2,345)	(2,457)	(112)
Appropriation: Reserves	(1,137)	(1,115)	22
(Surplus)/Deficit	(0)	(0)	(0)
Proposed New Reserves			-
Transfer to Capital Reserve			-
Total Current Month	(0)	(0)	(0)

Comments
19/20 budgeted RtB sales were 530. 18/19 Outturned 615 and assuming 645 19/20. £125k Sheltered budget assumed 3.3% uplift - charge same as 18/19. [£-60k] Multi Story Flats. [£-140k] Leaseholder income based on 1819 outturn. £241k Reduced capitalisation due to staffing savings, £118k Reduction in Telecom Income - Lease renewals and £40k reduction in Switch 2 income
Projected overspend based on period 1-7 actuals. £330k based on 18/19 Outturn. £80k for Mears overhead. Assumed small saving based on 18/19 outturn but removed as actuals charges in line with budget. £65k Technical, [£-708k] Housing Management, [£-247k] Housing Growth and [£-400k] Property and Contracts. Saving partly offset by reduced capitalisation showing in "Other Income". £42k Lease for Navigation House extended. £300k Contact Centre staffing, £300k Disrepair legal (inc £100k for external outsourcing to Swinburne Maddison), £100k Horticultural Maintenance. £136k Environmental services. £115k Community safety. £103k Community Hubs. [£-136k] Use of additional usable capital receipts from RtB sales. Additional interest payments to GF as per period 6 Treasury report.
LLBH PFI

Previous period variance
£000
383
(91)
291
583
1,000
410
(85)
(955)
85
63
495
(1,643)
-
186
1
(443)
140
(112)
(28)
0
-
-
0

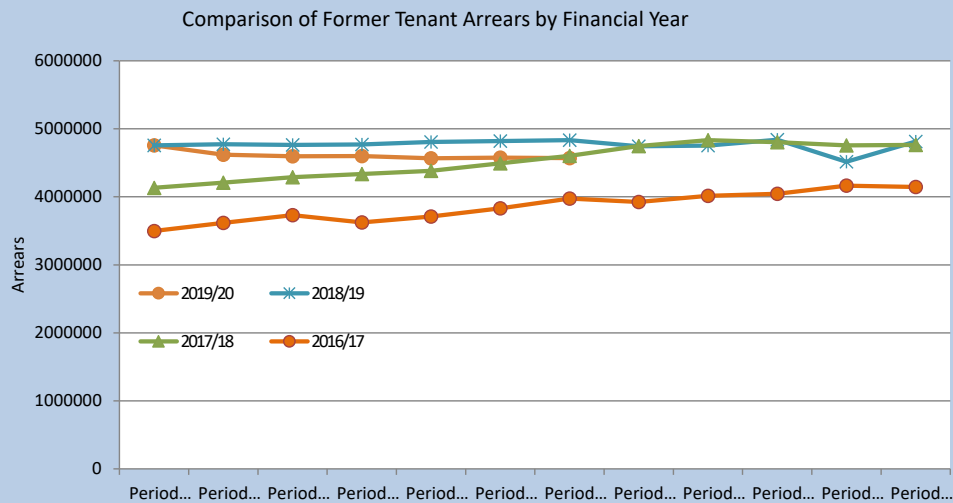
Housing Revenue Account - Period 7 Financial Dashboard - 2019/20 Financial Year



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

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

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



Housing Revenue Account - Period 7

Financial Dashboard - 2019/20 Financial Year

Projected Financial Position on Reserves	Reserves b/f	Use of Reserves	Contribution to Reserves	Closing reserves
	£000	£000	£000	£000
HRA General Reserve	(6,495)			(6,495)
Earmarked Reserves				
Welfare Change	(1,372)	589		(783)
Housing Advisory Panels	(410)			(410)
Sheltered Housing	(2,921)			(2,921)
Holdsforth Place - land purchase	(64)	64		0
Early Leavers' Initiative	(408)			(408)
Wharefedale View	(15)			(15)
Changing the Workplace	(235)	86		(149)
ERDMS	(262)			(262)
	(5,687)	739	0	(4,948)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(5,092)	3,902		(1,190)
LLBH&H PFI Sinking Fund	(4,617)		(1,445)	(6,062)
	(9,709)	3,902	(1,445)	(7,252)
Capital Reserve				
MRR (General)	(19,920)	376		(19,544)
MRR (New Build)	(4,072)			(4,072)
	(23,992)	376	0	(23,616)
Total	(45,883)	5,017	(1,445)	(42,311)

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Report author: Steven Courtney
Tel: 0113 37 88666

Report of the Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 9 January 2020

Subject: Initial Budget Proposals for 2020/2021

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

1. Purpose of this report

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

2. Background information

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

3. Main issues

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

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

4. Corporate considerations

4.1 Consultation and engagement

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

4.2 Equality and diversity / cohesion and integration

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

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

4.3 Council policies and the Best Council Plan

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

Climate Emergency

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

4.4 Resources, procurement and value for money

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

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

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

4.6 Risk management

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

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

- 4.6.2 Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.
- 4.6.3 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. This risk-based approach will continue to be included in the in-year financial reports presented to Executive Board.
- 4.6.4 Risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within the initial budget proposals are detailed in the attached Executive Board report.

5. Conclusions

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

6. Recommendations

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

7. Background documents¹

7.1 None

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

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

Subject: Initial Budget Proposals for 2020/21

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

Summary

1. Main issues

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

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

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

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

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

2. Best Council Plan Implications

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

3. Resource Implications

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

Recommendations

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

1. Purpose of report

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

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

2. The national context and Autumn budget

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 1 – Settlement Funding Assessment

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

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

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

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

Table 2 - Breakdown of the Settlement Funding Assessment

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

4.2. Business Rate Retention

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

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

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

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

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

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

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

4.3. Small Business Rates Relief and other mandatory reliefs

- 4.3.1. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000 and the threshold above which businesses pay the higher national business rates multiplier from £18,000 to £51,000. As a result an additional 3,300 small businesses in Leeds immediately paid no business rates at all and in total almost 12,600, about 40%, of business properties in Leeds will pay no business rates in 2020/21. Of these businesses just over 9,500 receive 100% Small Business Rates Relief. Whilst Small Business Rates Relief and other threshold changes reduce the business rates income available to Leeds, the Authority recovers 69.1% of the cost of the relief through Government grant. A fixed grant of £1.2m is paid by the Government for the changes to the multiplier threshold and a further £9.0m is recovered through the ratepayers in more valuable properties who still pay rates based on the higher business rates multiplier. The overall proportion any individual authority recovers depends on the mix of large and small businesses in that area.
- 4.3.2. Unlike Small Business Rates Relief, in 2020/21 Leeds will bear 49% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief, but has no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds's retained business rates income: in real terms mandatory charity relief alone has increased by almost 30%, from approximately £21.9m in 2012/13 to £28.2m in 2019/20, costing the Council an estimated £4.6m more in lost income under 75% retention in 2019/20.
- 4.3.3. In the Autumn Budget 2018 the Chancellor announced new business rates reliefs for small retail businesses, particularly focussing on the High Street. Eligible businesses with a rateable value of less than £51,000 receive a reduction in their liability for business rates of a third in 2019/20 and

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

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

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

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

Table 4 – Business Rates, Estimated Growth above the Baseline

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

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

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

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

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

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

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

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

4.6. **Council Tax**

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

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

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

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

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

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

Table 7 – Estimated Council Tax Income in 2020/21

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

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

4.7. Adult Social Care Precept and Grant Income

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

4.8. The Net Revenue Budget 2020/21

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

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

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

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

Table 9 – Increase in the Funding Envelope

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

5. Initial budget proposals 2020/21

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

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

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

5.2. Decreases/(Increases) in Funding

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

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

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

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

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

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

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

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

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

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

6. Projected Cost Increases

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

6.2. *Table 11 Cost Increases*

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

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

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

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

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

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

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

- 7.1. After taking into account the impact of the anticipated changes in funding of £24.7m and cost pressures of £47.9m outlined above, it is forecast that the Council will need to generate savings, efficiencies and additional income to the order of £23.2m in 2020/21 to balance to the anticipated level of resources available.
- 7.2. The requirement to deliver savings of £23.2m needs to be seen in the context of the Council's gross revenue budget of £1,352m (excluding schools and the Housing Revenue Account) and its current net revenue charge of £516.68m. In addition this requirement to make savings needs to be seen in the context of the fact that the Council has delivered over £570m in savings since 2010 in order to address both a reduction of £266m in core funding from the Government and having to provide for pay, price and demand pressures for the services that it provides.
- 7.3. Table 12 summarises the proposed savings to balance the 2020/21 budget with additional detail in the sections below and in Appendix 2. The savings identified fall into one of the following categories:
- **Business as Usual** which are savings proposals that do not require any consultation. They include;
 - o Identification of alternative funding resources to continue with the service
 - o Generation of additional income for the Council without impacting on service users
 - o Improving the efficiency of the service
 - o Cost reduction measures with no impact on service users.
 - **Service Review** which relates to a review of a service to identify options for savings, which will then be considered in accordance with the Council's decision making arrangements.
 - **Service Delivery** which relates to changes in the way that a service is delivered and therefore consultation will be required with service users;

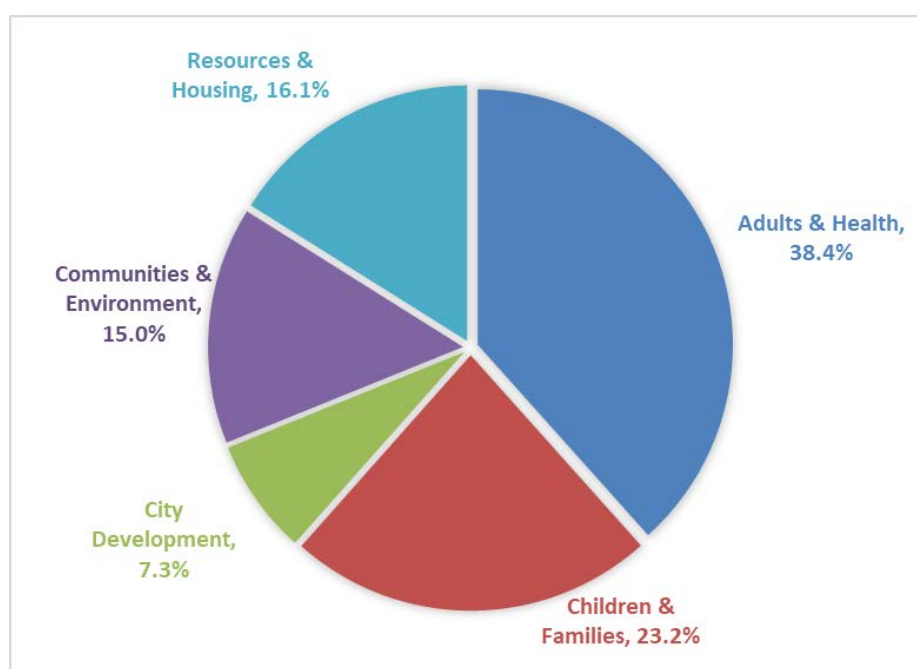
- **Workforce Proposal** which relates to the restructure of a service and consultation with staff will be required;
- **Service Delivery/ Workforce Proposal** budget savings proposals may require consultation with service users **and staff** on options for future service delivery.

Table 12 – Actions to reduce the budget gap

	£m
Business As Usual	(21.1)
Service Delivery	(1.1)
Workforce	(0.7)
Service Delivery/Workforce	(0.3)
Service Review	(0.1)
	(23.2)

- 7.4. In the identification of these savings proposals the Council remains committed to delivering efficiencies in both its own and commissioned operations in all areas of the Council whilst at the same time protecting frontline services and those for the most vulnerable. Savings will largely be realised through a number of Business as Usual proposals that include;
- Organisational design;
 - Continuing demand management through investment in prevention and early intervention particularly in Adult Social Care and Children's Services.
 - Savings across the range of support service functions;
 - Ongoing recruitment and retention management;
 - Closer working between services and across Directorates;
 - Realising savings by cash-limiting and reducing non-essential budgets;
 - Ongoing procurement and purchase savings;
 - Increased income from fees and charges.
- 7.5. Through a combination of the utilisation of reserves and a reduction in expenditure on bus tendered services the levy payment to the West Yorkshire Combined Authority (WYCA) will reduce by £0.67m in 2020/21. The final determination as to how much Leeds will contribute to both WYCA and the WYJSC is subject to a separate approval process.
- 7.6. **Summary Budget By Directorate**
- 7.6.1. The indicative 2020/21 revenue budget for each Directorate resulting from these initial budget proposals is included in Appendix 1b. This shows the incidence of gross expenditure of £1,621m and the net managed budget of £526.8m. The pie chart below shows the proposed share of net managed expenditure between directorates for 2020/21 based on these initial budget proposals.

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



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

8. Impact of proposals on employees

- 8.1. The Council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce of around 2,300 full time equivalents (fte's) or 3,045 headcount to March 2019.
- 8.2. The initial budget proposals outlined in this report provide for an estimated net increase of 76 full time equivalents by 31st March 2021. In the context of future staffing reductions that will be required to meet the estimated revised budget gap of £116.3m for 2021/22 to 2024/25, it is the Council's intention to issue an updated S188 notice in January 2020.
- 8.3. In managing future staff reductions the Council remains committed to doing everything it can to try to avoid compulsory redundancies through natural turnover, continuing the voluntary early leaver scheme, staff flexibility, reviewing and reducing both agency and overtime spend and continuing

the positive consultation and joint working with the trade unions.

9. General Reserve

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

Table 13 - General Reserve

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

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

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

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

10. Revenue Budget 2021/22 and 2022/23

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

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

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

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

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

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

11. Schools Budget

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

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

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

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

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

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

Table 15 – the Estimated Schools Budget

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

12. Housing Revenue Account

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

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

12.3. Income

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

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

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

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

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

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

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

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

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

Table 16 – Housing Revenue Account Pressures and Savings

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

13. Capital Programme

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

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

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

14. Corporate Considerations

14.1. Consultation and Engagement

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

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

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

14.2. Equality and diversity / cohesion and integration

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

14.3. Council policies and Best Council Plan

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

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

Climate emergency

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

14.4. Resources, procurement and value for money

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

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

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

14.6. Risk management

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

Risks to Funding

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

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

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

Key risks to cost and income assumptions

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

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

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

15. Conclusions

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

16. Recommendations

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

17. Background documents²

None.

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

2020/21

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

Indicative Revenue Budget by Directorate 2020/21

Appendix 1b

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

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

CHILDREN AND FAMILIES - Savings options 2020/21

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

CITY DEVELOPMENT - Savings options 2020/21

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

COMMUNITIES & ENVIRONMENT - Savings options 2020/21

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

RESOURCES AND HOUSING - Savings options 2020/21

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

Equality, Diversity, Cohesion and Integration Screening

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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

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

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

1. Title: Initial Budget Proposals 2020/21

Is this a:

☒

Strategy / Policy

☐

Service / Function

☐

Other

If other, please specify

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

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

3. Relevance to equality, diversity, cohesion and integration

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

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

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

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on - Eliminating unlawful discrimination, victimisation and harassment - Advancing equality of opportunity - Fostering good relations	X X X	

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

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

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

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

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

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

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

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

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

• **Key findings**

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

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

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

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

• **Actions**

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

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

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

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

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

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

6. Governance, ownership and approval

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

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

7. Publishing

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

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

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

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

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

Capital Programme Review 2019/20 to 2028/29

APPENDIX 4

Annual Programme Capital Review

	LCC RES 2019/20 £000,	LCC RES 2020/21 £000,	LCC RES 2021/22 £000,	LCC RES 2022/23 £000,	LCC RES 2023/24 £000,	LCC RES 2024/25 £000,	LCC RES 2025/26 £000,	LCC RES 2026/27 £000,	LCC RES 2027/28 £000,	LCC RES 2028/29 £000,	Total LCC RES £000,
Highways Maintenance			2,400	13,000	13,000	13,000	13,000	13,000	13,000	13,000	93,400
Highways Section 278				3,500	2,800	2,100	1,400	700			10,500
Highways Section 278 external contributions					700	1,400	2,100	2,800	3,500	3,500	14,000
Highways Maintenance Capitalisations				4,600	3,700	2,800	1,800	900	0	0	13,800
Corporate Property Management		1,201	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	13,201
Schools Capital Expenditure				3,500	2,800	2,100	1,400	700	0	0	10,500
Fire Risk Assessments			750	750							1,500
Demolition in year				1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
General Refurbishment Schools				1,000	1,000	1,000	1,000	1,000	1,000	1,000	7,000
Library Books				700	600	400	300	100			2,100
Sports Maintenance				500	500	500	500	500	500	500	3,500
Adaptations - Disabled Facilities Grants				1,069	1,069	1,069	1,069	1,069	1,069	1,069	7,483
Adaptations - supported by external funding				6,449	6,449	6,449	6,449	6,449	6,449	6,449	45,143
Telecare ASC				600	600	600	600	600	600	600	4,200
Adaptation to Private Homes				470	470	470	470	470	470	470	3,290
Childrens centres				50	50	50	50	50	50	50	350
Essential Services Programme (USB)				4,210	3,400	2,500	1,700	800	0		12,610
Digital Development				5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000
Climate Emergency Woodland Creation		300	250	200	150	100	50				1,050
Climate Emergency Woodland Creation - supported by external funding		50	100	150	200	250	300	350	350	350	2,100
Project Support Fund - Groundwork				70	70	70	70	70	70	70	490
General Capitalisation			737	4,500	3,600	2,700	1,800	900	0	0	14,237
Vehicle Programme				2,079	1,700	1,200	800	400	0	0	6,179
Fin Dev Capital Programme Management				575	575	575	575	575	575	575	4,028
Capitalisation Interest				190	300	300	300	300	300	300	1,990
LCC Borrowing	0	1,501	5,637	49,063	43,884	39,034	34,384	29,634	25,134	25,134	253,407
External Funding	0	50	100	6,599	7,349	8,099	8,849	9,599	10,299	10,299	61,243
Total	0	1,551	5,737	55,662	51,233	47,133	43,233	39,233	35,433	35,433	314,650

Major Programme Capital Review

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

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

Report to Environment, Housing and Communities Scrutiny Board

Date: 9th January 2020

Subject: Performance Report

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

Summary

1. Main issues

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

2. Best Council Plan Implications

This report provides an update on progress in delivering the council priorities in line with the Best Council Plan.

3. Resource Implications

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

Recommendations

Members are recommended to

- Note the Quarter 2 performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents a summary of 2019/20 Quarter 2 performance data (unless otherwise stated), and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2019/20 to 2020/21.

2 Background information

- 2.1 Members will note that the Best Council Plan (BCP) sets out the council's key objectives and priorities. This report provides an overview of the relevant Environment, Housing and Communities performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 This report includes three Appendices showing a summary of Quarter 2 performance information (unless otherwise stated) relevant to the Environment, Housing and Communities Scrutiny Board.

3 Main issues

- 3.1 Appendix 1 shows the Quarter 2 performance data relating to Housing priorities. Members will see that some of the indicators are designed to track trends rather than report against specific targets, and for these reasons the trend indicators have not been rated. Appendix 2 relates to Community Safety and Appendix 3 relates to Waste and Environmental priorities. Members will note that there is no appendix in relation to Communities priorities and all information relating to these priorities is contained in the main body of this report. The main performance issues arising from these progress reports are given below:

3.2 *Housing (Appendix 1)*

- 3.2.1 Housing's performance is monitored against three areas:

- HRA Business Plan Indicators – measuring the health of the HRA Business Plan
- Housing Strategy Indicators – measuring progress in delivering Housing Strategy priorities
- HCA Regulatory Framework – measuring performance of Council Housing in meeting the 4 HCA Consumer Standards

- 3.2.2 Members' attention is drawn to the following performance areas:

HRA Business Plan PIs:

a) Rent Collection

Rent collection remains a key priority for Housing Leeds. Rent collection at the end of September increased to 96.37%, 1.20% higher than at the end of the first quarter. This is lower than the 97.25% target, but is a positive position given the significant increase in the numbers of tenants moving to Universal Credit ("UC") since October 2018. The service has continued to undertake a range of actions to ensure a strong focus on rent collection and reducing rent arrears. There has been particular focus on working on reducing cases where the tenant owes 7

weeks plus and supporting tenants to secure unclaimed income and benefits. The service has continued to promote direct debit take up. This is reflected in direct debit increasing to 40.64% at the end of September 2019, up from 39.89% in March 2019.

The service has continued to support tenants claiming Universal Credit, and those affected by the benefit cap and the under occupancy charge.

- The number of tenants claiming Universal Credit has increased to 7,713 at the end of September 2019, up from 4,224 in March 2019.
- 199 tenants on Housing Benefit have been affected by the benefit cap.
- There have been 3,313 tenants on Housing Benefit affected by under occupation as recorded by the benefit service.

The decrease in the numbers affected by the benefit cap and under occupation have reduced, but this is mainly the result of tenants moving to Universal Credit. When this happens the HB claim ends and the service no longer has this information.

In preparation for the launch of UC Full service in October 2018 the service delivered an extensive programme of staff training, targeted tenant communications and extensive partnership working with other agencies, including DWP. This has ensured that there are well trained staff able to fully support tenants through the process of claiming UC. The service offer, which allows for triage to focus support on those with the greatest needs, has been delivered despite higher than expected numbers of UC claimants. This has been achieved through the mainstreaming of more general UC work such as rent verifications, allowing Enhanced Income officers to focus on supporting tenants directly. The service is working closely with Enhanced Income Officers to ensure they get the ongoing training and support required to continue this good work.

b) Former Tenancy Arrears

Former Tenant Arrears at the end of September 2019 were 2.22%, the same as at the end of March 2019. It should be noted that there has been a delay in processing some accounts towards the end of September; it has been estimated this has had an impact of around £100k. This has now been rectified and the service is back on track. As at the end of September 2019, the service has collected £342,136.80 in former tenant arrears. (This compares with £252,247.46 at the same point in 2018.)

Former tenant arrears are actively pursued wherever possible and the service has delivered a range of actions designed to support collection of former tenant arrears. These have included continuing to be pro-active in contacting former tenants who have arrears, working with the Housing Registrations Team to more pro-actively identify those applicants who have former tenant arrears at the point of applying to join the housing register and devising processes to deal more effectively with Universal Credit at the end of tenancies.

c) Void Properties

Overall the number of properties untenanted continues to remain low and under the 1% properties untenanted target. The service will continue to monitor the number of empty properties to ensure it continues to remain under target.

d) Right to Buy Sales

Right to Buy applications have decreased slightly compared to this time last year but numbers of completed sales are higher so the service is projecting an increased number of Right to Buy sales in 2019/20.

e) Disrepair

Over recent months there has been a decrease in the number of disrepair claims received when compared with Quarter 1. For Quarter 2 2019/20, there has been an average of 48 new cases per month.

Ongoing activity is taking place to ensure that disrepair cases are being dealt with robustly, with joint work taking place across Housing and Legal to further refine and improve internal processes to meet the Court Protocol, improve overall performance and reduce external costs. This robust approach is realising an average saving of 48% on compensation and 35% on costs claimed, both of which represent an increase compared to Quarter 1 and evidence the robust approach to claims the council applies.

The Disrepair Prevention Action Group, with lead officers from key service areas, continues to look at monitoring progress against a joint action plan that has been developed as part of the preventions strategy.

Housing Strategy PIs:

f) Council Housing Growth – New Build Programme

As previously advised to Scrutiny Board, the changes to HRA funding regulations announced in October 2018 have afforded the council an opportunity to commence an ambitious new programme of housebuilding from 2019/20 onwards. The council has quickly mobilised a dedicated cross sector team to begin delivering against its aspiration to directly build an average of at least 300 new council homes per year for the next 5 years and beyond.

During 2018/19, 69 new council homes were completed, and the council currently has a further 766 new homes at various stages of development as shown in the table below (188 Extra Care, 562 general needs, 16 working age adults bungalows).

Scheme status	Number of homes
Homes under construction	59
Homes awaiting planning permission	28
Homes out for procurement	227
Pre-procurement	452
Total homes	766

The 766 new council homes currently in the pipeline represents significant progress towards the target of 1,500 new homes over the next 5 years, and the service is continuing to proactively seek additional sites to bring into the programme. All Leeds City Council new build homes will be offered at rents that are genuinely affordable for our tenants, and well below market rates.

The above information relates specifically to new build council housing. The Council Housing Growth Programme also includes a smaller property acquisitions workstream, which is currently focusing on re-acquiring former

council houses bought by tenants under the right to buy regime. To date, this project has repurchased 28 properties over 2018/19.

g) Empty Homes – all sectors

The Core Planning Strategy set a target to reduce the number of empty homes by 2,000 between 2012 and 2017. The target figure for the end of March 2017 was 3,777 private sector properties that have been empty for longer than 6 months. The actual March figure stood at 3,340.

Since April 2017 the Empty Homes Strategy's target has been to maintain the number of empty homes below the 3,777 homes target (3,776 or less) as per the Core Planning Strategy.

At the end of September 2019 the number of empty homes was 3,206, representing a positive net decrease on target of 570. This figure has a tendency to fluctuate throughout the year and can go up or down.

h) Private Sector Inspections

The half year performance figures for 2019/20 show that a total of 1,452 inspections were carried out by the service on private rented properties against an annual target of 2,500. These were carried out following either a complaint from the tenant (this forms the majority), a referral from another agency (Police, West Yorkshire Fire & Rescue Service or social services etc.) or as a result of proactive enforcement actions taken by services such as the Leeds Neighbourhood Approach Team in Holbeck or the Rogue Landlord Unit.

For the first half year the total number of legal notices served against private rented properties amounted to 950 compared to an annual figure of 1,740 in 2018/19. The Notices served are all part of formal enforcement activity – they cover a wide range of actions from Improvement or Prohibition Orders to Power of Entry Notices and other building legislation. The increase is mainly due to an increased inspection target but also a more robust enforcement policy – the worst properties are targeted and moves to enforcement are being done in a more streamlined way. As a result of all interventions against private rented properties, the service removed / reduced a total of 1,002 hazards in the first half year compared to an annual total of 1,666 formal hazards in 2018/19, thus improving the living conditions of the occupying tenants. The top hazards identified through formal inspections relate to falls, fire safety and excess cold.

The service has also seen a move towards the use of Civil Penalties as an alternative to formal prosecution. For the first half year, 9 Civil Penalties have been processed, for a variety of reasons including: non-compliance with Improvement Notices, failure to License a property, and breach of licensing conditions; this is again a reflection of a more robust enforcement policy. This action is only taken when a landlord has failed to comply on this informal basis and the service has sufficient evidence to prove an offence has been committed. Civil Penalties are equivalent to prosecutions – they are an alternative type of action that has been recently introduced.

In addition, this year has seen the culmination of proposals to introduce Selective Licensing in some areas of the city. The council's Executive Board approved the business case for such schemes for Harehills and Beeston in June 2019 and both these schemes will become fully operational from 6th January 2020. Future reports will provide updates on the progress of both schemes.

i) Housing Association Nominations

377 households were re-housed by way of a nomination to Leeds City Council from Registered Providers during the first two quarters of 2019/20. The overall performance percentage is taken from the ratio of 'true lets' to Nominations. A 'True Let' is defined as a genuine new or re-let, discounting such lets as internal transfers, mutual exchanges and decants.

The service is still expecting some outstanding returns so the Quarter 2 total is likely to change.

j) Homeless Preventions

The successful prevention rate continues to be around 80% which is the service standard for good performance – The figure for September 2019 stood at 82%. The service is aware that the majority of those for whom a positive prevention is not achieved are applicants with whom the service has lost contact. The 80% prevention rate in Leeds compares very favourably with the national average of 57%.

k) Temporary Accommodation

There were 51 households owed a housing duty as a homeless household in emergency temporary accommodation at the end of September 2019. This compares favourably to Birmingham with 2,447 placements and Manchester with 1,971 placements. No homeless households were placed in Bed & Breakfast accommodation in Leeds (364 in Birmingham and 173 in Manchester). The low number is a result of effective prevention and move-on work. The service has seen a slight increase in numbers for this quarter due to additional provision in St. Georges Crypt and the Somewhere Safe to Stay hub at St. Annes. This increase in service provision is in line with the work being done to reduce rough sleeping.

l) Adaptations

The Government best practice guide on adaptations continues to suggest that housing authorities should aim to achieve 95% completion within target timescales. The targets remain unchanged for 2019/20 at 70 calendar days for Urgent cases and 170 calendar days for Non-urgent cases.

The private sector achievement remains high with the service not falling below the target of 95%. The public sector achievement has fluctuated and for September 2019 it stands at 81%. The service is continuing to work with Leeds Building Services (LBS) to support improvements against the target.

HCA Regulatory Framework Performance Indicators:

m) Decency

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

The level of homes meeting the standard in September 2019 stood at 92.30%.

n) Responsive Repairs Completed Within Timescale

Citywide performance against this indicator stayed below the target of 99.00% over the reporting period. Recorded performance was July (97.17%), August (96.14%) and September (94.59%) which shows a steady decline over the period. Both LBS and Mears experienced an increase in orders over the period, which impacted on resources, with both providers reporting an increase in plastering orders as a particular pressure. In addition, LBS reported IT problems with the Total Mobile system which impacted on the day to day operational scheduling of jobs and affected jobs being issued and closed down.

Both LBS and Mears are currently trying to recruit additional trade resources to accommodate demand levels, particularly additional plasterers. However, current workforce market conditions are slowing this down and therefore both providers are maximising sub-contractor resources as a means of temporarily servicing demand.

In addition, LBS are focusing on the following improvement actions:

- Reorganising planning team resources to ensure that improvements to the planning function are realised and resource productivity maximised.
- Alterations to the Total Mobile system to ensure more dynamic scheduling in geographical areas as it has been identified that changes to the original Optimise system settings can be improved.

o) Responsive Repairs Completed Right First Time

Citywide performance against this indicator remains high and exceeded the target of 90.50% throughout the reporting period. Performance of 93.51% (July), 94.76% (August) and 93.02% (September) was achieved.

p) Satisfaction with Responsive Repairs Completed

Citywide satisfaction with completed repairs performance exceeded the target of 90.00% with levels of 95.29% achieved in July, 97.42% in August and 97.78% in September. Performance for both LBS and Mears has exceeded the target of 90% for 10 consecutive months.

q) Capital Works - Satisfaction

The satisfaction rate for Quarter 2 2019/20 was 93.29% and has been above the target of 90% for the last two quarters. This was also an increase on the figures for the same periods in 2018/19.

r) Gas Services Completed on time

As previously reported to this Board, performance on domestic gas servicing remains strong and within target. In all cases where dwellings do not have a valid gas safety certificate, the external contractors have followed the agreed process and made multiple attempts to gain access, and legal proceedings are now in process. These proceedings cannot commence until after expiry of the Landlords Gas Safety Record. At the end of Quarter 2 there were zero cases of properties more than 45 days overdue.

s) Average Relet Times

Overall, Housing Leeds has seen a reduction in the time taken to relet a property over the last few months. In September 2019 the average relet time stood at 31.89 days and Housing Leeds continues to work with contractors to identify any service improvements. Operational meetings are taking place on a regular basis to monitor and manage performance and this is embedded across the service.

t) Mutual Exchanges

The drop in mutual exchanges compared with last year continued through Quarter 2. The higher figures in previous years can partly be attributed to work done through the Incentive Scheme (which began running in April 2015), which encouraged moves of under-occupying and overcrowded tenants. The planned promotion for the current year has not been achieved due to having to focus on core CBL (Choice Based Letting) business and integrating the new CBL and Housing Register modules.

u) Annual Home Visits

Over 67% of AHVs were completed by the end of September, very close to the 68% target for the end of September. The service has continued to place a particular focus on gaining access to the small number of properties which have not been visited for the last 2 financial years – this reduced to 27 properties at the end of March. More intensive action and support is now taking place for each of the tenancies where the service has had no access.

The AHVs continue to provide vital information to enable Housing Management to respond to particular tenant issues, or to understand tenancy trends. 33% of tenants report that they are not confident that they could make a benefit claim online; a slight reduction from last year. This information, along with feedback on whether the tenant could manage benefits on a monthly basis, is helping to identify which tenants need additional support when moving onto Universal Credit. 20% of tenants report that they do not have access to the internet, a continued reduction from 22% last year. More detailed questions have been asked this year to help the service to support tenants to get online as much as possible. 3,657 tenants told the service that they had an outstanding repair, enabling arrangements for such repairs to be made or a surveyor's appointment made. AHVs helped to identify 41 safeguarding cases, 162 hoarding cases and 547 cases where a new support referral was required during the first half of 2019/20.

v) Complaints

At the end of Quarter 4 2018/2019, the response rate to complaints within timescales was at 84% - an improvement of 15% on the previous quarter (Q3 2018/19). However, this improvement hasn't been sustained and response rates have fallen during Q1 and Q2 2019/20, with an average of 80% of complaints responded to within timescale. Current performance should be put into the context of the enhanced service standard within Housing, working on a 10 working day target as opposed to the corporate 15 working day. Performance based on a 15 working day target is much more favourable - at 91.84% on average.

Over the last 12 months a number of processes have been put in place to improve response times and the quality of responses to customers. Weekly spreadsheets continue to be sent to teams to show numbers of complaints that are open and whether or not they are within timescale. Ongoing joint work between Housing Leeds and the Customer Relations Team continues to implement better communication channels and provide support and assistance to Investigating Officers.

A review of complaint handling has recently been completed by Housing Leeds and the Customer Relations Team. Expectations are being developed for Investigating Officers as well as further guidance and training to ensure that they have the right skills and experience to provide a high quality, customer-focused response.

The Government's recent Green Paper on social housing has prompted a national conversation about the quality of social landlords' complaints handling. Further actions are anticipated in relation to this.

3.3 Communities

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

3.3.2 Customer Access

a) Face to Face

Helping People into Work – In the first quarter of 2019/20 there were 1,593 new customers registered at a Jobshop. This is an increase on the same quarter last year (1,463). In the second quarter, 1,094 new customers were registered, which is a decrease on the same period last year. This is due to Community Hubs closing for refurbishment due to the hub development programme. In terms of job gains, 592 gained employment in the first quarter of this year and 629 gained employment in quarter 2. This is an increase compared to the same periods last year (571 and 557 respectively).

Enquiries – Since the decommissioning of Siebel (Customer Relationship Management application) it has not been possible to provide data on the number of visit to Hubs. However, due to the introduction of a new recording system (CATS), the service is now able to provide details of footfall within the Hubs. In Quarter 2 of this year (the first full quarter of recorded data) there were 206,642 transactions recorded on CATS. Further to this, the number of unique users of self-serve IT stations in Hubs continued to increase with the first 2 quarters of this year recording 7,035 users compared to 4,101 for the same period last year.

Library Usage – There were 1,007,301 visits to Libraries recorded in the first 2 quarters of 2019/20, which is a reduction of 104,027 from 1,111,328 in the first 2 quarters of 2018/19.

Through these visits, customers borrowed 1,061,507 items during the first 2 quarters of 2019/20, down from 1,099,001 in 2018/19, and used the library public PCs 223,160 times, compared to 226,769 in 2018/19. These figures include all Library usage, not just those located in Community Hubs.

The reduction in library usage follows a sustained national pattern which was exacerbated locally by the temporary closures and relocations of some sites to allow for major refurbishment works as part of the Community Hub development programme. The library service is working on a 5 year strategy which will seek to deliver modern, flexible and responsive services which drive engagement with libraries.

b) Contact Centre

Emails - the Contact Centre answered 54,162 emails in the first 2 quarters of this year which is a decrease of 1,604 from the same period last year. This is a continuing trend and is due to two changes; firstly the creation of on-line forms that integrate with back office systems and negate the need for e-mail and, secondly, the development of form-to-mail solutions which ensure that correct information is captured at the first point of contact, reducing the number of repeat emails regarding the same enquiry.

Telephone Performance - In the first quarter of 2019/20 the Contact Centre answered 84% of calls with an average wait time of 7 minutes 29 seconds. This compares to 85% of calls answered, with an average wait time of 6 minutes 37 seconds, for the first quarter in 2018/19.

In the second quarter of this year 84% of calls were answered with an average wait time of 6 minutes 40 seconds. This compares to 85% of calls answered with an average wait time of 7 minutes 22 seconds for the second quarter of 2018/19.

Additional funding has been provided for this year and next year to improve performance on the Housing lines and this has started to pay dividends with performance in Quarter 1 being 93% of calls answered with a wait time of 6 minutes 44 seconds and in Quarter 2, 98% of calls answered with a wait time of 1 minute 52 seconds.

Further improvements are planned with the introduction of new technologies in Housing and Registrars but the service continues to face delays in their implementation.

c) Digital - Web/Online Development

Unique visits to the top ten pages of the LCC Public website was 729,329 in Quarter 1 and 705,302 in Quarter 2 2019/20. This is a reduction from 741,573 in Quarter 1 and 712,967 in Quarter 2 2018/19, because Museums and Galleries figures are no longer being included as the site is now externally hosted.

3.3.3 **Welfare and Benefits:**

a) Universal Credit

The full digital service for Universal Credit has been in place in Leeds for a year, meaning that all new benefit claims from any new claimant are for Universal Credit. Up to the end of September 2019 there were approximately 26,613 people claiming universal credit in Leeds. Approximately 31% of claimants are in work (8,265) and 69% (18,353) are not in employment, 47% are male and 53% are female.

As of April 2019 Universal Support for those seeking to claim Universal Credit has been delivered by Chapeltown Citizens Advice and Citizens Advice Leeds through their 'Help to Claim' services. Previously this support was delivered by the council's Customer Access team in the Community Hubs.

b) Welfare Advice

The number of customers assisted between 1st April 2019 and 31st October 2019 was 20,459. This compares to 22,130 in the same period in 2018/19, a decrease of just over 7%. This drop is mainly due to tenants of council housing being referred to Housing Leeds for advice, which has enabled the Welfare Rights Team to focus on more specialised tribunal work. In addition, there was also a period, between approximately April and September 2019, where the DWP saw a noticeable downturn in the number of claim forms being sent out as part of the DLA to PIP migration. This may have been due to DWP staff being diverted to do other work; one example being an administrative exercise they had to carry out to review 1.6m decisions following a court case.

c) Benefits Gains

The total amount of benefit gains for the period 1st April 2019 to 31st October 2019 was £11,892,060.30. This compares to £12,260,523.82 for the same period in 2018/19, a decrease of £368,463.52. Therefore, although the number of clients assisted has decreased by 7% the benefits gained has decreased by 3%.

d) Welfare Rights Satisfaction Rating – Client Satisfaction

Client Satisfaction - Despite the service not being able to offer a full service to everyone in relation to appeals, 91% of clients using the Welfare Rights Team said the service was excellent and 8.5% felt the service was good.

The service continues to assist as many people as it can and is also referring council tenant form filling to the Housing Income Team to maximise the number of clients being assisted to claim benefits. Disability benefit appeals continue to be an area of concern as it is taking up to a year for an appeal to be heard leaving the client in a destitute position.

Law students from the University of Leeds continue to provide assistance with PIP form completion which is much appreciated and a good development opportunity for the students.

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

e) Housing Benefit and Local Council Tax Support

Following the introduction of Universal Credit Full Service in Leeds, there continues to be an ongoing decline in the Housing Benefit Caseload for Working Age claims.

This "natural migration" to UC, when an HB customer has a change in their circumstances that meets the DWP's criteria to warrant a move to UC, will continue until "Managed Migration" which will see all the remaining Working Age HB claim move to UC en-mass.

This change remains scheduled for somewhere between 2019 and 2023. After this has happened, there will remain HB claims in respect of Pension Age customers and those Working Age customers who have been exempted from UC.

Since the introduction of Natural Migration in October 2018 there has been an average monthly decrease of 982 HB Claims. In October 2018 the HB caseload was 59,259, and by the start of October 2019 this had reduced to 47,235.

The majority of claims that have moved to UC have continued to receive Local Council Tax Support (LCTS). Accordingly, the number of claims for LCTS Only has increased from 12,692 in October 2018 to 20,727 in October 2019

For the same period the total of all LCTS Cases has gone from 65,190 in October 2018 to 63,096 in October 2019.

HB Expenditure for 2018/19 was £246m. The Mid Year estimate for HB spend for 2019/20 is £209.5m. This decrease being primarily due to the decrease in caseload as detailed above

LCTS expenditure for 2018/19 was £49m, the estimated expenditure for 2019/20 is approximately £50m.

f) Speed of Processing Housing Benefit

Speed of Processing Housing Benefit (average no. of days) for the first quarter 2019/20, published by the DWP, shows:

	Speed of Processing Quarter 1 2019/20	
	New Claims	Changes
Great Britain	19	6
England	19	7
Yorkshire & The Humber	18	8
West Yorkshire	17	7
Leeds	15	7

g) Discretionary Housing Payments (DHP)

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

DHP can also be awarded to customers who have moved on to Universal Credit where the part of their UC Award in respect of Housing Costs is less than their rent.

In 2019/20 the total budget available for DHP, which includes both a central government contribution and a contribution from Leeds HRA, is £2,347,615. The contribution from the HRA remained at the same level as in 2018/19 whilst the Government Contribution decreased by £338,432

At the end of the second quarter 2019/20 it is estimated that the total budget will be spent.

h) Local Welfare Support Scheme

LWSS can be awarded to customers in receipt of qualifying benefits who face crisis or are in need of essential household items which they cannot afford. Awards are primarily made to customers adversely affected by Welfare Reform.

The 2019/20 budget for the scheme remained unchanged from the previous year at £600k.

At the mid-year point, it is estimated that the budget will be spent in full.

i) Leeds Credit Union

Membership for the quarter ending September 2019 in Leeds stood at 31,981 (37,188 total members). Cash withdrawals totalled £5,127,335 and the value of “financially excluded loans” totalled £732,409. The total gross loan book for Leeds Credit Union has increased from £8m in 2012 to £9.8m this year.

LCU has recently committed to a new campaign which will include a range of marketing channels and aims to increase membership numbers through targeting key audiences, and improving business to business relationships.

j) Gambling Related Harm

The council is co-ordinating work to support those suffering from, or at risk of, gambling related harm. Work to raise awareness of the issue continues through the ‘Beat the Odds’ marketing campaign.

The new NHS Northern Gambling Clinic and Problem Gambling Support team led by Gamcare launched their services in October 2019. Both services are using the council’s network of community hubs to deliver support and treatment.

Training and engagement sessions are also being delivered to Council departments and partner organisations across the city, to raise awareness of the issue and of the new services available.

k) Local Government Association: Reshaping Financial Support Action Learning Programme

Leeds City Council has been successful in its application to take part in the LGA’s Reshaping Financial Support Action Learning Programme. The programme is designed to support selected local authorities to further develop, coordinate, share and evaluate their existing work on financial support.

The council will work with the LGA over the next 18 months on a range of projects with particular focus on improving customer interactions through adopting behavioural insight techniques and reviewing its approach to Corporate Debt.

3.3.4 **Communities Team:**

a) Priority Neighbourhoods Programme

A comprehensive report on the work in priority neighbourhoods is being developed for the scrutiny board for its meeting in January 2020 and will be distributed separately rather than being covered in this section.

b) Migration and Strengthening Communities

- Extensive work has continued to inform and raise awareness of the EU Settlement Scheme and to help to address concerns and misinformation in the community amongst organisations. The council has grant funded 6 community organisations to deliver outreach support and 5 community hubs are offering digital assistance and ID checking services.
- The 10 year anniversary of the Equalities assembly was celebrated in November 2019. This year's celebratory assembly was designed by the equality hubs themselves and a video captured the significant achievements over the last decade and entertainment provided by members of the hubs. The feedback on the event has been fantastic.
- The religion and belief hub supported and promoted the delivery of a successful 'Safe and Prepared Faith Communities Event'.
- The LGBT+ Hub supported a brilliant Leeds Pride 2019 with some 60,000 attending the city centre procession and Leeds City Council being well represented by staff and councillors on two buses at the front of the parade.
- A framework for the capturing of intelligence and the monitoring of community tensions has been developed. It is envisaged that the council and partners, including the third sector, will be able to contribute to an evolving picture of the relationships between different communities in the city to inform an approach to strengthening communities and their relationships.
- Two new Twitter social media sites have been developed. These are @cohesionleeds and @leedsinclusive. @cohesionleeds brings together work on strengthening our communities and community relationships and @leedsinclusive brings together the city's work on equality and the work of the equality hubs in one place. Members are invited to follow both social media handles.

3.4 Community Safety (More detail is provided at Appendix 2)

3.4.1 Members' attention is drawn to the following performance areas:

a) People in Leeds are safe and feel safe in their homes, in the streets, and the places they go

Safer Leeds strategic focus is on: Keeping people safe from harm (Victim); Preventing & reducing offending (Offender); and Creating Safer, Stronger communities (Location).

The West Yorkshire Police & Crime Commissioner 'Your View' survey responses to September 2019 reported that 82% of Leeds respondents felt 'safe' or 'very safe' in their local area (4,373 of 5,333 question respondents). Leeds feedback was the second most positive within the West Yorkshire Police force (West Yorkshire Police district level responses ranged from 74% to 84%).

Recent / Emerging Activity:

- The Leeds Reducing Offending Board has been reconfigured and set out a refreshed strategic intent, in line with the West Yorkshire Reducing Offending Strategy. Locally the Integrated Offender Management service has been

recommissioned and will work even more closely with partners in the criminal justice service and voluntary and community sector.

- Preventing Youth Violence: A strategic group has been established to respond to drivers of youth violence and to influence positive change. The early intervention fund is providing support to develop additional capability. The work is focused with five grass roots organisations: Chapeltown Youth Development Centre, BHI, Getaway Girls, CATCH and the street team.
- City centre community safety: A city centre strategy has been developed, and the Safer Leeds City Centre board has been established. Work will focus upon people and place.

b) Domestic Violence and Abuse

Domestic Violence and Abuse remains a priority for the city and the service's approach focuses on: Supporting victims (adult, children and families); Changing attitudes and perceptions (individuals and communities), Challenging behaviours (working with perpetrators), and Enabling effective change (workforce and organisational responses).

The victim self-reporting rate is a Safer Leeds indication of victim confidence to report Domestic Violence and Abuse. 32% of 22,038 domestic incidents were victim self-reported; this is stable as a proportion of all domestic incidents.

Recent / Emerging Activity:

- Front Door Safeguarding Hub: An independent review was undertaken in response to the increasing volume of referrals from all agencies. A programme of work has been implemented to test solutions, change ways of working, improve outcomes for victims and families, and increase the provision of effective interventions with perpetrators.
- Domestic Homicide Reviews: Recent learning has affirmed the benefits of the long-standing Leeds approach, which recognises that health care professionals are ideally placed to deliver effective domestic violence and abuse interventions. Work with health partners has been pivotal in developing initiatives to promote early identification and testing new initiatives.
- Early Help Hubs: A single point of contact for Early Help is being developed to enhance services to children and families. Workers will be co-located within multi-agency settings including specialist staff with expertise around domestic violence, substance misuse and mental health. Hubs will be sited at Albion House in West Leeds, Cottingley Children's Centre in South Leeds and at the Compton Centre in East Leeds.

c) Anti-social Behaviour

The Leeds Anti-social Behaviour team (LASBT) delivers a multi-tenure service operating across Leeds in partnership with a much broader range of agencies and support services. LASBT will typically deal with behaviour that cannot be reasonably resolved through tenancy management, or mediation.

15,803 incidents of ASB were recorded by Police in Leeds; this has reduced by 19%. Youth nuisance represented a high but reducing proportion of incidents, (5,122 youth nuisance incidents reported, reducing by 27%).

Recent / Emerging Activity:

- Anti-social Behaviour Strategy: The Leeds ASB Strategy redefines the way in which LASBT operates, complements the council's inclusive growth strategy, and works with children's services, and adult social care, to support vulnerable families. A key aspect of the ASB Strategy is the introduction of a triage system to identify and assess risk from the first point of contact. The Triage team has planned to become operational in 2019.

d) Hate Crime

Hate crimes and incidents can have devastating consequences for victims and their families, and can frighten and divide communities. The priorities and response in Leeds reflect national guidance by focusing upon: Preventing hate crime; responding to hate crime; increasing the reporting of hate crime; improving support to victims; and building our understanding of hate crime.

There has been stability in Police reported Hate incidents. The majority of reported hate incidents refer to harassment, verbal or written abuse. Hate incidents may be identified with multiple hate strands (for example one incident may encompass both race and faith hate).

Recent / Emerging Activity:

- Islamophobia: The Runnymede 20th Anniversary report 'Islamophobia: Still a challenge for us' identifies areas where Muslim communities face disadvantage and discrimination. A consultation exercise will be undertaken in Leeds to ascertain lived experience, and develop a grassroots solution based approach. Progress on the development and delivery of an action plan to tackle Islamophobia will be governed by the Hate Crime Strategic Board.
- Hate Crime Operational Group: The re-established Operational Group has co-ordinated action including: an online resource pack; a Police led disability hate pack; Hate Crime awareness training to Social Work teams; and work to raise awareness of the school Hate Incident reporting process (HIRS process).

e) Street Support

Leeds City Council is obliged by the government to carry out full city rough sleeper headcounts every two months. The latest figures for 2019 are: May = 50; July = 54; September = 45; November = 40. The official November headcount for 2019 continues the reducing trend from earlier this year. The count was carried out in the early morning of the 26th November and has been officially verified by a member of Homeless Link: an independent charity commissioned by government to carry out the count verifications as well as a local independent organisation from Leeds.

The definition of a rough sleeper is that a person is 'bedded down' or 'about to bed down' in the open air, doorway or building / structure that is not designed for sleeping accommodation. A person with a tenancy who is sleeping out will therefore be counted whereas a person who is known to be of no fixed abode but is found walking the streets would not be counted. A headcount is a snapshot of rough sleeping on a particular night and does not constitute a comprehensive identification of the rough sleeping population.

The multi-agency Leeds Street Support Team has now been operational for just over 12 months and a number of positives steps have been made. 322 rough sleepers have been rehoused during this time, to the end of October 2019, with a

total attrition rate of c30%. The number of people returning to the street after being rehoused has also dropped by 5% during 2019/20 so far, including a significant decrease from LCC tenancies. This is an indication of positive work undertaken by the team and by 'navigators' who work with people in the cohort to help them sustain their tenancies.

Many 'street users' (which includes people who rough sleep and / or those who beg) have experienced some form of 'trauma' in their lives (be this as a child and / or as an adult) before ending up on the streets. A high proportion of 'street users' also suffer from mental ill-health, physical ill-health, and addiction issues, and this brings challenges for this cohort in accessing mainstream health services. The work of the Street Based Health Team is key in assisting many individuals, including numerous cases of potential (and evidenced) sepsis, epilepsy and cardiac problems, to seek treatment and support. Rough sleepers die from a number of causes and this includes preventable illness such as sepsis, cardiovascular disease and respiratory disease and the service is making improvements where there are concerns about these problems. The need to safeguard the welfare of those who on the street remains paramount.

Recent / Emerging Activity:

- Leeds has recently been successful in securing additional funding (MHCLG: Cold Weather Fund 2019/20) to enhance existing support services until the end of March 2020. This includes providing daytime provision at St George's Crypt so that no one has to leave the emergency Hub in the morning and for Sunday daytime and Bank Holiday opening for women at the St Anne's Somewhere Safe to Stay Hub. There will also be some practical items and additional hours to support people placed in SWEP (Severe Weather Protocol) beds across the three Beacon ISEs (Intensive Supportive Environments), and the Street Outreach team will have additional capacity with specialist language skills (Czech, Polish and Lithuanian) to help understand and better assist Eastern Europeans who are street based.

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

3.5.1 Members' attention is drawn to the following performance areas:

a) Bin Collection Rate

The collection rate for period 8 (ending October 2019) stood at 99.94% which is broadly similar to the same period last year and was the lowest number of missed bins in 2019/20. Period 4 (June) saw a slight increase in missed bins contact for garden waste (a collection rate of 99.80% as compared to 99.81% for period 4 last year). Period 6 (August) also saw a slight increase for residual bins (a collection rate of 99.91% as compared to 99.93% for period 6 for each of the previous 4 years). These were in part due to seasonal pressures which have become more difficult to manage at peaks times - the underlying issues are of course complex and are subject to the full service review currently being undertaken; but include a combination / coincidence of factors such as end of life fleet, out of date routes, more new builds and an increasing amount of access problems caused by inconsiderately parked cars, etc. The review and the issues identified are subject to an ongoing enquiry by this Scrutiny Board, with a progress update due to be provided at this Board's December meeting.

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

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

The amount of waste landfilled remains better than expected and much better than Quarter 1 last year. Only 1.74% of household waste collected by Leeds City Council has gone to landfill so far this year (compared to 2.44% for quarter 1 last year). This is mainly due to contractual changes and the continual move away from landfill usage.

Overall, citywide recycling performance remains below target and 0.94% below that achieved for last year in quarter 1. This is primarily due to a reduction in garden waste tonnages, which can vary greatly depending on weather conditions (for example tonnages were down in May due to a relatively wet / cool month), and a small reduction in kerbside dry recycling. A reduction in residual kerbside waste, and therefore overall waste arisings, has also had an impact on the overall recycling percentage. The underlying trend though remains a performance of around 39%.

c) Street Cleanliness

The cleaner streets survey results are in for summer 2019/20 and show that 95.4% of streets surveyed had acceptable levels of litter, this compares to 95.1% last summer – so a slight improvement to what is already a high score. A very even spread of wards was surveyed this summer, with one from each of the 5 IMD (Index of Multiple Deprivation) groupings, which provided a good balance.

d) Parking Functions

The service has 3 main areas of responsibility:

- Parking administration including permit schemes;
- Enforcement of parking and bus lane restrictions; and
- Managing the council's on and off street parking operation.

Parking administration including Permit schemes:

- In Leeds there are currently 133 Resident Permit areas. Each resident in a zone is entitled to a permit for each vehicle registered to the address plus a transferable permit for visitors. Residents' permits are free. They are issued for 3 years and renewed on a cycle so the administration work is evened out throughout the year.
- The council runs a permit scheme for ULEV (ultra-low emission vehicles) which gives free parking in all our spaces. There are currently 929 permits. There are also 12 charging points at Woodhouse Lane Car Park which are free to use.
- The service also runs chargeable permit schemes for businesses who need to access residents' zones and for essential workers such as health visitors. These cost £80 a year reduced to £60 for charities. There are 3,942 of these permits.
- The service has been working to reduce the number of phone calls. For legal and audit reasons it is not possible to apply for a permit or appeal a penalty by

telephone and calls can often lead to customers becoming frustrated. We received 66,420 calls in 2018/19 which is a significant cost and diverts resources from actually dealing with the enquiries. We have invested in improved customer facing ICT and a number of initiatives are in place to automate processes and encourage self-service. Since the introduction of a new phone system in May the number of calls has reduced by 27% with 6,300 fewer calls in the first half of the year.

- The service received 20,478 items of correspondence in Quarter 2, 95% of which related to penalties.

Enforcement of parking and bus lane restrictions:

- The number of penalty charge notices issued by traditional foot patrols in Quarter 2 was 46,300. This represents 47% of the estimated annual total of 98,652, slightly fewer than would have been expected at this point, meaning that the projected total will be below forecast by about 1,000. The CCTV enforcement vehicle has issued 1,916 tickets which is 30% fewer than in the same period in 2018/19. The vast majority of the offences detected (97%) are in city centre bus stops. As deployment has not changed this indicates a significant improvement in the behaviour of drivers.
- The first red route in Leeds has been introduced outside Leeds Bradford Airport and is being enforced with fixed cameras rather than the CCTV vehicle. This began in October so will be reflected in the next period. (Red routes are major roads on which vehicles are not permitted to stop.)
- Camera Operated Bus Lanes - The council currently enforces 29 bus lanes using cameras. The number of offences has increased slightly with the projected revenue £20,000 higher than last year. This is due to a new camera site at Park Row which has resulted in a high number of offences, indicating widespread disregard for the traffic restrictions and increasing pressure on bus routes through the busy Boar Lane / Railway station area. Offence levels have now dropped at this site by half and this is a continuing trend. Besides this bus lane there has been a significant reduction in offences across all the other sites. Offences are now at such a low level in several areas that the cameras will be turned off to save maintenance costs. Again this represents a significant improvement in the observance of traffic regulations by the motorist. The revenue from Bus Lane penalties is £1.1m.
- The team have been operating a zero tolerance policy on blue badge abuse for the past three years. Leeds City Council carries out more prosecutions than any other local authority and has been commended by the Department for Transport for its approach. As a result the number of offences has reduced with 19 prosecutions so far compared to 30 in the same period in 2018/19.

Managing the council's on and off street parking operation:

- The council controls about 2,400 on street pay parking spaces with a revenue of £4.5m. This is split between cash payment in parking machines and card payment through the mobile phone payment system. The phone

system is increasingly popular and now accounts for 57% of revenue, up from 51% in 2018/19.

- Due to the theft of over half of the parking machines in 2017/18 a number of outer areas no longer have payment machines. Although a working machine has been retained in each tariff area, in some streets the only available method is mobile phone payment. There is also a continuing problem with petty theft from the machines by blocking the coin chutes. There are no plans to withdraw cash payment in the central area where the intention is to buy new machines that have better security features.
- On-street income has been significantly affected with the loss of spaces for building development, roadworks and events and is currently 10% below expectations. Car parks are performing very strongly and are expected to exceed estimates by a similar amount. Overall the budget is expected to exceed the estimated revenue. A small price rise is scheduled for the new year. The revenue for car parks is £4.2m; 57% of this comes from Woodhouse Lane multi storey. The service also provides a further 3,000 spaces in 39 district car parks which are free except for 3 sites in Otley.

3.6 *Parks and Countryside*

3.6.1 Members' attention is drawn to the following performance areas:

a) Grounds Maintenance

The grass cutting season in 2019 demonstrated the significant effect that weather can play on performance and quality of finish. There was significantly higher rainfall from June onwards that resulted in sustained grass growth that persisted to the end of the cutting season that extended into November to complete the programme. This presented challenges for both the contracted verge and internal Parks and Countryside teams. The extended period of wet weather also impacted on streetscene weed control as application has to take place in a period of dry weather. The spraying programme has now been realigned to prioritise those areas of the city featuring flagged paving and priority neighbourhoods as these traditionally show higher levels of weed growth.

b) Parks and Green Spaces

With regards to parks and green spaces the service is currently consulting on a new 10 year parks and green space strategy for Leeds from 2020. A consultation workshop session took place in September with the Leeds Parks and Green Spaces Forum which was well attended by a range of 'friends' and other interest groups. This was followed by a public exhibition and consultation workshop held in the city museum in November with around 900 attending providing valuable input to inform the priorities and emerging strategy themes. Further consultation is planned to the end of February 2020 including community committee environment sub-groups, parks staff, and stakeholder departments. The strategy will be published in 2020. The council secured grant funding of £171k from lottery funded NESTA Rethinking Parks programme to support the development of the Leeds Parks Fund and research to underpin future work has now been published by the University of Leeds. Two staff have been recruited to

promote opportunities for giving to the fund and the first grant application round opened for applications between £500 and £2500 to support community group projects. This funding round closed in October and applications are currently being evaluated. Leeds Quality Park assessments are nearing completion and will be published in the new year. A report to Executive Board in September highlighted the approach to be adopted in adapting parks and green spaces for climate change, including relaxed mowing, rewilding, supporting more sustainable habitats, flood alleviation and tree planting.

4 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

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

4.3 Council Priorities and the Best Council Plan

- 4.3.1 This report provides an update on progress in delivering the council priorities in line with the Best Council Plan.

4.3.2 Climate Emergency

The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions by 2030 for the city. Parts of the above performance information are linked to actions taking place to address climate emergency and will feed into an assessment of how on track the council is in achieving the target. Services will provide updates to the Board on specific work they are carrying out with regard to this priority; separate reports are being brought to this meeting on Energy efficiency in Council House Stock and Fuel Poverty.

4.4 Resources, procurement and value for money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the council to monitor and manage key risks. The council's most significant risks are available and can be accessed via the council's website.

5 Conclusions

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

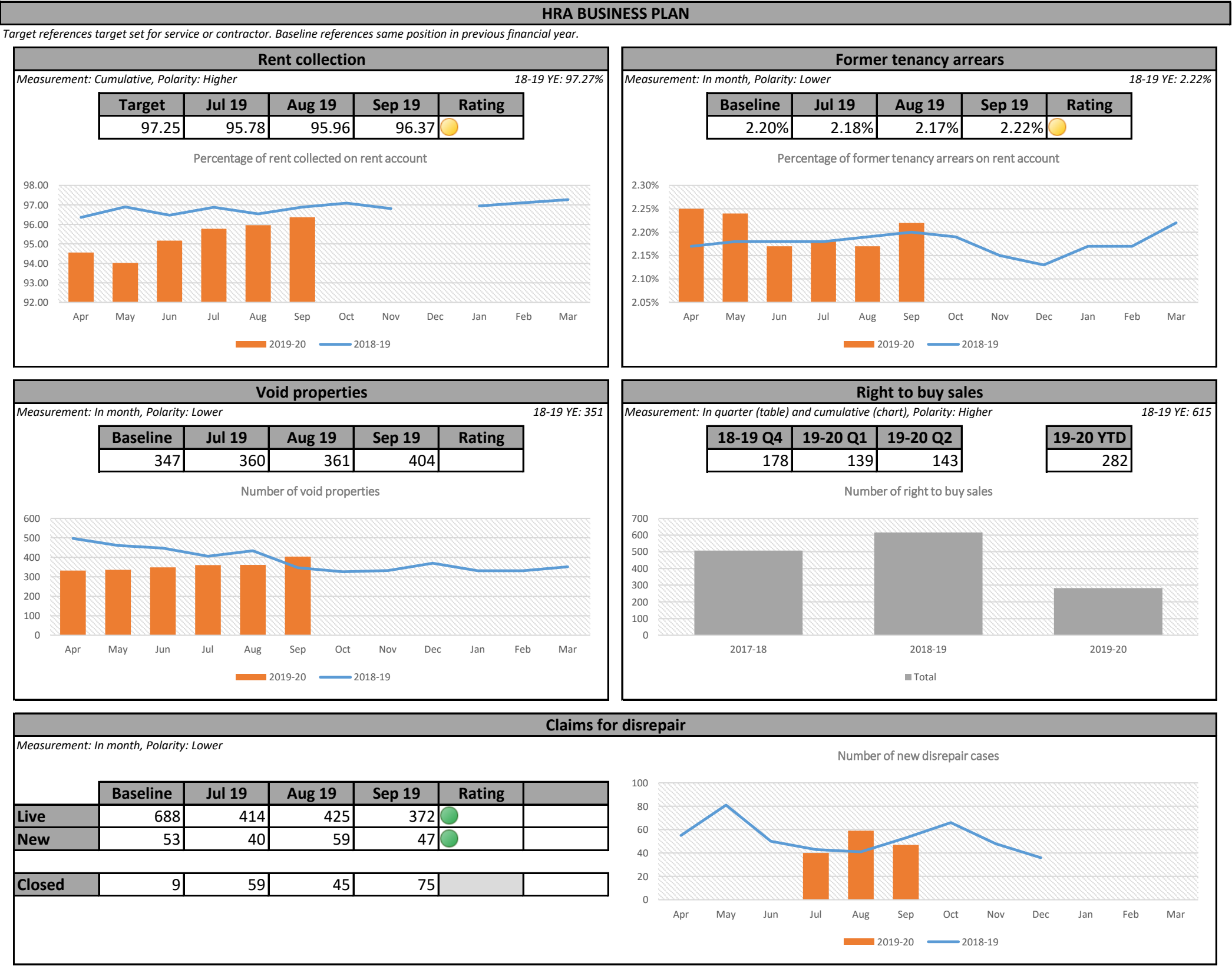
6 Recommendations

- 6.1 Members are recommended to:
- Note the Quarter 2 performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

- 7.1 Best Council Plan 2019/20 to 2020/21

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



HOUSING STRATEGY

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

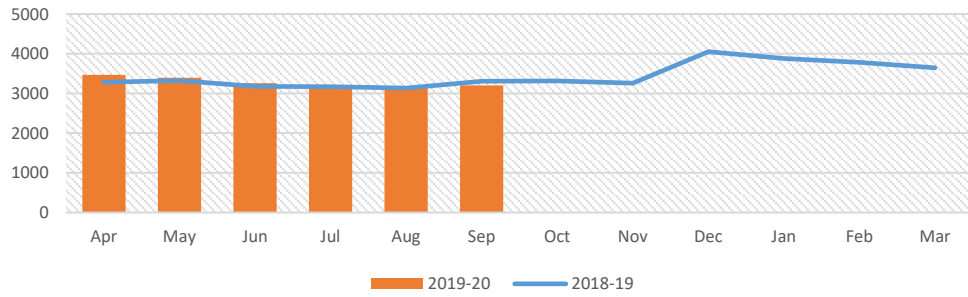
Long term (6+ months) empty properties all sectors

Measurement: In month, Polarity: Lower

18-19 YE: 3647

Target	Jul 19	Aug 19	Sep 19	Rating
3777	3173	3160	3206	●

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



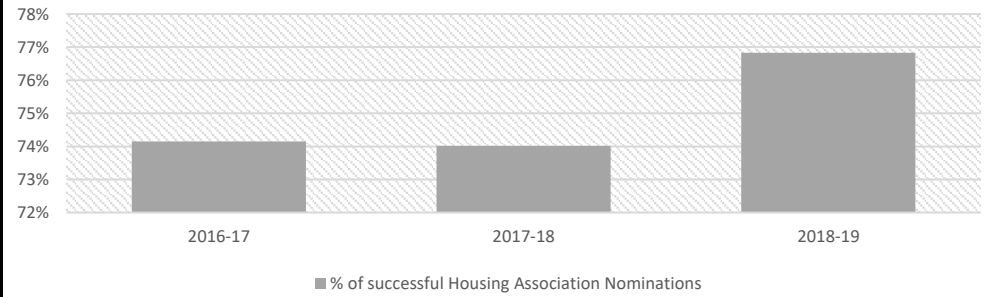
Housing Association nominations

Measurement: In quarter (table) and cumulative (chart), Polarity: Higher

17-18 YE: 74.0%

Baseline	18-19 Q4	19-20 Q1	19-20 Q2	Rating
70.7%	80.0%	79.0%	84.0%	●

% of successful Housing Association Nominations



Reported two month in arrears. Figures subject to adjustment at year end.

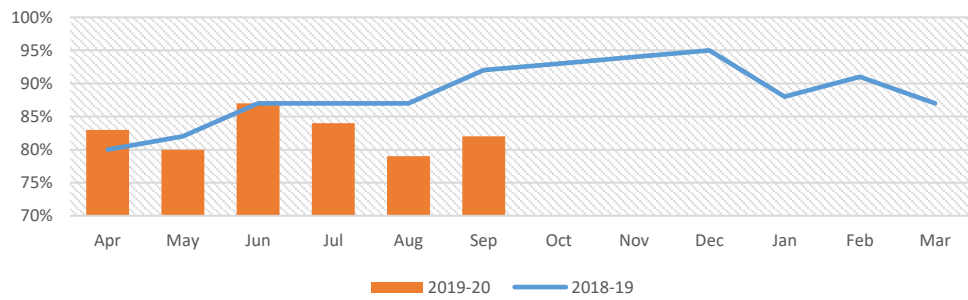
Homeless preventions

Measurement: In month, Polarity: Higher

18-19 YE: 87%

Baseline	Jul 19	Aug 19	Sep 19	Rating
92%	84%	79%	82%	

Percentage of homeless preventions



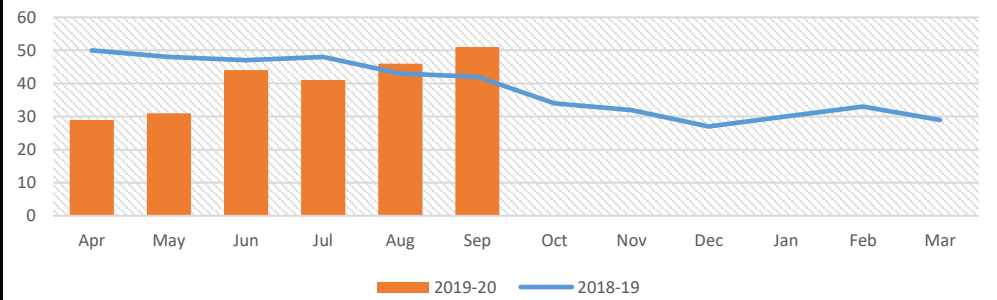
Temporary accommodation

Measurement: In month, Polarity: Lower

18-19 YE: 29

Baseline	Jul 19	Aug 19	Sep 19	Rating
42	41	46	51	

Number of temporary accommodation reliefs



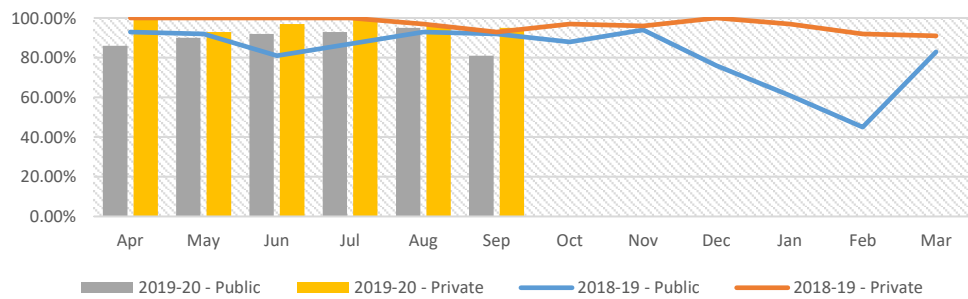
Adaptations completed within timescales

Measurement: In month, Polarity: Higher

18-19 YE: 45.00%

	Target	Jul 19	Aug 19	Sep 19	Rating
Public	95.00%	93.00%	95.00%	81.00%	●
Private	95.00%	100.00%	96.00%	95.00%	●

Adaptations completed within timescales



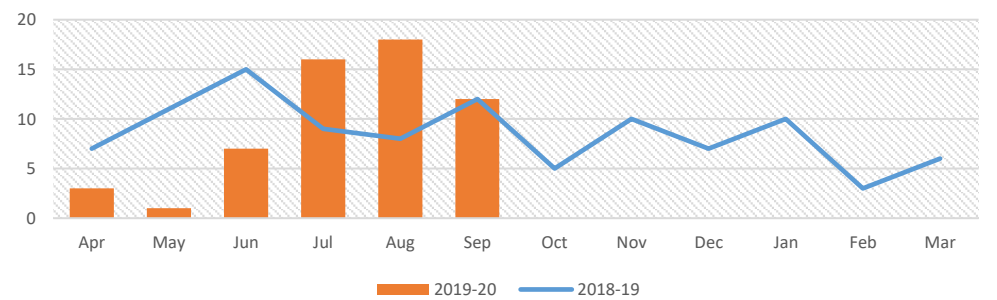
Unauthorised encampments

Measurement: In month, Polarity: Lower

18-19 YE: 6

	Baseline	Jul 19	Aug 19	Sep 19	Rating
Council Owned Land	11	9	15	11	●
Privately Owned Land	1	7	3	1	●
Total	12	16	18	12	●

Number of total unauthorised encampments



HOUSING CONSUMER STANDARDS

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

HOME STANDARD

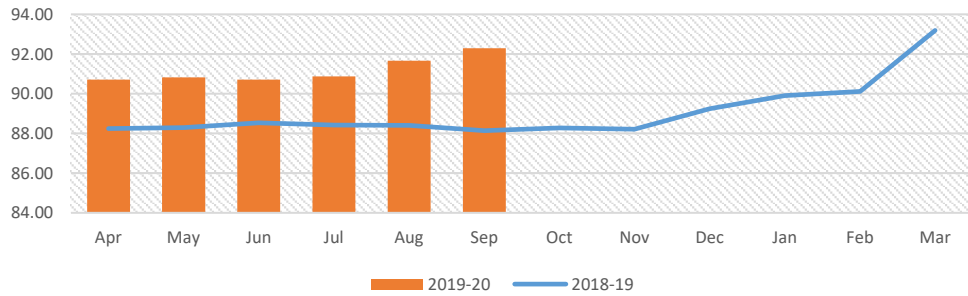
Properties meeting the Decency Standard

Measurement: In month, Polarity: Higher

18-19 YE: 93.19%

Baseline	Jul 19	Aug 19	Sep 19	Rating
88.14%	90.88%	91.66%	92.30%	●

Percentage of properties meeting decency standard



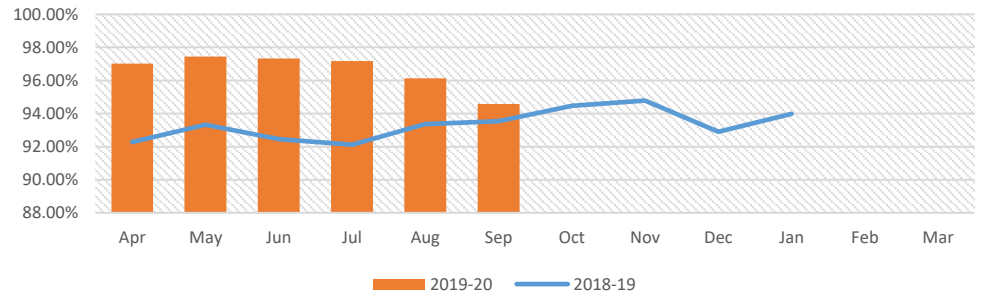
Responsive repairs completed within timescales

Measurement: In month, Polarity: Higher

18-19 YE: 0.96353591160221%

	Target	Jul 19	Aug 19	Sep 19	Rating
Percentage	99.00%	97.17%	96.14%	94.59%	●
Total jobs		18972	17156	17845	
Jobs competed		18435	16494	16880	

Percentage of responsive repairs completed within timescales



Excludes adaptations

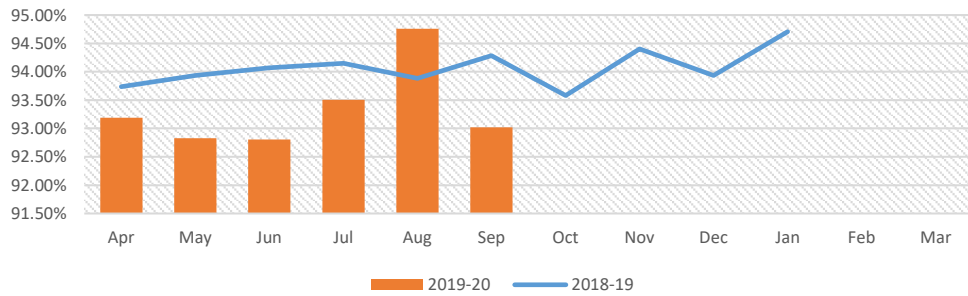
Responsive repairs completed right first time

Measurement: In month, Polarity: Higher

18-19 YE: 93.765690376569%

	Target	Jul 19	Aug 19	Sep 19	Rating
Percentage	90.50%	93.51%	94.76%	93.02%	●
Total jobs		13395	12590	12036	
Jobs competed		12525	11930	11196	

Percentage of responsive repairs completed right first time



Excludes adaptations

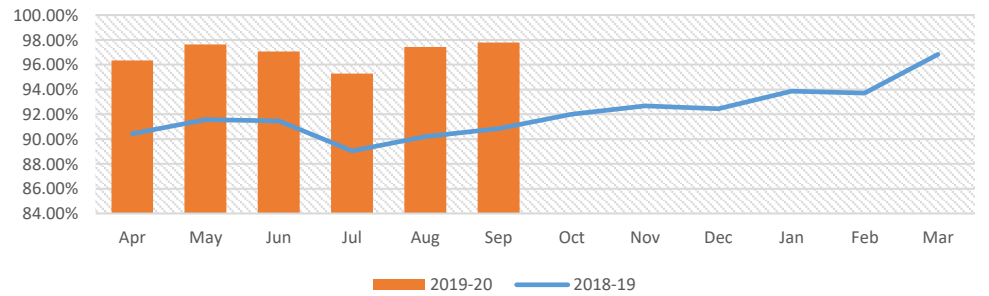
Satisfaction with responsive repairs completed

Measurement: In month, Polarity: Higher

18-19 YE: 96.83%

	Target	Jul 19	Aug 19	Sep 19	Rating
Percentage	90.00%	95.29%	97.42%	97.78%	●
Total surveys		446	387	360	
Positive responses		425	377	352	

Percentage satisfied responses for responsive repairs completed



Excludes BITMO and adaptations

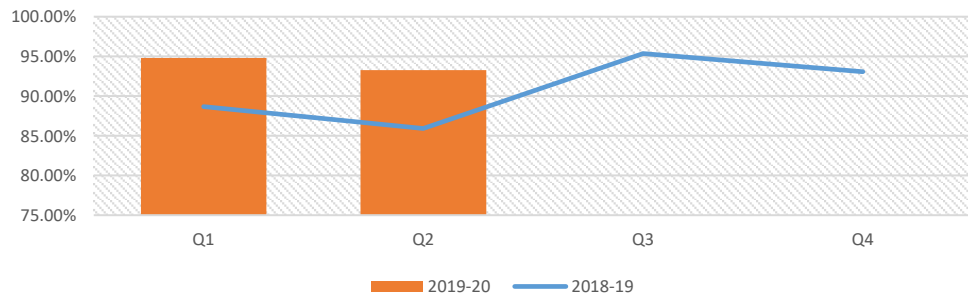
Satisfaction with capital works completed

Measurement: In quarter, Polarity: Higher

18-19 YE: 93.09%

	Target	18-19 Q4	19-20 Q1	19-20 Q2	Rating
Percentage	90.00%	93.09%	94.82%	93.29%	●
Total surveys		593	463	596	
Positive responses		552	439	556	

Percentage satisfied responses for capital works completed



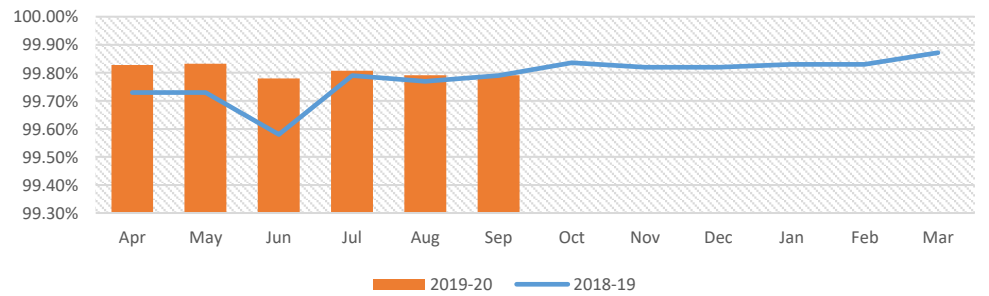
Gas services completed on time

Measurement: In month Polarity: Higher

18-19 YE: 99.87%

	Target	Jul 19	Aug 19	Sep 19	Rating
Percentage	99.78%	99.81%	99.79%	99.79%	●
Dwellings with gas		44143	44148	44159	
Dw. with valid cert.		44058	44056	44067	

Percentage of gas services completed on time



TENANCY STANDARD

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

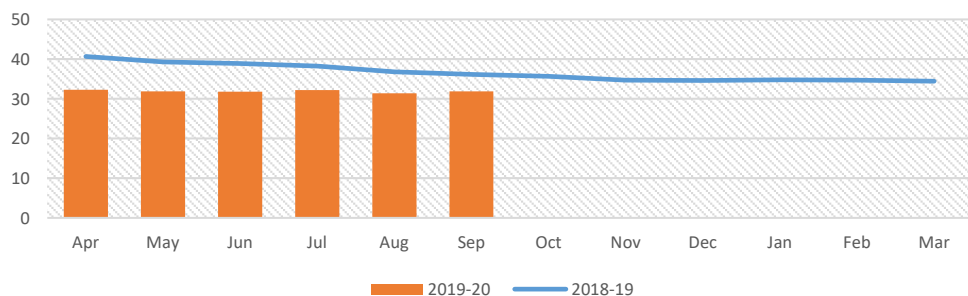
Average relet times

Measurement: In month Polarity: Lower

18-19 YE: 34.4

Target	Jul 19	Aug 19	Sep 19	Rating
30.00	32.17	31.39	31.89	●

Average days taken to relet empty properties



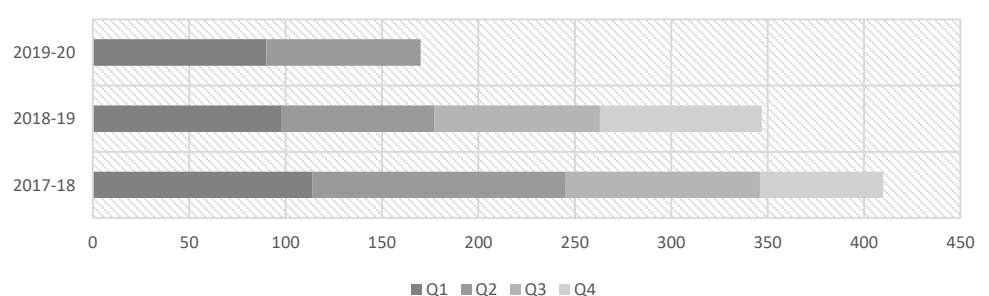
Mutual exchanges

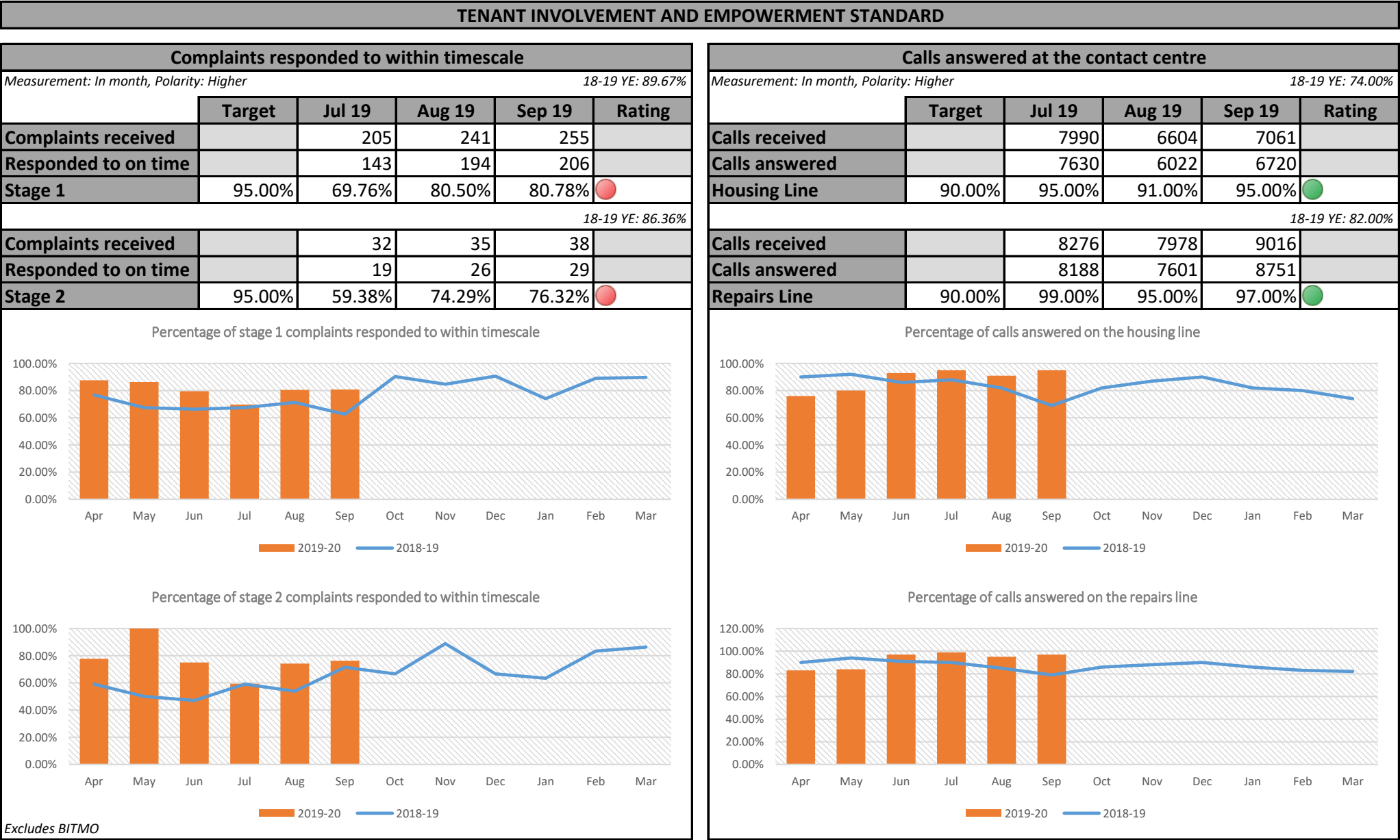
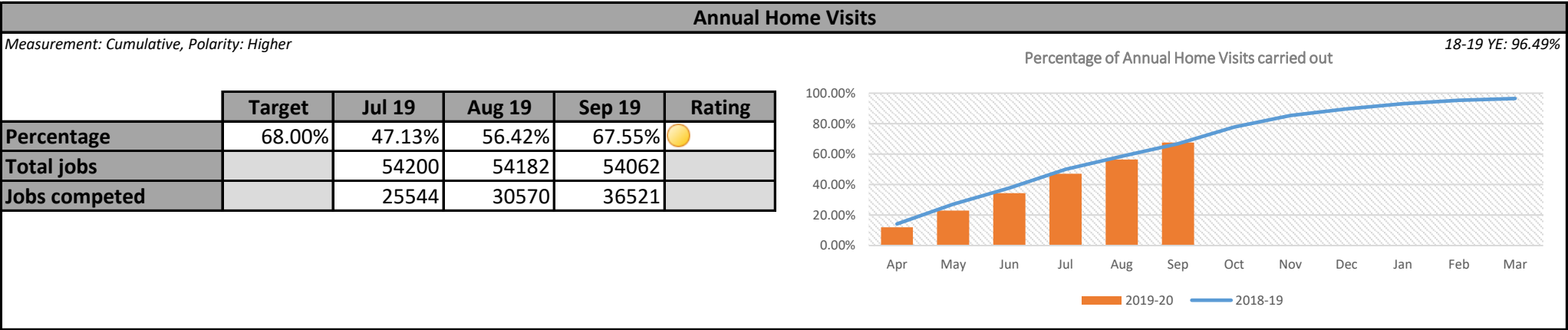
Measurement: In quarter and cumulative, Polarity: Higher

18-19 YE: 347

18-19 Q4	19-20 Q1	19-20 Q2	19-20 YTD
84	90	80	170

Number of mutual exchanges (latest month reported in current year)





APPENDIX 2 – Safer Leeds Performance Information (latest available 2019)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion												
Community Safety	Safer Leeds Executive Board Indicator. Police & Crime Commissioner Reporting.	Yes – Percentage of Leeds residents who say they feel safe in their local area	<table border="1"> <tr> <th colspan="2">People in Leeds are safe and feel safe in their homes, in the streets, and the places they go (Safer Leeds strategic outcome).</th><th>Oct-18 to Sep-19</th><th>Change</th></tr> <tr> <td>↔</td><td>Respondents 'feel safe' in the local area</td><td>82%</td><td>-1%</td></tr> <tr> <td>↔</td><td>Respondents agree the CSP does a fair/good/excellent job</td><td>79%</td><td>-1%</td></tr> </table> Key Issues: 82% of respondents felt 'safe' or 'very safe' in their local area (4,373 of 5,333 question respondents). 79% of those surveyed agreed that their Community Safety Partnership (CSP) does a fair / good / or excellent job (3,972 of 5,025 question respondents). - Positive feedback corresponded with general satisfaction with the local area as a place to live, and a perception of community cohesion. Those who felt unsafe were more likely to have been a victim of crime and perceived that anti-social behaviour was a problem. There was a general correlation between negative responses and higher levels of deprivation (Indices of Multiple Deprivation). - Leeds responses were compared with responses from other West Yorkshire districts. Leeds feedback was the second most positive within West Yorkshire Police force (West Yorkshire responses at district level ranged from 74% to 84%).	People in Leeds are safe and feel safe in their homes, in the streets, and the places they go (Safer Leeds strategic outcome).		Oct-18 to Sep-19	Change	↔	Respondents 'feel safe' in the local area	82%	-1%	↔	Respondents agree the CSP does a fair/good/excellent job	79%	-1%
People in Leeds are safe and feel safe in their homes, in the streets, and the places they go (Safer Leeds strategic outcome).		Oct-18 to Sep-19	Change												
↔	Respondents 'feel safe' in the local area	82%	-1%												
↔	Respondents agree the CSP does a fair/good/excellent job	79%	-1%												

APPENDIX 2 – Safer Leeds Performance Information (latest available 2019)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																				
Domestic Violence and Abuse	Safer Leeds Executive Board Indicator. DVA Board Accountability Indicator. DVA Breakthrough Project	Yes – Increased self-reporting of domestic violence and abuse incidents	<table border="1"> <thead> <tr> <th colspan="2">Focus upon Safeguarding (Safer Leeds Key Performance Indicator)</th><th>Oct-18 to Sep-19</th><th>Change</th></tr> </thead> <tbody> <tr> <td>↔</td><td>Domestic incidents</td><td>22,038</td><td>2%</td></tr> <tr> <td>↔</td><td>Domestic incidents which are victim self-reported (count)</td><td>6,996</td><td>3%</td></tr> <tr> <td>↔</td><td>Domestic incidents which are victim self-reported (rate)</td><td>32%</td><td>0%</td></tr> <tr> <td>↔</td><td>High risk domestic incidents (DASH) with repeat victims</td><td>1,482</td><td>-4%</td></tr> </tbody> </table> Key Issues: • 22,038 domestic incidents were reported to the Police in 12 months, volume has increased by 2%. • The victim self-reporting rate is a Safer Leeds indication of victim confidence to report Domestic Violence and Abuse. 32% of 22,038 domestic incidents were self-reported to end of September 2019. • 1,482 domestic incidents were reported with a high risk DASH assessment, and a repeat victim flag. There was a positive volume reduction of 4% in 12 months.	Focus upon Safeguarding (Safer Leeds Key Performance Indicator)		Oct-18 to Sep-19	Change	↔	Domestic incidents	22,038	2%	↔	Domestic incidents which are victim self-reported (count)	6,996	3%	↔	Domestic incidents which are victim self-reported (rate)	32%	0%	↔	High risk domestic incidents (DASH) with repeat victims	1,482	-4%
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↔	High risk domestic incidents (DASH) with repeat victims	1,482	-4%																				

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion			
Anti-social Behaviour	Safer Leeds Executive Board Indicator. Police & Crime Commissioner Reporting.	Yes – Proportion of households reporting anti-social behaviour / nuisance concerns	Focus upon Anti-social Behaviour (Safer Leeds Key Performance Indicator)		Oct-18 to Sep-19	Change
			↓	Police reported ASB incidents (count)	15,803	-19%
			↓	Youth related	5,122	-27%
			↓	Neighbour related	2,682	-25%
			↓	Adult nuisance – non alcohol	2,796	-17%
			↑	Leeds Anti-social Behaviour team closed caseload	1,828	15%
			↑	Noise	637	15%
			↑	Threats / Actual Violence	238	6%
			↑	Rowdy Behaviour	240	43%
			Key Issues:			
15,803 incidents of ASB were recorded by Police in Leeds; this has reduced by 19%. High volume ASB incident categories are detailed in the table. Youth nuisance represented a high but reducing proportion of incidents, (5,122 youth nuisance incidents reported, reducing from 6,964 in the previous period). 1,828 ASB cases were closed (resolved) by the multi-agency Leeds Anti-social Behaviour team. High volume closed case types are detailed in the table. Noise nuisance represented a high proportion of caseload; caseload categorised as ‘violence’ increased by 6%.						

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																				
Hate Crime	Safer Leeds Executive Board Indicator. Strategic Hate Crime Board Indicator.	Yes – Number of reported hate incidents	<table> <tr> <th colspan="2">Focus upon Hate Crime (Safer Leeds Key Performance Indicator)</th><th>Oct-18 to Sep-19</th><th>Change</th></tr> <tr> <td>↔</td><td>Police reported Hate incidents</td><td>2,882</td><td>-1%</td></tr> <tr> <td>↔</td><td><i>Race Hate Incidents</i></td><td>2,259</td><td>4%</td></tr> <tr> <td>↑</td><td><i>Sexual Orientation Hate Incidents</i></td><td>369</td><td>10%</td></tr> <tr> <td>↔</td><td><i>Disability Hate Incidents</i></td><td>337</td><td>-3%</td></tr> <tr> <td>↓</td><td><i>Faith Hate Incidents</i></td><td>190</td><td>-14%</td></tr> <tr> <td>↑</td><td><i>Transphobic Hate Incidents</i></td><td>115</td><td>60%</td></tr> <tr> <td>↑</td><td>Racially / Religiously aggravated offences (count)</td><td>1,885*</td><td>11%</td></tr> <tr> <td>↔</td><td>Racially / Religiously aggravated offences (population rate)</td><td>2.4‰*</td><td>0.2‰</td></tr> </table> *August 2019 Key Issues: - The volume of Police reported hate incidents has stabilised (1% reduction in 12 months). The majority of reported hate incidents refer to harassment, verbal or written abuse. Hate incidents may be identified with multiple hate strands (for example one incident may encompass both race and faith hate). 1,885 Racially or Religiously aggravated offences were recorded in Leeds within the 12 months, reflecting a commitment to robustly challenge hate in Leeds, The Leeds population rate was 2.4‰ (per thousand population)	Focus upon Hate Crime (Safer Leeds Key Performance Indicator)		Oct-18 to Sep-19	Change	↔	Police reported Hate incidents	2,882	-1%	↔	<i>Race Hate Incidents</i>	2,259	4%	↑	<i>Sexual Orientation Hate Incidents</i>	369	10%	↔	<i>Disability Hate Incidents</i>	337	-3%	↓	<i>Faith Hate Incidents</i>	190	-14%	↑	<i>Transphobic Hate Incidents</i>	115	60%	↑	Racially / Religiously aggravated offences (count)	1,885*	11%	↔	Racially / Religiously aggravated offences (population rate)	2.4‰*	0.2‰
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APPENDIX 3 – Waste & Environment Performance Information (Latest available 2019-20)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion
Missed bins per 100,000	Monthly trend report		

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																													
Recycling	Monthly trend report	BCP – 21 st Century Infrastructure – Percentage of Waste Recycled.	Latest Available Data – Verification by the Environment Agency to follow after year end.																													
				Jan	Feb	Mar	Year End	2018/19 Monthly Achieved	30.78%	30.78%	38.15%	38.71%	2018/19 YTD Target (cumulative)	47.74%	47.50%	46.10%	46.10%	2018/19 YTD Achieved (cumulative)	39.38%	38.76%	38.71%	38.71%	2017/18 Monthly Achieved	29.80%	29.90%	31.20%	38.40%	2017/18 YTD Achieved (cumulative)	39.70%	39.40%	38.40%	38.40%
				Jan	Feb	Mar	Year End																									
			2018/19 Monthly Achieved	30.78%	30.78%	38.15%	38.71%																									
			2018/19 YTD Target (cumulative)	47.74%	47.50%	46.10%	46.10%																									
			2018/19 YTD Achieved (cumulative)	39.38%	38.76%	38.71%	38.71%																									
			2017/18 Monthly Achieved	29.80%	29.90%	31.20%	38.40%																									
			2017/18 YTD Achieved (cumulative)	39.70%	39.40%	38.40%	38.40%																									
			Note – January and February 2018 recycling figures have been reviewed and marginally adjusted since last reported.																													
				Apr	May	Jun	2019/20 Monthly Achieved	41.76%	43.34%	43.72%	2019/20 YTD Target (cumulative)	48.63%	49.81%	50.16%	2019/20 YTD Achieved (cumulative)	41.76%	42.58%	42.95%	2018/19 Monthly Achieved	41.10%	45.71%	44.50%	2018/19 YTD Achieved (cumulative)	41.10%	43.59%	43.89%						
				Apr	May	Jun																										
			2019/20 Monthly Achieved	41.76%	43.34%	43.72%																										
			2019/20 YTD Target (cumulative)	48.63%	49.81%	50.16%																										
			2019/20 YTD Achieved (cumulative)	41.76%	42.58%	42.95%																										
			2018/19 Monthly Achieved	41.10%	45.71%	44.50%																										
2018/19 YTD Achieved (cumulative)	41.10%	43.59%	43.89%																													

Tonnage to Landfill (domestic waste only)	Monthly trend report		Latest Available Data – Verification by the Environment Agency to follow after year end.				
				Jan	Feb	Mar	Year End
			2018/19 Monthly Target	1,158.00t	957.00t	1,241.00t	14,612.00t
			2018/19 Monthly Achieved	398.62t	323.24t	389.19t	5,637.39t
			2018/19 YTD Target (cumulative)	12,414.00t	13,371.00t	14,612.00t	14,612.00t
			2018/19 YTD Achieved (cumulative)	4,924.96t	5,248.20t	5,637.39t	5,637.39t
			2017/18 Achieved (cumulative)	15,229.32t	15,862.56t	16,292.73t	16,292.73t
			Note – January and February 2018 domestic landfill tonnages have been reviewed and marginally adjusted since last reported.				
				Apr	May	Jun	
			2019/20 Monthly Target	741.12t	2,395.62t	822.25t	
			2019/20 Monthly Achieved	527.82t	485.60t	464.20t	
			2019/20 YTD Target (cumulative)	741.12t	3,136.73t	3,958.98t	
2019/20 YTD Achieved (cumulative)	527.82t	1,013.42t	1,477.62t				
2018/19 Achieved (cumulative)	444.21t	1,586.65t	2,064.88t				

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																																						
Street Cleanliness	Bi-annual		<table><tr><th colspan="2">% of sites that have acceptable litter levels</th></tr><tr><th>Winter 17/18</th><th>Summer 18/19</th></tr><tr><td>91.2%</td><td>95.1%</td></tr><tr><th>Winter 18/19</th><th>Summer 19/20</th></tr><tr><td>89.7%</td><td>95.4%</td></tr></table> Cleaner Streets Survey Results <table><thead><tr><th>Survey period</th><th>% acceptable sites</th></tr></thead><tbody><tr><td>10/11 P1</td><td>85.2</td></tr><tr><td>10/11 P2</td><td>88.9</td></tr><tr><td>10/11 P3</td><td>86.3</td></tr><tr><td>11/12 P1</td><td>84.9</td></tr><tr><td>11/12 P2</td><td>88.4</td></tr><tr><td>11/12 P3</td><td>85.1</td></tr><tr><td>12/13 P1</td><td>91.5</td></tr><tr><td>12/13 P2</td><td>92.4</td></tr><tr><td>13/14 P1</td><td>92</td></tr><tr><td>13/14 P2</td><td>94</td></tr><tr><td>14/15 P1</td><td>91.3</td></tr><tr><td>14/15 P2</td><td>86.4</td></tr><tr><td>15/16 P1</td><td>91.2</td></tr><tr><td>15/16 P2</td><td>90.2</td></tr><tr><td>16/17 P1</td><td>89.7</td></tr><tr><td>16/17 P2</td><td>96.1</td></tr><tr><td>17/18 P1</td><td>92.7</td></tr><tr><td>17/18 P2</td><td>91.2</td></tr><tr><td>18/19 P1</td><td>95.1</td></tr><tr><td>18/19 P2</td><td>89.7</td></tr><tr><td>19/20 P1</td><td>95.4</td></tr></tbody></table>	% of sites that have acceptable litter levels		Winter 17/18	Summer 18/19	91.2%	95.1%	Winter 18/19	Summer 19/20	89.7%	95.4%	Survey period	% acceptable sites	10/11 P1	85.2	10/11 P2	88.9	10/11 P3	86.3	11/12 P1	84.9	11/12 P2	88.4	11/12 P3	85.1	12/13 P1	91.5	12/13 P2	92.4	13/14 P1	92	13/14 P2	94	14/15 P1	91.3	14/15 P2	86.4	15/16 P1	91.2	15/16 P2	90.2	16/17 P1	89.7	16/17 P2	96.1	17/18 P1	92.7	17/18 P2	91.2	18/19 P1	95.1	18/19 P2	89.7	19/20 P1	95.4
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Report of the Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 9 January 2020

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

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

1. Purpose of this report

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

2. Background information

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

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

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

3. Main issues

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

4. Corporate considerations

4.1 Consultation and engagement

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

4.2 Equality and diversity / cohesion and integration

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

4.3 Council policies and the Best Council Plan

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

Climate Emergency

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

4.4 Resources, procurement and value for money

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

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

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

4.6 Risk management

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

5. Conclusions

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

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

6. Recommendations

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

7. Background documents¹

- 7.1 None

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

Report of the Director of Resources and Housing

Report to Executive Board

Date: 7 January 2020

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

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

Summary

1. Main issues

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

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

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

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

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

3. Resource Implications

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

Recommendations

Executive Board is asked to approve:

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

1. Purpose of this report

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

2. Background information

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

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

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

3. Main issues

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

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

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

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

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

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

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

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

4. Corporate considerations

4.1 Consultation and engagement

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

4.2 Equality and diversity / cohesion and integration

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

4.3 Council policies and the Best Council Plan

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

Climate Emergency

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

4.4 Resources, procurement and value for money

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

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

- 4.5.1 There are no significant legal issues relating to this report and all information within the report is publicly available.
- 4.5.2 This report has been produced in compliance with the council's Budget and Policy Framework. In accordance with this framework, the initial Best Council Plan refresh proposals, once approved by the Board, will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2020 meeting of this Board at which proposals for the 2020/21 to 2024/25 Best Council Plan will be considered prior to submission to Full Council on 26 February 2020. As such, this report is not eligible for call-in in line with Executive & Decision Making Procedure Rule 5.1.2 which states that, 'the power to Call In decisions does not extend to decisions made in accordance with the Budget and Policy Framework Procedure Rules'.

4.6 Risk management

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

5. Conclusions

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

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

6. Recommendations

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

7. Background documents¹

- 7.1 There are no background documents.

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

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Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 9 January 2020

Subject: Work Schedule

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

1. Purpose of this report

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

2. Background information

- 2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3. Main issues

- 3.1 The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 3.2 Executive Board minutes from the meeting held on 25 November 2019 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

- 3.3 When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.4 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

Unscheduled Items

- 3.5 Due to the work already scheduled in the work programme it is proposed that three working groups are organised in order to progress additional requests from members of the Board:
- **Nuisance Fireworks:** working group to meet with a view to feeding its findings back into the main Board. **Proposed date: 9 March 2020 10am - 12pm**
 - **Car Parking Policy:** to be considered at a meeting involving representatives from Environment, Housing and Communities and the Infrastructure, Investment and Inclusive Growth Scrutiny Boards. **Proposed date: 17 February 12.30pm – 2.30pm**
 - **Disposal of green spaces in the context of climate change:** to be considered at a meeting involving representatives from Environments, Housing and Communities, Strategy and Resources and the Infrastructure, Investment and Inclusive Growth Scrutiny Board **Proposed date: 27 January 2pm – 4pm**

Referral to Scrutiny

- 3.6 The Board has received a referral to scrutiny in the names of Cllrs Harrington and Lamb, which has been included on the agenda for initial consideration by the Board at its meeting on 9 January 2020 in line with Scrutiny Procedure Rules.
- 3.7 If required, the Board is asked to amend its work programme in order to reflect its response to the referrals to the Scrutiny Board.

4. Consultation and engagement

- 4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) about available resources prior to agreeing items of work.

4.2 Equality and diversity / cohesion and integration

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

4.3 Council policies and the Best Council Plan

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

Climate Emergency

- 4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

4.4 Resources, procurement and value for money

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.

Consequently, when establishing their work programmes Scrutiny Boards should:

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

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

- 4.5.1 This report has no specific legal implications.

4.6 Risk management

4.6.1 This report has no specific risk management implications.

5. Conclusions

5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

6. Recommendations

6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2019/20.

6.2 As part of that consideration members are asked to specifically confirm their response to the three referrals to scrutiny presented to the Board at its meeting on 3 December.

7. Background documents¹

7.1 None.

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

June	July	August
Meeting Agenda for 13 June 2019	Meeting Agenda for 11 July 2019	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance Update (PM) Credit Union (Exec Board referral) (PSR)	Formal Response – Waste Inquiry Report (RT) Draft Waste Strategy for Consultation (PDS) Finance - Out-turn Report 2018/19 (PM) LASBT Review Update (PSR) –EXB on 26 June.	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

September	October	November
Meeting Agenda for 12 September 2019	Meeting Agenda for 17 October 2019	Meeting Agenda for 14 November 2019
Climate Emergency Advisory Committee – Priorities and Work Programme (PSR) Parks and Greenspace Strategy – Early Consultation (PDS) Car Parking – current strategic position, how this supports climate change, implementation and enforcement of TRO's (x ref waste inquiry) (PSR)	Inquiry into Leeds' response to Grenfell - (RT) Standards in Private Rented Sector – Monitoring and Regulation (including energy efficiency) (PSR) Housing Responsive Repairs & Voids Services (PSR) Consider request for scrutiny (Cllr Wadsworth)	**MOVED TO DECEMBER**
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

December	January	February
3 December	Meeting Agenda for 09 January 2020	6 February 2020
Inquiry into Kerbside Collection and Recycling (RT) & Response to Cllr Wadsworth's referral for scrutiny Referral to scrutiny (Cllr Campbell): Sale of green spaces in the context of the climate emergency Referral to Scrutiny (Cllr Firth): Proposals for Temple Newsam Referral to scrutiny (Cllrs Carter/Robinson): Impact of the anti-social use of fireworks on Leeds Communities	Performance report (PM) Financial Health Monitoring (PSR) and 2020/21 Initial Budget Proposals (PDS) Best Council Plan Refresh (PDS) Reducing Poverty and improving Financial Inclusion – Current position, challenges and response, including impact of Universal Credit. (PSR) Priority Neighbourhoods update – impact and outcomes (PSR) Referral to scrutiny (Cllrs Lamb/Harrington): cleanliness of the River Wharfe	Climate Change – Energy efficiency in Council House Stock (PSR) Fuel Poverty
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2019/2020 Municipal Year

March	April	May	Unscheduled Items
Meeting Agenda for 05 March 2020	Meeting Agenda for 16 April 2020	No Scrutiny Board meeting scheduled.	
Housing Repairs – Response Management, contractual arrangements and performance Progress update following working group 26 Sept 18. (PSR) Reducing Repeat Customer Contacts (RT) Development of Community Hubs – Update position (PSR)	Clean Air Zone – post implementation (January) review (PSR) Council House Growth Programme – progress report (PSR) Agree Scrutiny Inquiry Report(s) (if any)		Disposal of Green Spaces in the Context of Climate Change – EH&C, IIIG & R&S representatives WKG – 27/01/20 TBC Car Parking Policy WKG – EH&C and IIIG reps – 17/02/20 TBC Fireworks Inquiry (WKG to feed back to board) – 9/3/20 TBC
Working Group Meetings			
Site Visits			

Scrutiny Work Items Key:

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

- Further progress on P&C Strategy required early 2020, to be considered in September.

EXECUTIVE BOARD

MONDAY, 25TH NOVEMBER, 2019

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, D Coupar, S Golton,
J Lewis, L Mulherin, J Pryor and F Venner

SUBSTITUTE MEMBER: Councillor A Khan

APOLOGIES: Councillors R Charlwood and M Rafique

97 Substitute Member

Under the provisions of Executive and Decision Making Procedure Rule 3.2.6, Councillor A Khan was invited to attend the meeting on behalf of Councillor R Charlwood, who had submitted her apologies for absence from the meeting.

98 Chair's Opening Remarks

At the commencement of the meeting, the Chair highlighted that the Board meeting was being held during the pre-election 'purdah' period, and invited Board Members to bear in mind when making comment at today's meeting that the purpose of the purdah period was not to prevent the Council from carrying out its normal business, but to prevent such business from being used, or having the potential to be perceived as being used, to secure any electoral advantage.

99 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendix 1 to the report entitled, 'Proposal to Acquire the Rose Court Site for Additional SEN Places from September 2021', referred to in Minute No. 107 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that Appendix 1 contains commercially sensitive information relating to the financial or business affairs of any particular person or organisation (including the authority holding that information) which if disclosed, could, or be likely to, prejudice the commercial interests of that person, organisation or the Council. As such, it is felt that the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

100 Late Items

There were no late items of business submitted to the meeting.

101 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

102 Minutes

RESOLVED – That the minutes of the previous meeting held on 16th October 2019 be approved as a correct record.

INCLUSIVE GROWTH AND CULTURE

103 Update on Leeds City Council's Preparations for the UK's Exit from the European Union

Further to Minute No. 89, 16th October 2019, the Chief Executive submitted a report which provided a further update on the preparations being made by Leeds City Council regarding the UK's exit from the European Union.

Responding to a previous request, the inclusion within the submitted report of a section regarding the agricultural sector was acknowledged, whilst a comment regarding the appropriateness, or otherwise of submitting a report on the UK's exit from the European Union for Member's consideration during the purdah period was noted.

RESOLVED –

- (a) That the continued work being undertaken to prepare the Council and the city for the UK's exit from the European Union, together with the ongoing concerns which exist regarding the lack of clarity about the nature of the exit from the EU, be noted;
- (b) That the contents of the strategic response plan, as attached at Appendix A to the submitted report, together with the updates provided in the submitted cover report, be noted, with it being recognised that assumptions and planning will continue to develop as new information becomes available.

HEALTH, WELLBEING AND ADULTS

104 Enhancing Access to Community Public Access Defibrillators in Leeds

The Director of Adults and Health submitted a report which outlined the benefits associated with Community Public Access Defibrillators (CPADs) and provided details of the current provision of them across the city. The report also sought a number of approvals including the proposed approach towards the allocation of CPADs, the raising of community awareness and the training of communities on Basic Life Support and the use of the CPADs.

The Chair welcomed Councillor Khan to the meeting. Councillor Khan had been invited to attend the Board on behalf of Councillor R Charlwood, who had submitted her apologies for absence from the meeting. Councillor Khan introduced the submitted report to the Board.

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

Responding to a Member's enquiry regarding the recommended distances between defibrillator locations, the Board was advised that the relevant guidance had been taken into account when considering the location of CPADs within Wards, and that the identification of Wards had been based upon ensuring that each Ward had a minimum of 4, with additional allocation to those Wards judged to have a higher need based upon the criteria used. It was also noted that the location of CPADs within Wards would be determined in collaboration with the Yorkshire Ambulance Service and Ward Members.

The Board also acknowledged the importance of the work which continued to take place across the city via a range of organisations and sectors to enhance the provision of defibrillators in their local area, which complemented the CPAD programme. A Member highlighted their hope that in addition to the CPAD initiative, liaison would take place with organisations who were putting defibrillators in place in the future so that the public accessibility of those units was maximised.

The importance of the awareness raising and training proposed as part of the CPAD programme was also emphasised.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That the proposed allocation of 54 Community Public Access Defibrillators to ensure that every Ward has a minimum of 4, with additional allocation to Wards with highest cardiac arrest and low bystander cardiopulmonary resuscitation rates and highest early deaths from circulatory disease, be agreed;
- (c) That the approach to allocate a short term project support worker, working with the Communities and Environment directorate to support: the allocation of the Community Public Access Defibrillators, community awareness raising and training through the Yorkshire Ambulance Service, be agreed;
- (d) That it be noted that the Communities and Environment directorate will lead the implementation of the programme, working closely with Ward Members and with advice and guidance from the Adults and Health directorate.

CHILDREN AND FAMILIES

105 Thriving: The Child Poverty Strategy for Leeds

The Director of Children and Families submitted a report presenting for the purposes of approval the Child Poverty Strategy for Leeds, entitled, 'Thriving'. In addition, the report provided an overview of the range of ongoing work being undertaken across the city aimed at mitigating the impact of poverty for children and young people.

By way of introduction to the report, Members received a detailed introduction to the range of initiatives being undertaken in this area, with a proposal that further reports would be submitted in due course providing an update on the progress being made.

Members commended the work of the 'A Different Take' Leeds Panel comprising young people, young adults and parents, specifically with respect to the production of their 'More Snakes than Ladders' report.

In response to an enquiry, it was proposed and agreed that update reports would be submitted to the Board on a quarterly basis providing quantifiable information on the progress being made by the work streams undertaken as part of the strategy, with it being noted that some of the data, by its very nature, would only be available on a periodic basis.

Responding to a comment regarding the timeframes associated with the implementation of some initiatives, emphasis was placed upon the importance of ensuring that such schemes were sustainable and fully met the needs of the community. Providing further response, it was acknowledged that although academic data was sought in some instances when establishing initiatives to ensure an evidence based approach, it was highlighted that the delivery of such initiatives was also informed by those living in poverty.

A Member's comment regarding the need for local Ward Councillors to be kept informed of the related activities taking place in their respective areas was acknowledged, with an undertaking that greater communication with Ward Members would take place in future.

Emphasis was also placed upon the need for the correct balance to be found between a quantitative and qualitative approach, with the ability to be able to provide overarching citywide data on the progress being made, whilst at the same time still maintaining the ability for initiatives to be delivered in a child focussed and localised way.

The importance of striking the correct balance was further highlighted, as it was seen as key to successfully delivering schemes, when tackling hunger for example, by providing food to those young people who needed it without any of the associated stigma, whilst at the same time also looking to provide them with an opportunity to have fun and improve their wider wellbeing.

RESOLVED –

- (a) That the Child Poverty Strategy for Leeds (2019-2022) entitled, 'Thriving', as appended to the covering report, be approved;
- (b) That the strategic framework which is in place to tackle child poverty, together with the work being undertaken by the Council and its partners in the key areas of activity, be noted;

- (c) That it be noted that the officer responsible for the implementation of the strategy is the Chief Officer, Partnerships and Health by December 2022.

106 Children and Families - Strengthening Families, Protecting Children Programme

The Director of Resources and Housing submitted a report regarding proposals which would enable the Council to take a lead role in national improvement programmes and at the same time ensure that there was sufficient leadership capacity to maintain the Council's own position whilst supporting other Authorities.

Members welcomed the submitted report and the recognition that Leeds had received in this area. The Board also welcomed the framework in the submitted report which looked to meet the challenge of ensuring that the Council continued to successfully support the children and young people of Leeds in addition to those in other designated Authorities.

RESOLVED –

- (a) That the proposals, as set out within the submitted report, be approved, specifically with the following being agreed:-
- (1) To formally accept the Department for Education's 'Strengthening Families, Protecting Children' funding offer;
 - (2) The establishment of a 'Strengthening Families, Protecting Children' team including a Programme Director post, which will operate at Director level;
 - (3) The flexible deployment of the current Director of Children and Families to the post of Programme Director;
 - (4) The appointment of a temporary Director of Children and Families, subject to the decisions of the Employment Committee;
 - (5) To review these arrangements in 12 months' time.
- (b) That as a result of the resolutions (above), it be noted that the Chief Officer HR will, during December 2019 make the necessary arrangements to implement resolutions (a)(2) – (a)(4), with it also being noted that the Chief Officer HR will undertake a review of these arrangements in December 2020.

LEARNING, SKILLS AND EMPLOYMENT

107 Proposal to acquire the Rose Court site for additional Special Educational Needs (SEN) places from September 2021

The Director of Children and Families and the Director of City Development submitted a joint report which set out details of a proposal brought forward to meet the local authority's duty to ensure a sufficiency of learning places including provision for children and young people with Special Educational Needs and Disabilities (SEND). Specifically, the report detailed the proposal to purchase Rose Court (the former Girls Grammar School site) to deliver a new special free school from September 2021.

A Member enquired whether this proposal for the Rose Court site together with other actions being taken regarding SEND provision would mean that the proposal for the Elmete Wood site (Minute No. 108 refers) would not be required. In response, the rising demand for Education Health and Care Plans and SEND provision was highlighted, and it was confirmed that the capacity which would be provided by both proposals was deemed to be necessary, and that it would enable the Authority to keep pace with demand and would look to provide parents and young people with an element of choice.

Following the consideration of Appendix 1 to the submitted report, designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the proposal for the Council to enter into draft Heads of Terms for the purchase of Rose Court from The Grammar School at Leeds, as set out in exempt Appendix 1 to the submitted report, be approved;
- (b) That the necessary authority be delegated to the Director of City Development, to enable the Director, with the concurrence of the Executive Member for Resources and the Executive Member Learning, Skills and Employment to agree the final terms of the purchase;
- (c) That it be noted that a public consultation exercise on the proposal to open a new special free school on the Rose Court site through the free school presumption route, will be required, which will be delivered by the Sufficiency and Participation Team, with it also being noted that a report will be submitted to a future Executive Board detailing the outcome of that consultation process.

108 Proposal to establish a new special free school on the Elmete Wood Site

The Director of Children and Families submitted a report regarding a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of learning places including provision for children and young people with Special Educational Needs and Disabilities (SEND). Specifically, the report presented the outcome of a consultation exercise regarding a proposal to establish a new 200 place special free school on the Elmete Wood site following Leeds City Council successfully securing funding through Wave 2 of the Special Educational Needs / Alternative Provision free schools funding provision.

It was confirmed that correspondence had been received by Board Members from a member of the public in advance of the meeting with regard to this proposal, with it being undertaken that an appropriate response would be provided to that individual.

A Member enquired whether the proposal for the Rose Court site (Minute No. 107 refers) together with other actions being taken regarding SEND provision would mean that this proposal for the Elmete Wood site would not be required. In response, the rising demand for Education Health and Care Plans

and SEND provision was highlighted, and it was confirmed that the capacity which would be provided by both proposals was deemed to be necessary, and that it would enable the Authority to keep pace with demand and would look to provide parents and young people with an element of choice.

Responding to a Member's enquiry, it was confirmed that although the proposed scheme would be delivered and funded by the Department for Education, the Council would be responsible for providing funding to deliver the access solution designed to address highways planning conditions relating to the scheme.

RESOLVED –

- (a) That the outcome of the consultation exercise on the proposal to establish a new 200 place special free school on the Elmete Wood site, as detailed within the submitted report, be noted;
- (b) That it be noted that the Department for Education is delivering and funding the capital costs of the scheme under the provisions of Wave 2 – Special Educational Needs/Alternative Provision (SEN/AP) free schools funding;
- (c) That under the specific conditions of the funding bid, approval be given to the transfer of the Elmete Wood site under a 125 year peppercorn lease without premium to the successful sponsor identified through the free school presumption process;
- (d) That it be noted that within the related funding conditions Leeds City Council must meet any associated highways costs required under planning, in addition the Local Authority must meet any ground abnormal costs where remediation is required under planning, with it also being noted that once these costs are determined, 'authority to spend' will be sought through a design and cost report;
- (e) That it be noted that the successful sponsor will be determined by the Secretary of State following an assessment and interview process, with the announcement on the successful sponsor expected to be made in February 2020;
- (f) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

RESOURCES

109 Capital Programme 2019/20 - 2022/23: Quarter 2 Update

The Chief Officer (Financial Services) submitted a report providing an update on the Capital Programme position as at Quarter 2 of the financial year. In addition, the report also sought some specific approvals in relation to funding injections.

RESOLVED –

- (a) That the latest position on the General Fund and Housing Revenue Account (HRA) Capital Programmes, as at quarter 2 of the financial year and as detailed within the submitted report, be noted;
- (b) That the net increase in the General Fund and HRA Capital Programme 2019-2023 of £115.2m since the Capital Programme setting in February 2019, be noted, with it also being noted that these injections and movements are listed in Appendix D to the submitted report and that £21.3m of schemes require injection approval as part of this report;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2019-20 has reduced by £52.6m since the Capital Programme setting in February 2019, with it also being noted that the Capital Programme remains affordable within the approved debt budget for 2019-20, and that further work is underway through regular Capital Programme reviews to ensure that future debt costs are maintained within the overall medium term financial strategy;
- (d) That the following £21.3m worth of injections into the Capital Programme, as set out below and as detailed within Appendix D to the submitted report, be approved:-
 - £7.347m East Leeds Orbital Road additional grant from WYCA
 - £2.814m Devolved Formula Capital (DFC) additional grant from govt
 - £2.376m NE Leeds Junction Improvements, grant from WY+TF
 - £2.062m HRA net revenue contributions
 - £1.967m Learning Places Programme, S106 funding
 - £1.885m Leeds city Centre Network Ph1, grant from WYCA
 - £1.506m SEND Special Provision Fund Top Up Grant
 - £0.392m Outer Ring Road Pudsey to Horsforth grant from WYCA
 - £0.22m Community Hepatology Programme, Public Health Grant
 - £0.158m Flood Risk Hawthorn Terrace, Highways Agency Grant
 - £0.111m TV & Film Studio, stamp duty obligation
 - £0.463m Other smaller scheme, grants and contributions
- (e) That it be noted that the decision to inject funding, as detailed at resolution (d) above, will be implemented by the Chief Officer, Financial Services;
- (f) That the review of Capital Programme pressures from 2020/21 onwards together with the prioritisation of proposals for consultation and inclusion in the February 2020 Capital Programme update to Executive Board, as shown in Appendix F to the submitted report, be noted.

110 Treasury Management Strategy Update 2019/20

The Chief Officer, Financial Services submitted a report providing a review of, and update on the Council's 2019/20 Treasury Management Strategy.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2019/20, as detailed within the submitted report, be noted.

111 Financial Health Monitoring 2019/20 - Month 6

The Chief Officer, Financial Services submitted a report which set out the Council's projected financial health position for the 2019/20, as at Month 6 of the financial year.

Responding to a Member's enquiry regarding the compensation to be paid by Veolia to the Council for not meeting contracted recycling targets, it was noted that this projected sum had been incorporated into the Council's budget assumptions. Also, it was highlighted that discussions were ongoing with Veolia regarding the level of compensation to be received and with DEFRA (Department for Environment, Food and Rural Affairs) regarding how such compensation could be invested to assist with the future achievement of recycling and waste management targets, with it being undertaken that when an agreement had been reached with DEFRA, the matter would be reported to Members of Executive Board.

Regarding the Children and Families directorate, a Member highlighted the current position in terms of External Residential (ER) placements and enquired whether it would assist the position if the Council further invested in its own accommodation provision. In response, it was highlighted that investment had taken place in children's homes in Leeds through an extensive refurbishment programme which had meant the temporary closure of some homes whilst works took place. It was noted however that newly refurbished homes were beginning to come back on stream and it was hoped that this would further reduce the need for ER placements. As such, it was believed that extra capacity in this area was not currently needed, a position that would continue to be reviewed as appropriate.

Also, responding to an enquiry regarding the loss of fee income from Children's Centres, it was highlighted that there was a plan in place to address this, which included a rebranding and marketing exercise for the centres, a review of the infrastructure with the aim of making the buildings more appealing as venues and work which was being undertaken to ensure that the correct balance of staffing was achieved at each centre.

RESOLVED –

- (a) That the projected financial position of the Authority as at Month 6 (September 2019) of the financial year, be noted;
- (b) That with regard to the risk that the budgeted level of capital receipts may not be receivable in 2019/20, the progress made to date on such matters, together with the fact that work is ongoing to identify budget

savings proposals that will contribute towards the delivery of a balanced budget position in 2019/20, be noted.

112 Disposal of land located on Seacroft Crescent, Killingbeck and Seacroft, for Extra Care Housing delivery and final terms of Development Agreement

Further to Minute No. 131, 19th December 2018, the Director of Adults and Health, the Director of City Development and the Director of Resources and Housing submitted a joint report which sought approval to dispose of a Council owned site on Seacroft Crescent in Killingbeck and Seacroft Ward to facilitate the development of new Extra Care housing provision in support of the Better Lives Programme.

RESOLVED –

- (a) That it be noted that the Director of City Development, in consultation with the Executive Member for Resources, will progress with the disposal of the subject land;
- (b) That approval be granted to enter into the Development Agreement with the consortium;
- (c) That approval be granted for any subsequent amendments to the terms of the disposal being delegated to the Director of City Development for his consideration and approval under the scheme of officer delegation, in consultation with the Executive Member for Resources.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

113 City Connect 3 Leeds Package - Segregated Cycleways at Dewsbury Road (Phase 3), Elland Road and Clay Pit Lane

The Director of City Development submitted a report which sought approval for the design and delivery of a package of 3 schemes to provide segregated cycleways linking to Leeds City Centre. Specifically, the proposed cycleways were to run along Clay Pit Lane, Dewsbury Road and Elland Road. The schemes form part of the Combined Authority's 'City Connect 3' package of improvement to cycle infrastructure in West Yorkshire.

In noting that the proposals within the submitted report were to be fully funded by the West Yorkshire Combined Authority's (WYCA) City Connect programme, a Member sought an update on the current position regarding the outstanding WYCA funding in respect of phase 1 of the scheme, and given that outstanding sum, a further enquiry was made as to whether guarantees could be provided that the proposals in respect of phase 3 would be fully funded by the Combined Authority. The Member also requested to see a copy of WYCA's letter to the Council in 2016 regarding the Combined Authority's commitment in respect of funding phase 1 of the project.

In response, the Board noted that this proposed scheme would be governed by a funding agreement which phase 1 was not, and would include appropriate contingency provision. It was also noted that this scheme had the

advantage of the experience gained from the delivery of earlier phases. With regard to the commitment that WYCA had provided regarding the funding of phase 1, it was noted that the Director of City Development was scheduled to meet with the Combined Authority tomorrow with a view to raising the issue of the outstanding sum. The Director undertook to update Board Members as appropriate.

RESOLVED –

- (a) That the success to date of the City Connect programme within Leeds, be noted;
- (b) That the proposed Phase 3 projects which will provide segregated cycleways on Dewsbury Road, Elland Road and Clay Pit Lane, as detailed within the submitted report, be approved; and that the submission of the projects to the West Yorkshire Combined Authority as part of a full business case for the purposes of final approval, be approved;
- (c) That the authority to incur expenditure of £6.14m to design and construct the cycleways, to be fully funded from the West Yorkshire Combined Authority's City Connect programme, be approved;
- (d) That the following be noted:-
 - (i) The construction of the scheme is programmed to commence in the Spring of 2020 for completion by Spring 2021; and
 - (ii) The Chief Officer (Highways and Transportation) will be responsible for the implementation of such matters.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

COMMUNITIES

114 The Leeds Pledge to Strengthen Civil Society

The Director of Communities and Environment submitted a report which presented for the purposes of endorsement the 'Leeds Pledge to Strengthen Civil Society' which was the result of a cross sector co-production exercise, initiated and led by Leeds Third Sector Partnership.

By way of introduction to the submitted report, the Executive Member for Communities paid tribute to Pat Fairfax, Policy and Performance Manager – Third Sector, for the longstanding work she had undertaken with the Leeds Third Sector Partnership and the wider support which she had provided across the sector, as Pat was due to retire from the Council in the near future.

In addition, Chris Hollins, Chair of Third Sector Leeds and Deputy Chair of the Leeds Third Sector Partnership, was welcomed to the meeting, and he provided an overview of the collaborative work which had been undertaken across a range of partners throughout the development of the Pledge.

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

In response, Members welcomed the proposals detailed within the submitted report.

RESOLVED –

- (a) That the 'Leeds Pledge to Strengthen Civil Society' as detailed at Appendix 1, together with the submitted covering report, be endorsed;
- (b) That the Executive Member for Communities, as Chair of the Third Sector Partnership be requested to invite the NHS, University and Third Sector colleagues to take the Pledge into their sectors and institutions and to seek their support and commitment to partnership working on this agenda;
- (c) That it be noted that the Director of Communities and Environment and the Chief Officer, Communities are the senior officers responsible for the Council's oversight of the Pledge and its promotion and roll out.

115 Tackling Poverty and Inequality through Digital Inclusion

The Director of Communities and Environment submitted a report which provided an update on the approach being taken on the promotion of digital inclusion in Leeds through the '100% Digital Leeds' programme.

In presenting the submitted report, the Executive Member for Communities provided the Board with an overview of the range of work being undertaken as part of the promotion of the digital inclusion agenda.

RESOLVED –

- (a) That the ongoing work, together with the progress achieved to date, on the 100% Digital Leeds programme in mitigating the impact of poverty and inequality in the city through a focus on greater digital inclusion, be noted;
- (b) That the suggested areas for further work, as outlined in Section 5 of the submitted report, be agreed;
- (c) That the positive approach being adopted to co-produce the future programme with citizens and communities who have 'lived experience' of poverty and inequality, be acknowledged.

DATE OF PUBLICATION: WEDNESDAY, 27TH NOVEMBER 2019

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, WEDNESDAY, 4TH DECEMBER 2019