



A meeting of the Council will be held in the Civic Hall, Leeds on Wednesday, 26th February, 2020 at 1.00 pm

Members of the Council are invited to attend and transact the following business:

1 Minutes of the last Meeting 5 - 26

To approve the minutes of the Council Meetings held on 15th January 2020.

2 Declarations of Interest

To receive any declarations of interest from Members

3 Communications

To receive such communications as the Lord Mayor, the Leader, Members of the Executive Board or the Chief Executive consider appropriate.

4 Recommendations of the Executive Board - Best Council Plan 2020 to 2025 27 - 84

To consider the report of the Director of Resources and Housing setting out recommendations from the Executive Board on 12 February 2020 to Full Council to adopt the Best Council Plan 2020 to 2025, to thank Scrutiny Boards and others for their comments throughout the development and consultation processes that have informed the proposed Plan and to note that further development and graphic design work will take place prior to publication and launch of the Best Council Plan 2020 to 2025 around 1st April 2020.

5 Recommendations of the General Purposes Committee - Pay Policy Statement. 85 - 100

To consider the report of the Chief Officer (HR) setting out recommendations from the General Purposes Committee on 28 January 2020 to Full Council in respect of the 2020/21 Pay Policy.

6 Report on Appointments 101 - 104

To consider the report of the City Solicitor on appointments.

7	Report on Attendance at Meetings	105 - 108
	To consider the report of the City Solicitor on attendance at meetings.	
8	2020/21 Revenue Budget and Council Tax report, including reports on the Capital Programme and Treasury Management Strategy	109 - 590
	i) <u>Leeds City Council Revenue Budget 2020/21</u> To consider the report of the Chief Officer Financial Services on the proposals for the City Council's Revenue Budget for 2020/21.	
	ii) <u>Council Tax 2020/2021</u> To consider the report of the Chief Officer Financial Services setting out how the council tax is calculated and making recommendations regarding Leeds' council tax requirement, the calculation of Leeds' and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2020/21.	
	iii) <u>Capital Programme Update 2020 – 2024</u> To consider the report of the Chief Officer Financial Services on the Capital programme for the period 2020 – 2024	
	iv) <u>Treasury Management Strategy 2020/2021</u> To consider the report of the Chief Officer Financial Services on the Treasury Management Policy and Strategy for 2020/21	
9	Minutes of the Executive Board	591 - 606

To receive the minutes in accordance with Council Procedure Rule 2.2(i).



Tom Riordan CBE
Chief Executive

Civic Hall
Leeds
LS1 1UR

Please note: this meeting may be filmed for live or subsequent broadcast via the City Council's website on the internet - at the start of the meeting the Lord Mayor will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council. Generally the public gallery is not filmed. However, by entering the Council Chamber and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding this, please contact the City Solicitor.

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 clerk.

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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Proceedings of an extraordinary meeting of the Leeds City Council held
Civic Hall, Leeds on Wednesday, 15th January, 2020

PRESENT: The Lord Mayor Councillor Eileen Taylor in the Chair.

WARD

ADEL & WHARFEDALE

Billy Flynn
Barry John Anderson
Caroline Anderson

ALWOODLEY

Dan Cohen
Neil Alan Buckley

ARDSLEY & ROBIN HOOD

Lisa Mulherin
Karen Renshaw
Ben Garner

ARMLEY

Lou Cunningham
Alice Smart
James McKenna

BEESTON & HOLBECK

Andrew Scopes
Angela Gabriel
Gohar Almas

BRAMLEY & STANNINGLEY

Julie Heselwood
Kevin Ritchie

BURMANTOFTS & RICHMOND HILL

Denise Ragan
Ron Grahame
Asghar Khan

WARD

CALVERLEY & FARSLEY

Peter Carlill
Andrew Carter
Amanda Carter

CHAPEL ALLERTON

Jane Dowson
Eileen Taylor
Mohammed Rafique

CROSS GATES & WHINMOOR

Jessica Lennox
Pauleen Grahame
Peter John Gruen

FARNLEY & WORTLEY

Ann Forsaith
Ann Blackburn
David Blackburn

GARFORTH & SWILLINGTON

Suzanne McCormack
Mark Dobson
Sarah Field

GIPTON & HAREHILLS

Kamila Maqsood
Salma Arif
Arif Hussain

GUISELEY & RAWDON

Paul John Spencer Wadsworth
Graham Latty
Pat Latty

HAREWOOD

Ryan Stephenson
Matthew James Robinson
Sam Firth

HEADINGLEY & HYDE PARK

Neil Walshaw
Jonathon Pryor
Alison Garthwaite

HORSFORTH

Jackie Shemilt
Dawn Collins
Jonathon Taylor

HUNSLET & RIVERSIDE

Paul Wray
Elizabeth Nash
Mohammed Iqbal
KILLINGBECK & SEACROFT

Katie Dye
Paul Drinkwater
David Jenkins
KIPPAX & METHLEY

Mirelle Midgley
Mary Elizabeth Harland
James Lewis
KIRKSTALL

John Anthony Illingworth
Hannah Bithell
Fiona Elizabeth Venner
LITTLE LONDON & WOODHOUSE

Abigail Marshall Katung
Kayleigh Brooks
Javaid Akhtar
MIDDLETON PARK
Paul Anthony Truswell
Kim Groves
Judith Blake
MOORTOWN
Mohammed Shahzad
Rebecca Charlwood
Sharon Hamilton

MORLEY NORTH

Robert Finnigan
Robert Gettings MBE JP
Andy Hutchison
MORLEY SOUTH

Wyn Kidger
Judith Elliott
Neil Dawson

OTLEY & YEADON

Ryk Downes
Colin Campbell
Sandy Edward Charles Lay
PUDSEY

Trish Smith
Simon Seary
Mark Harrison
ROTHWELL

Barry Stewart Golton

ROUNDHAY

Jacob Goddard

Angela Wenham
TEMPLE NEWSAM

Nicole Sharp
Debra Coupar
Helen Hayden
WEETWOOD

Jonathan Bentley
Christine Knight
WETHERBY
Linda Richards
Norma Harrington
Alan James Lamb

67 Appointment of Honorary Aldermen and Honorary Alderwomen

It was moved by Councillor Blake, seconded by Councillor Andrew Carter and supported by Councillors Golton, Elliott, Dobson and D Blackburn and

RESOLVED – That under Section 249(1) of the Local Government Act 1972, the Council admit the following former Councillors of the Leeds City Council to be Honorary Aldermen and Honorary Alderwomen of the City in recognition of the long and distinguished public service rendered by them:-

Christine Brett
Richard Brett
Gerry Harper
Thomas Leadley
Richard Lewis
Alison Lowe
Mick Lyons OBE
Rachael Procter
Keith Wakefield OBE

Council rose at 1.10 pm

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PRESENT: The Lord Mayor Councillor Eileen Taylor in the Chair.

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ADEL & WHARFEDALE

Billy Flynn
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Caroline Anderson

ALWOODLEY

Peter Mervyn Harrand
Dan Cohen
Neil Alan Buckley

ARDSLEY & ROBIN HOOD

Lisa Mulherin
Karen Renshaw
Ben Garner

ARMLEY

Lou Cunningham
Alice Smart
James McKenna

BEESTON & HOLBECK

Andrew Scopes
Angela Gabriel
Gohar Almas

BRAMLEY & STANNINGLEY

Julie Heselwood
Kevin Ritchie

BURMANTOFTS & RICHMOND HILL

Denise Ragan
Ron Grahame
Asghar Khan

WARD

CALVERLEY & FARSLEY

Peter Carlill
Andrew Carter
Amanda Carter

CHAPEL ALLERTON

Jane Dowson
Eileen Taylor
Mohammed Rafique

CROSS GATES & WHINMOOR

Jessica Lennox
Pauleen Grahame
Peter John Gruen

FARNLEY & WORTLEY

Ann Forsaith
Ann Blackburn
David Blackburn

GARFORTH & SWILLINGTON

Suzanne McCormack
Mark Dobson
Sarah Field

GIPTON & HAREHILLS

Kamila Maqsood
Salma Arif
Arif Hussain

GUISELEY & RAWDON

Paul John Spencer Wadsworth
Graham Latty
Pat Latty

HAREWOOD

Ryan Stephenson
Matthew James Robinson
Sam Firth

HEADINGLEY & HYDE PARK

Neil Walshaw
Jonathon Pryor
Alison Garthwaite

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Jackie Shemilt
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Barry Stewart Golton

ROUNDHAY

Jacob Goddard

Angela Wenham
TEMPLE NEWSAM

Nicole Sharp
Debra Coupar
Helen Hayden
WEETWOOD

Chris Howley
Jonathan Bentley
Christine Knight
WETHERBY
Linda Richards
Norma Harrington
Alan James Lamb

68 Announcements

(a) The Lord Mayor reminded those present that the meeting was to be webcast.

(b) The Lord Mayor congratulated Councillor Asghar Khan on his nomination as Lord Mayor Elect for the 2020-21 Municipal Year.

(c) The Lord Mayor congratulated the following who were honoured in the Queen's New Year Honours List:-

- Tom Riordan CBE
- Wallace Sampson OBE
- Professor Philip Howard OBE
- Carol Dewhurst OBE
- Juliet Wright OBE
- David Toole OBE
- William and Maureen Hughes MBE
- Francis Clayton MBE
- Dr Eileen Burns MBE
- Trude Silman MBE
- Ruth Terry MBE
- Amy Hearn BEM

69 Minutes of the last Meeting

It was moved by Councillor Dowson, seconded by Councillor Cohen and

RESOLVED – That the minutes of the meetings held on 13th November and 4th December 2019 be approved.

70 Declarations of Interest

There were no declarations of interests.

71 Communications

There were no communications.

72 Deputations

A deputation from a group regarding employment opportunities for people with a learning disability was admitted to the meeting and addressed Council and it was,

RESOLVED – That the subject matter in respect of the deputation be referred to the Director of Adults & Health and the Director of City Development for consideration in consultation with the relevant Executive Member.

73 Report on Leeds Award

It was moved by Councillor Blake, seconded by Councillor Dowson and

RESOLVED – That the recommendations of the Leeds Award Panel to nominate Dr Mags Portman to posthumously receive the Leeds Award, as presented by the report of the City Solicitor, be approved.

74 Report on Appointments

It was moved by Councillor Dowson, seconded by Councillor Cohen and

RESOLVED - That the report of the City Solicitor on appointments be approved, namely that Councillor Dawson replace 'whips nominee' on the West Yorkshire

Pension Fund – Advisory Group and Councillor Richards to fill a vacancy on the Outer North East Community Committee and a Conservative vacancy on the Licensing Committee.

75 Report on the Calculation of the Council Tax and Business Rates Tax Bases for 2020/21

The report of the Chief Officer-Financial Services seeking Council approval to the 2020/21 council tax bases for Leeds and the parish/town councils set out in the report and providing indicative business rates shares for 2020/21 and requesting Council to give delegated authority to the Chief Officer – Financial Services to finalise the shares and to submit them in the *National Non-Domestic Rates 1 Return 2020-21* on or before 31st January 2020 was moved by Councillor J Lewis, seconded by Councillor Dowson and

RESOLVED –

- a) To agree that, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by the Council as its council tax base 2020/21 shall be 231,377.6 for Leeds and for each parish as listed in Section 3.3, of the report, and detailed in Appendix 1 of the report;
- b) To agree the increase of the empty homes premium on long term empty properties which have been unoccupied for over two years from 100% to 200%, as detailed in Section 3.2 of the report;
- c) To note the indicative business rates shares set out in Section 3.4, of the report and delegate authority to the Chief Officer – Financial Services to make the detailed calculations and to submit the final figures to the Ministry of Housing, Communities and Local Government on or before 31st January 2020.

76 Executive Questions

Q1 Councillor Andrew Carter to the Executive Member (Learning, Skills and Employment):-

Would Executive Member for Learning, Skills and Employment please inform the Council of the number of young people in unregistered alternative provision, full time or part time, and if he does not know would he explain to Council why not?

The Executive Member (Learning, Skills and Employment) replied.

Q2 Councillor Golton to the Executive Member (Climate Change, Transport and Sustainable Development):-

Does the portfolio holder responsible for Highways agree that responding to the needs of those with limited mobility should be a priority?

The Executive Member (Climate Change, Transport and Sustainable Development) replied.

Q3 Councillor Bithell to the Leader of Council:-

Given it is now 4 years since the devastation caused by Storm Eva, please can the Leader of Council provide an update on progress with the Leeds Flood Alleviation Scheme Phase 2?

The Leader of Council replied.

Q4 Councillor Hutchison to the Executive Member (Health, Wellbeing and Adults):-

Please could the Executive Board Member for Health, Wellbeing and Adults explain why the referral time for Adult ADHD by the Leeds and York NHS Partnership is 9 to 10 months, adding anxiety to a possible sufferer who will be already experiencing attention deficit, focusing issues and the inability to wait their turn for an additional 10 months could invariably result in the individual becoming depressed and despondent with getting further help with the mental illness?

The Executive Member (Health, Wellbeing and Adults) replied.

Q5 Councillor Smart to the Executive Member (Communities):-

Can the Executive Board Member for Communities join me in congratulating the work being done to provide digital skills courses for Leeds mums by Leeds City Council?

The Executive Member (Communities) replied.

Q6 Councillor Wadsworth to the Chair of the West Yorkshire Combined Authority Transport Committee:-

Does the Chair of the WYCA Transport Committee think that the council administration in Leeds was right to put so much faith in local bus operators to help solve Leeds' transport problems?

The Chair of the West Yorkshire Combined Authority Transport Committee replied.

Q7 Councillor Bentley to the Executive Member (Climate Change, Transport and Sustainable Development):-

Would the Executive Member inform Council what steps are being taken to improve the safety for pedestrians and cyclists at the Glen Road/Otley Road junction in Far Headingley?

The Executive Member (Climate Change, Transport and Sustainable Development) replied.

Q8 Councillor Wray to the Executive Member (Resources):-

Can the Executive Member please update Council on the Electric Vehicles trial scheme?

The Executive Member (Resources) replied.

Q9 Councillor A Blackburn to the Executive Member (Communities):-

Can the Executive Member for Communities please inform me as to whether the sprinkler system at Gamble Hill Croft and Gamble Hill Grange will be fully operational by the end of January 2020?

The Executive Member (Communities) replied.

At the conclusion of question time, the following questions remained unanswered and it was noted that, under the provisions of Council Procedure Rule 11.6, written answers would be sent to each Member of Council:-

- Q10 Councillor Arif to the Executive Member (Children and Families).
- Q11 Councillor B Anderson to the Executive Member (Resources).
- Q12 Councillor Lay to the Executive Member (Communities).
- Q13 Councillor Marshall Katung to the Executive Member (Learning, Skills and Employment).
- Q14 Councillor Ragan to the Executive Member (Environment and Active Lifestyles).
- Q15 Councillor Stephenson to the Executive Member (Learning, Skills and Employment).
- Q16 Councillor Bentley to the Executive Member (Communities).
- Q17 Councillor J Taylor to the Executive Member (Climate Change, Transport and Sustainable Development).
- Q18 Councillor Campbell to the Chair of the West Yorkshire Combined Authority Transport Committee
- Q19 Councillor C Anderson to the Executive Member (Climate Change, Transport and Sustainable Development).
- Q20 Councillor Flynn to the Executive Member (Learning, Skills and Employment).
- Q21 Councillor B Anderson to the Executive Member (Climate Change, Transport and Sustainable Development).
- Q22 Councillor Stephenson to the Executive Member (Children and Families).
- Q23 Councillor Flynn to the Leader of Council.
- Q24 Councillor B Anderson to the Executive Member (Environment and Active Lifestyles).
- Q25 Councillor Stephenson to the Executive Member (Children and Families).
- Q26 Councillor Flynn to the Executive Member (Learning, Skills and Employment).
- Q27 Councillor B Anderson to the Executive Member (Climate Change, Transport and Sustainable Development).
- Q28 Councillor Stephenson to the Executive Member (Learning, Skills and Employment).

- Q29 Councillor Flynn to the Executive Member (Learning, Skills and Employment).
- Q30 Councillor Stephenson to the Executive Member (Learning, Skills and Employment).
- Q31 Councillor Shemilt to the Executive Member (Climate Change, Transport and Sustainable Development).
- Q32 Councillor Collins to the Executive Member (Environment and Active Lifestyles).

77 Minutes of the Health and Wellbeing Board and the Executive Board

It was moved by Councillor Blake, seconded by Councillor Dowson that the minutes be received in accordance with Council Procedure Rule 2.2(i).

An amendment was moved by Councillor Stephenson, seconded by Councillor Cohen

To add the following at the end of item 9:

‘To ask the Executive Board to reconsider the recommendations in relation to minute 120 of the Executive Board minutes of 7 January 2020, in light of additional concerns in respect of safeguarding.’

Upon being put to the vote the amendment (reference back) was declared lost and upon being put to the vote it was

RESOLVED - That the minutes be received in accordance with Council Procedure Rule 2.2(i).

Council Procedure Rule 4, providing for the winding up of business, was applied prior to all notified comments on the minutes having been debated.

At the conclusion of this item Council adjourned from 16.26 to 16.55

On the requisition of Councillor Stephenson and Cohen the recording on the amendment (reference back) was recorded as follows;

YES - 33

B Anderson, C Anderson, A Blackburn, D Blackburn, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Dobson, Elliott, Field, Finnigan, Firth, Flynn, Forsaith, Gettings, Harrand, Harrington, M Harrison, Hutchison, Kidger, Lamb, G Latty, P Latty, Richards, Robinson, Seary, Shemilt, Smith, Stephenson, J Taylor and Wadsworth.

NO - 57

Akhtar, Almas, Arif, Bentley, Bithell, Blake, Brooks, Carlill, Charlwood, Coupar, Cunningham, Dawson, Downes, Dowson, Drinkwater, Dye, Gabriel, Garner, Garthwaite, Goddard, Golton, P Grahame, R Grahame, Groves, P Gruen, Hamilton, Harland, Hayden, Heselwood, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lennox, J Lewis, Maqsood, Marshall Katung, McKenna, Midgley, Mulherin, Nash, Pryor, Rafique, Ragan, Renshaw, Ritchie, Scopes, Shahzad, Sharpe, Smart, Truswell, Venner, Walshaw, Wenham and Wray.

ABSTAIN - 0

78 Announcements

- a) The Lord Mayor welcomed Cllr Field back following a period of illness.
- b) The Lord Mayor welcomed Cllr Richards to her first Council meeting following her recent success in the election for the Wetherby Ward.
- c) The Lord Mayor congratulated Ali Akbor who was honoured with an OBE in the Queen's New Year Honours List.

79 Report on Devolution

It was moved by Councillor Blake, seconded by Councillor J Lewis and

RESOLVED – That the report of the Chief Executive updating Members on matters in respect of devolution be received.

80 White Paper Motion (in the name of Councillor Andrew Carter) - Transport in the City

It was moved by Councillor Andrew Carter, seconded by Councillor Buckley that this Council is concerned by recent and repeated examples of gridlock and heavy congestion in the City Centre, leading to significant disruption to commuters as they travel in and out of Leeds.

Council notes the investment being made through Connecting Leeds, including the £173.5m granted by Government, but believes that to get the city moving and to encourage greater growth and productivity a new approach to public transport, not wholly reliant on the bus, is required.

This Council therefore welcomes the Government commitment to spend £4.2bn on public transport projects outside of London and notes that some of this funding is planned for the Leeds district.

Council believes this offers a new opportunity to deliver a mass transit scheme for the city which will deliver obvious economic benefits as well as significantly reducing the city's carbon emissions in line with the declared Climate Emergency.

Council further believes that all areas of the city should be considered for mass transit infrastructure and is concerned that existing WYCA proposals seem to omit North Leeds, and the potential links to Harrogate, York and Wetherby, from any new transport infrastructure plans.

In light of this announcement made during the election campaign, this Council calls for a report to be brought to the March Executive Board meeting setting out detailed plans as to how a new mass transit scheme can be delivered to all communities in the city and to include analysis of the potential benefits such a scheme would deliver in terms of reducing the carbon footprint in Leeds

An amendment was moved by Councillor D Blackburn, seconded by Councillor Forsaith

In the second paragraph, delete all between "... get the city moving" and "a new approach..."

Insert the following new paragraph between paragraphs five and six: (“...transport infrastructure plan” and “In the light of...”)

“Council further believes that, where appropriate in the initial stages, priority should be given to the use of redundant former rail infrastructure.”

The motion would then read:

This Council is concerned by recent and repeated examples of gridlock and heavy congestion in the City Centre, leading to significant disruption to commuters as they travel in and out of Leeds.

Council notes the investment being made through Connecting Leeds, including the £173.5m granted by Government, but believes that to get the city moving a new approach to public transport, not wholly reliant on the bus, is required.

This Council therefore welcomes the Government commitment to spend £4.2bn on public transport projects outside of London and notes that some of this funding is planned for the Leeds district.

Council believes this offers a new opportunity to deliver a mass transit scheme for the city which will deliver obvious economic benefits as well as significantly reducing the city’s carbon emissions in line with the declared Climate Emergency.

Council further believes that all areas of the city should be considered for mass transit infrastructure and is concerned that existing WYCA proposals seem to omit North Leeds, and the potential links to Harrogate, York and Wetherby, from any new transport infrastructure plans.

Council further believes that, where appropriate in the initial stages, priority should be given to the use of redundant former rail infrastructure.

In light of this announcement made during the election campaign, this Council calls for a report to be brought to the March Executive Board meeting setting out detailed plans as to how a new mass transit scheme can be delivered to all communities in the city and to include analysis of the potential benefits such a scheme would deliver in terms of reducing the carbon footprint in Leeds

A second amendment was moved by Councillor Bentley, seconded by Councillor Golton

In the first paragraph delete all after “concerned” and replace with:

“about the traffic congestion throughout Leeds leading to significant health risks from the resultant pollution.”

In the second paragraph, after “productivity” insert:

“and to meet the challenges of climate change”

Insert a new sixth paragraph as follows:

“However, Council recognises that large infrastructure projects have very long lead times so in order to meet the imminent challenges of climate change Council commits to plan for the introduction of a range of other measures deliverable in the short term such as more Park and Ride sites and a possible Workplace Parking Levy in the city centre.”

Remove the final paragraph and replace with:

“Council calls for a report to be brought to the March Executive Board meeting setting out detailed plans for long term and short term measures which can be delivered to all communities in the city and to include an analysis of the potential benefits such schemes could deliver in terms of reducing the carbon footprint in Leeds.”

The amended White Paper will then read:

“This Council is concerned about the traffic congestion throughout Leeds leading to significant health risks from the resultant pollution.

Council notes the investment being made through Connecting Leeds, including the £173.5m granted by Government, but believes that to get the city moving and to encourage greater growth and productivity and to meet the challenges of climate change a new approach to public transport, not wholly reliant on the bus, is required.

This Council therefore welcomes the Government commitment to spend £4.2bn on public transport projects outside of London and notes that some of this funding is planned for the Leeds district.

Council believes this offers a new opportunity to deliver a mass transit scheme for the city which will deliver obvious economic benefits as well as significantly reducing the city’s carbon emissions in line with the declared Climate Emergency.

Council further believes that all areas of the city should be considered for mass transit infrastructure and is concerned that existing WYCA proposals seem to omit North Leeds, and the potential links to Harrogate, York and Wetherby, from any new transport infrastructure plans.

However, Council recognises that large infrastructure projects have very long lead times so in order to meet the imminent challenges of climate change Council commits to plan for the introduction of a range of other measures deliverable in the short term such as more Park and Ride sites and a possible Workplace Parking Levy in the city centre.

Council calls for a report to be brought to the March Executive Board meeting setting out detailed plans for long term and short term measures which can be delivered to all communities in the city and to include an analysis of the potential benefits such schemes could deliver in terms of reducing the carbon footprint in Leeds.”

A third amendment in the name of Councillor Blake was moved, seconded by Councillor Mulherin

Delete all and replace with:

“This Council notes comments made by the Secretary of State for Transport on his recent visit to Leeds in relation to providing a Mass Transit System.

Council notes the Secretary of State’s comments follow representations made to him by the Leader of Council following his appointment after the General Election and Council remains committed to working with the Government to deliver the transport system Leeds needs and deserves.

Council welcomes the ongoing work of West Yorkshire Combined Authority towards our Mass Transit ambition including considering the network and engaging with

industry experts and key partners to understand the latest technologies available for a 21st Century Mass Transit System.

Council supports the request from West Yorkshire Leaders to the Prime Minister for £20m of development funding for a Mass Transit System and calls on the Prime Minister to demonstrate his Government's clear commitment to Mass Transit by using his March budget to provide funding and a timeframe to put in place the public transport system Leeds desperately needs to become a net zero carbon city by 2030.

Council calls for a report to Executive Board setting out detailed plans on how a new Mass Transit Scheme can be delivered to all communities in the city, and including an analysis of the potential benefits such a scheme will deliver in terms of reducing the carbon footprint in Leeds, once the Government has provided the financial commitment and timeframe the city needs."

The amendments in the name of Councillor D Blackburn and Councillor Bentley were declared lost, the amendment in the name of Councillor Blake was carried and upon being put to the vote it was

RESOLVED – That this Council notes comments made by the Secretary of State for Transport on his recent visit to Leeds in relation to providing a Mass Transit System.

Council notes the Secretary of State's comments follow representations made to him by the Leader of Council following his appointment after the General Election and Council remains committed to working with the Government to deliver the transport system Leeds needs and deserves.

Council welcomes the ongoing work of West Yorkshire Combined Authority towards our Mass Transit ambition including considering the network and engaging with industry experts and key partners to understand the latest technologies available for a 21st Century Mass Transit System.

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Council calls for a report to Executive Board setting out detailed plans on how a new Mass Transit Scheme can be delivered to all communities in the city, and including an analysis of the potential benefits such a scheme will deliver in terms of reducing the carbon footprint in Leeds, once the Government has provided the financial commitment and timeframe the city needs."

81 White Paper Motion (in the name of Councillor D Blackburn) - Public Transport

It was moved by Councillor D Blackburn, seconded by Councillor A Blackburn that Council notes the current uncertain situation with regard to First Bus and other bus operators in West Yorkshire, and believes that the way forward is for West Yorkshire Combined Authority to take over the running of these operations.

Council also believes that appropriate funding should be made available to bring back into operation disused rail infrastructure, such as unused track, and the re-opening of many of the former local railway stations closed many years ago, such as the one in Wortley and the two in Armley.

It is Council's view that only with vibrant publicly owned bus services, running in the interest of the passenger, and expanded local rail services can Leeds (or for that matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding.

An amendment was moved by Councillor Howley, seconded by Councillor Downes,

In the first paragraph delete all after "Yorkshire" and replace with:

"It believes that the way forward is for West Yorkshire Combined Authority to take control of First's operations and to be given franchising rights to control routes, frequency and ticketing of the bus services in West Yorkshire."

In the second paragraph delete all after "disused" and replace with:

"under used rail infrastructure along with the provision or re-provision of local railway stations including Wortley, Armley, Otley, Marsh Lane and Woodside Quarry."

In the third paragraph remove "owned" and replace with "controlled".

The amended White Paper will then read:

"Council notes the current uncertain situation with regard to First Bus and other bus operators in West Yorkshire. It believes that the way forward is for West Yorkshire Combined Authority to take control of First's operations and to be given franchising rights to control routes, frequency and ticketing of the bus services in West Yorkshire."

Council also believes that appropriate funding should be made available to bring back into operation disused/under used rail infrastructure along with the provision or re-provision of local railway stations including Wortley, Armley, Otley, Marsh Lane and Woodside Quarry.

It is Council's view that only with vibrant publicly controlled bus services, running in the interest of the passenger, and expanded local rail services can Leeds (or for that matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding.

A second amendment was moved by Councillor Buckley, seconded by Councillor Smith,

Delete all after "bus operators in West Yorkshire" in the first line, and insert the following:

"and is concerned about the substantial amount of public investment in buses which may now be at risk if and when First is sold."

Council does not believe that public ownership of buses provides a solution in itself to Leeds' transport problems. Questions of service efficiency, significant traffic congestion, and carbon emissions would not be solved magically by having the Combined Authority run buses in the city. There could also be exposure to pension liabilities with such an approach, and the only way of raising capital would be via the taxpayer. Council is however open to opportunities for there to be greater public sector influence over the running of the buses in Leeds and the wider region.

Council also believes that appropriate funding should be made available to bring back into operation disused rail infrastructure, such as unused track, and the re-opening of many of the former local railway stations closed many years ago, such as the one in Wortley, the two in Armley, and others in the North of the City.

It is Council's view that only with a comprehensive transport strategy, encompassing a mass transit solution and expanded local rail services, can Leeds (or for that matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding."

Motion would read as follows:

"Council notes the current uncertain situation with regard to First Bus and other bus operators in West Yorkshire, and is concerned about the substantial amount of public investment in buses which may now be at risk if and when First is sold.

Council does not believe that public ownership of buses provides a solution in itself to Leeds' transport problems. Questions of service efficiency, significant traffic congestion, and carbon emissions would not be solved magically by having the Combined Authority run buses in the city. There could also be exposure to pension liabilities with such an approach, and the only way of raising capital would be via the taxpayer. Council is however open to opportunities for there to be greater public sector influence over the running of the buses in Leeds and the wider region.

Council also believes that appropriate funding should be made available to bring back into operation disused rail infrastructure, such as unused track, and the re-opening of many of the former local railway stations closed many years ago, such as the one in Wortley, the two in Armley, and others in the North of the City.

It is Council's view that only with a comprehensive transport strategy, encompassing a mass transit solution and expanded local rail services, can Leeds (or for that matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding."

A third amendment was moved by Councillor Groves, seconded by Councillor Carlill,

Delete “such as the one in Wortley and the two in Armley” and replace with “across the city.”

Add a new third paragraph to read: “Council believes the impact of investment in rail infrastructure needs to be accompanied by improvements in rail services. Council therefore calls for the renationalisation of the rail service with Local Authorities given more power over local provision to ensure services are run when and where they are needed.”

Full amended motion to read:

“Council notes the current uncertain situation with regard to First Bus and other bus operators in West Yorkshire, and believes that the way forward is for West Yorkshire Combined Authority to take over the running of these operations.

Council also believes that appropriate funding should be made available to bring back into operation disused rail infrastructure, such as unused track, and the re-opening of many of the former local railway stations closed many years ago across the city.

Council believes the impact of investment in rail infrastructure needs to be accompanied by improvements in rail services. Council therefore calls for the renationalisation of the rail service with Local Authorities given more power over local provision to ensure services are run when and where they are needed.

It is Council’s view that only with vibrant publicly owned bus services, running in the interest of the passenger, and expanded local rail services can Leeds (or for that matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding.”

The amendments in the name of Councillor Howley and Councillor Buckley were declared lost, the amendment in the name of Councillor Groves was carried and upon being put to the vote it was

RESOLVED – That Council notes the current uncertain situation with regard to First Bus and other bus operators in West Yorkshire, and believes that the way forward is for West Yorkshire Combined Authority to take over the running of these operations.

Council also believes that appropriate funding should be made available to bring back into operation disused rail infrastructure, such as unused track, and the re-opening of many of the former local railway stations closed many years ago across the city.

Council believes the impact of investment in rail infrastructure needs to be accompanied by improvements in rail services. Council therefore calls for the renationalisation of the rail service with Local Authorities given more power over local provision to ensure services are run when and where they are needed.

It is Council’s view that only with vibrant publicly owned bus services, running in the interest of the passenger, and expanded local rail services can Leeds (or for that

matter, West Yorkshire) achieve a 21st Century public transport system that delivers for its citizens, helps to reduce congestion and is consistent with the aims of the Climate Emergency.

Council also notes that Prime Minister Boris Johnson has stated that he will transform transport in the North. Bearing this in mind Council, therefore, calls on the Chief Executive to write to the Prime Minister asking for the Government to support these aspirations, both in actions and funding."

82 White Paper Motion (in the name of Councillor Charlwood) - Funding for Services

It was moved by Councillor Charlwood, seconded by Councillor Pryor that Council is proud of its record delivering high quality social care services for adults and children in Leeds, as well as delivering more affordable housing for Leeds residents and providing more school places.

Council believes it is held back from making further improvements in these areas by a lack of action from central Government. Council was disappointed that the Government failed to use the recent Queen's Speech to put forward plans to address the national social care, school buildings or housing crises.

Council therefore requests the Prime Minister use his upcoming budget to provide funding to tackle the social care, school buildings and housing crises, and to thereby enable the council to make further improvements to these services for the people of Leeds.

An amendment was moved by Councillor Andrew Carter, seconded by Councillor C Anderson

Delete all after 'Council' and replace with:

'notes the recent record of delivering quality social care services for adults and children in Leeds, attempts to deliver more affordable housing for Leeds residents and provision of additional school places in the city. Council thanks staff for their continuing efforts in these areas and believes that the Queen's Speech, and forthcoming Budget, offer a huge opportunity to deliver a genuine step change in service delivery and enhanced infrastructure in Leeds.

Council believes the Queen's Speech sets out an ambitious programme that will re-focus and reinvigorate the UK as it moves towards leaving the European Union. In particular Council welcomes the following measures introduced through the Queen's Speech:

- On health a commitment to lock in £33.9bn of health spending over the next four years, deliver 40 new hospitals and deliver 50,000 new nurses and 6,000 new doctors, a further commitment on innovation in medicine and a move to scrap hospital parking charges for the most ill.
- On education a school funding guarantee to areas that have lost out in the past
- On crime a commitment to tougher sentencing that will ensure serious offenders are not released early from prison in addition to the additional 20,000 new police officers announced earlier in the year
- On housing a new homes pledge that will see 1 million new homes created over the new parliament as well as support for first time buyers through a local

discount to enable more home ownership and additional protections for those in rented properties.

- On social care a commitment to invest an additional £1bn in each year of the new parliament
- On business rates additional discounts for small businesses that will support local high streets throughout Leeds

These amongst a range of other measures makes this a hugely ambitious Queen's Speech and through the planned legislation on Brexit shows that the People's Government will listen to the public and deliver against the mandate they secured in December.

Finally Council looks forward to the Budget in March where plans to reform the so called 'green book' will be unveiled. This will see investment rebalanced towards the north by changing the current formula that favours investment in London.

Council therefore calls for an Executive Board report to be brought to the March meeting that looks at how Leeds can take advantage of the forthcoming investment in infrastructure.'

A second amendment was moved by Councillor Golton, seconded by Councillor Campbell,

In the first paragraph remove all after "Council" and replace with:

"recognises the commitment of all groups on the Council to the provision of high quality social care services for adults and children, the delivery of more affordable housing and the provision of more school places."

The amended White Paper will then read:

"Council recognises the commitment of all groups on the Council to the provision of high quality social care services for adults and children, the delivery of more affordable housing and the provision of more school places.

Council believes it is held back from making further improvements in these areas by a lack of action from central Government. Council was disappointed that the Government failed to use the recent Queen's Speech to put forward plans to address the national social care, school buildings or housing crises.

Council therefore requests the Prime Minister use his upcoming budget to provide funding to tackle the social care, school buildings and housing crises, and to thereby enable the council to make further improvements to these services for the people of Leeds."

The amendments in the name of Councillor Andrew Carter and Councillor Golton were declared lost and upon being put to the vote it was

RESOLVED – That Council is proud of its record delivering high quality social care services for adults and children in Leeds, as well as delivering more affordable housing for Leeds residents and providing more school places.

Council believes it is held back from making further improvements in these areas by a lack of action from central Government. Council was disappointed that the

Government failed to use the recent Queen's Speech to put forward plans to address the national social care, school buildings or housing crises.

Council therefore requests the Prime Minister use his upcoming budget to provide funding to tackle the social care, school buildings and housing crises, and to thereby enable the council to make further improvements to these services for the people of Leeds.

On the requisition of Councillor Dowson and Councillor Lewis the voting on the motion in the name of Councillor Charlwood was recorded as follows;

YES - 60

Akhtar, Almas, Arif, Bithell, A Blackburn, D Blackburn, Blake, Brooks, Campbell, Carlill, Charlwood, Coupar, Cunningham, Dawson, Downes, Dowson, Drinkwater, Dye, Forsaith, Gabriel, Garner, Garthwaite, Goddard, Golton, P Grahame, R Grahame, Groves, Hamilton, Harland, Hayden, Heselwood, Howley, Hussain, Illingworth, Iqbal, Jenkins, Khan, Knight, Lay, Lennox, J Lewis, Maqsood, Marshall Katung, McKenna, Midgley, Mulherin, Nash, Pryor, Rafique, Renshaw, Ritchie, Scopes, Shahzad, Sharpe, Smart, Truswell, Venner, Walshaw, Wenham and Wray.

NO - 23

B Anderson, C Anderson, Buckley, Amanda Carter, Andrew Carter, Cohen, Collins, Firth, Flynn, Harrand, Harrington, M Harrison, Lamb, G Latty, P Latty, Richards, Robinson, Seary, Shemilt, Smith, Stephenson, J Taylor and Wadsworth.

ABSTAIN – 2

Elliott & Finnigan

Council rose at 7.30 pm

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Report of the Director of Resources and Housing

Report to Council

Date: 26 February 2020

Subject: Best Council Plan 2020 to 2025

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 seeks the approval of Council to adopt the Best Council Plan 2020 to 2025 at the recommendation of the Executive Board which considered the Plan at its 12 February meeting. The Plan has been prepared in the context of the initial proposals considered by the Executive Board in January 2020, taking into account engagement with Scrutiny Boards, ongoing organisational development and improvement activity, review of past performance and the wider socio-economic context and drivers.
- The updated Best Council Plan maintains much of the current Plan (which was adopted by Council in February 2019), notably the overarching Vision, '*Tackling poverty and reducing inequalities*' and the Best City ambition, outcomes and priorities. However, along with the Health and Wellbeing Strategy and Inclusive Growth Strategy, the Climate Emergency has been added as the third key driver to delivering the Best City ambition, '*A Strong Economy and a Compassionate City*'. The Best Council ambition, '*An Efficient, Enterprising and Healthy Organisation*', remains the same with a renewed emphasis on the council's key resources (its people, money, digital capabilities, land and buildings, evidence and insights, and communications). The foreword has been updated and is followed by a new introduction. The Best Council Plan key performance indicators have also been updated.

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 proposed Budget for 2020/21 on today's agenda.
- The updated Best Council section of the Plan will focus on the council's key resources.

Recommendations

1. Council is asked to adopt the Best Council Plan 2020 to 2025 at Annexe 1.
2. Also to thank Scrutiny Boards and others for their comments throughout the development and consultation processes that have informed the proposed Plan.
3. Council is asked to note that further development and graphic design work will take place prior to publication and launch of the Best Council Plan 2020 to 2025 around 1st April 2020.

1. Purpose of this report

- 1.1 This reports presents the Best Council Plan 2020 to 2025 for Council's consideration and approval. It provides the strategic framework for the authority's 2020/21 Revenue Budget and Council Tax proposals, the financial expression of the council's priorities.

2. Background information

- 2.1 On 7 January 2020 the Executive Board agreed an approach for refreshing the Best Council Plan, Leeds City Council's strategic plan. It brings together and both informs, and is informed by, the aspirations from a range of supporting council and partnership plans to set out the authority's overall ambitions, policy direction and priorities for city and organisation. At its heart are the council's five values.
- 2.2 The Best Council Plan underpins 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. Whilst the Best Council Plan is written as a rolling multi-year, long-term strategic document, as with the council's Medium-Term Financial Strategy, it is reviewed and refined annually as needed.
- 2.3 The proposed Best Council Plan 2020 to 2025 has been prepared in the context of the initial proposals considered by the Executive Board in January 2020, and taking account of recent engagement with Scrutiny Boards, ongoing organisational development and improvement activity and a range of socio-economic intelligence and insight.

3. Main issues

Best Council Plan 2020 to 25: Summary of Changes

- 3.1 Annexe 1 sets out the draft Best Council Plan 2020 to 25 which is intended to provide a long-term strategic direction, rather than being a detailed delivery or action plan. A summary of the changes from the current Best Council Plan is described below.

- The **Foreword** from the council's Leader and Chief Executive has been updated, articulating the vital leadership, influence and convening role and positive ambition of the council based on an approach of civic enterprise and valuing services.
- A new **Introduction** has been written that explains the rest of the Plan.
- Our socio-economic 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 \(IMD 2019\)](#) confirms that the overall **Vision**, '*Tackling Poverty and Reducing Inequalities*' and **Best City Ambition**, '*Leeds... A Strong Economy and Compassionate City*' remain highly relevant. It also confirms the rationale for the Health and Wellbeing Strategy and Inclusive Growth Strategy to remain the primary strategies in achieving the Best City ambition, therefore this headline strategic framework is retained.
- There is no change to the council's five **Values**.
- With Health and Wellbeing and Inclusive Growth as the two key drivers or 'pillars' of the Best City ambition, the revised Plan now establishes the **Climate Emergency** as the third with the aim of further embedding sustainability considerations into all aspects of the authority's decision-making. Though last year's update to the Best Council Plan maps well to the UN's seventeen Sustainable Development goals (available [here](#)), it was written and approved prior to the council's climate emergency declaration and subsequent 'Big Leeds Climate Conversation'. The updated Plan for 2020 to 2025 is therefore far more explicit, the narrative throughout now reflecting the authority's progress on its climate change work and future ambitions and challenges, as considered by this Board last month (please refer to the '*Climate Emergency Update*' report from the Executive Board meeting 7 January 2020, available [here](#) at Item 134.)
- In line with this change, the Best City **population outcome** that previously read, 'Move around a well-planned city easily' has been updated to 'Move easily around a well-planned, sustainable city that's working towards being carbon neutral'. The other seven outcomes remain the same.
- Though there is no change to the headline eight interconnected **Best City Priorities**, the narrative behind each of them has been updated to explain the strategic and policy direction in the coming years.
- The **Best Council Ambition**, '*Leeds City Council... An Efficient, Enterprising and Healthy Organisation*' also remains the same. However, where before there was a detailed Best Council narrative section at the back of the Plan, this has been replaced through the Introduction and a set of annexes. The Introduction describes a new **Best Council enabling framework** to support the delivery of the Best City / Best Council ambitions that is built on our core strengths and co-ordinating our key resources. The strengths are: strong place leadership; effective partnership working and commissioning; a clear focus on delivering high quality public services; asset-based approaches, supporting the people and places most in need; ongoing engagement with communities and individuals; and making the best use of our resources (our people; our money; our digital capabilities; our land and buildings; our evidence and insights; our communications). The annexes then articulate through a set of 'plans on a page' the strategies and principles behind each of these key resources. (Please note, the annexes are currently in development and will be added at a

later date. They are at various stages and so whilst it is anticipated some will be ready to be included in the updated Best Council Plan when it is launched for the start of the new financial year, others may follow shortly afterwards.)

- The **Plan on a Page** has been updated to reflect the above.
- The Best City and Best Council **key performance indicators** (KPIs) have been reviewed with a small number of amendments made or currently being considered (in most cases, to identify whether the data is available – this will be finalised prior to publication of the updated Best Council Plan). These amendments and review areas are summarised below. The full set of Best City KPIs is included at the Annexe within each of the relevant Best City priorities; the full set of Best Council KPIs is included in the table below.

BCP KEY PERFORMANCE INDICATORS – summary of proposed changes	
Ambition / Priority	Notes
BEST CITY KPIs	
Inclusive Growth	
AMEND: Private sector employment in Leeds	This KPI will be replaced with a wider one on ‘Employment in Leeds’ which is then broken down into private and public sector employment in performance reports. (This is the approach already taken at Scrutiny and in the BCP Annual Performance Report.)
NEW: Unemployment in Leeds	Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth to include. (This is also already included in the BCP Annual Performance Report.)
GVA per filled workforce job (current prices)	Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth as to whether more meaningful KPIs can be added. As discussed at Scrutiny, note current work underway to develop KPIs to measure Inclusive Growth Strategy, through which a small number may later be added to the BCP.
Health & Wellbeing	
N/A	No changes proposed pending the review of the Health & Wellbeing Strategy KPIs, through which the KPIs reported on in the Best Council Plan may change. Ongoing discussions on a meaningful mental health KPI; data not available.
Sustainable Infrastructure	
Air quality	Further development needed. KPI(s) will be added at a later date.
Child-Friendly City	
NEW: Average Attainment 8 score for pupils with SEND but no statement	Part of the suite of KPIs in the new 3As Strategy (attendance, attainment and achievement), these KPIs help monitor progress towards the overarching BCP vision to tackle inequalities.
NEW: Fixed term exclusions in all schools	
Age-Friendly City	
NEW: Income Deprivation Affecting Older People Index (IDAOPI) as a percentage compared to Core Cities	The Age-Friendly City priority was a new priority for the Best Council Plan update in 2019/20. At the time, the council's new Age-Friendly Strategy and supporting framework to measure its impact were in development and so no KPIs were available. A suite has recently been agreed, with the four shown here proposed for the Best Council Plan (though please
NEW: Percentage of new developments built to accessible and adaptable standards	

BCP KEY PERFORMANCE INDICATORS – summary of proposed changes	
Ambition / Priority	Notes
NEW: Healthy life expectancy (years) by gender	note that work is underway to review the availability of the underlying data).
NEW: Disability-free life expectancy (years)	
Housing	
NEW: Housing mix in the city	Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth as to whether a KPI on the mix (e.g. houses of different sizes, types of ownership etc.) was possible. The service is currently reviewing this.
DELETE: Number of new units of extra care housing	Remove as a KPI in its own right and include in the breakdown for the overarching KPI ‘Growth in new homes’
DELETE: Percentage of council housing repairs completed within target	This is more a service operational measure than one directly linked to the council’s strategic Housing priority.
Safe, Strong Communities	
N/A	No changes proposed.
Culture	
NEW: Leeds’ Cultural Vibrancy, Creative Economy and Enabling Environment (as per European Cultural and Creative Cities Monitor)	For the first time in 2019, Leeds was included in this Monitor which shows how 190 cities in 30 European countries perform on a range of measures which, together, describe the Cultural Vibrancy, Creative Economy and Enabling Environment. The council will use these biennial reports as an indicator of progress, (whilst continuing also to measure its current 2 Culture KPIs).
Number of visitors at a range of venues and events	Scrutiny Board Strategy & Resources requested if Eventbrite (the events and ticketing website) numbers could be included in this KPI. The service is currently reviewing this.
BEST COUNCIL KPIs	
AMEND DESCRIPTION: <i>Current:</i> Workforce more representative of our communities. <i>Amendment:</i> Council workforce representation compared to the city (Census 2011)	The current KPI is measured against the Census already but the revised wording makes this more explicit. Future reporting will show both the year-on-year change for different characteristics (e.g. gender, disability etc.) and also back to the Census 2011 baseline.
DELETE: Increase in collaboration between the council and Health and Care providers across the city around Mental Health First Aid	This KPI was introduced as a new measure for the 2019/20 BCP update but the data is not available. Consideration will be given as to whether a different KPI can be developed.
AMEND DESCRIPTION: <i>Current:</i> Percentage of orders placed with local suppliers and with small and medium-sized enterprises. <i>Amendment:</i> Expenditure with (a) local suppliers and (b) small and medium-sized enterprises as a percentage of the council’s overall spend	The amended wording is in line with the council’s recently updated Procurement Strategy which looks at the value of spend rather than just the percentage of orders.
NEW: Bin collection rate	This is already an operational KPI that is reported to Scrutiny Board Environment, Housing and Communities and of high public interest. Proposal therefore to bring back into the BCP.
Other Best Council KPIs – no changes proposed	
• Number and percentage of apprentices employed by the council • Score out of ten given by staff for working for Leeds City Council (based on staff survey results)	

BCP KEY PERFORMANCE INDICATORS – summary of proposed changes

Ambition / Priority	Notes
	• Reduction in workplace accident and incident reports • Percentage of staff appraisals and mid-year reviews completed • Gender pay gap across council staff • Level of projected over / underspend for this financial year • Income collection rates: council tax, business rates, council housing rental • Prompt payment of invoices against target • Percentage of ICT service desk calls fixed at the first point of contact • Level of customer complaints • Proportion of people using self-service when getting in touch with the council • Percentage of information requests received responded to within statutory timescales (Freedom of Information, Subject Access Requests and Environmental Information Regulations)

- 3.2 Council is asked to note that the draft Best Council Plan at Annexe 1 is currently in text-only version. The final published version will be more visual, incorporating a strong graphical element with a range of related facts and statistics to break up the text, and will be widely communicated using both online and offline channels. A web-accessible version will also be made available. A number of hard copies will be printed and circulated to elected members and senior officers and disseminated to council buildings across the city.

Best Council Plan Performance Reporting

- 3.3 The Best Council Plan sits at the top of a range of supporting plans and strategies, each with their own KPIs and performance arrangements, including the role of Scrutiny Boards and partnership boards which receive regular performance reports on the areas within their remits. A range of annual performance reports are also considered by the Executive Board, including Child-Friendly Leeds and the Adult Social Care Local Account. Operational performance management arrangements are in place at service levels.
- 3.4 As a more strategic, cross-cutting document, the Best Council Plan draws on all these arrangements, and incorporates the headline KPIs most relevant to the Best Council Plan outcomes and priorities. The Best Council Plan KPIs are reviewed quarterly with performance scorecards published. This is supplemented by an annual performance report that looks back on progress in delivering the Best Council Plan over the previous year; it aims to give an overview across all Best Council Plan priorities without duplicating the range of performance reports considered by Boards throughout the year and where more detailed information on specific areas can be found. Both the Best Council Plan scorecard and annual reports are publicly available on the leeds.gov website (accessible [here](#)) and, for staff and elected members, on the council's intranet site.
- 3.5 Following approval of the Best Council Plan 2020 to 2025, the 2019/20 Plan will be closed down with an annual performance report later this year provided to the Executive Board looking back on progress on its delivery.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The outcomes, priorities and many of the KPIs within the Best Council Plan are drawn from existing and emerging plans and strategies, themselves subject to extensive stakeholder consultation and engagement, including the 2020/21 Budget

which has undergone a consultation process with the public, elected members and council officers. It also draws on insights from the council's 2019 staff survey.

- 4.1.2 The proposed Best Council Plan 2020 to 2025 has been subject to consultation with the Executive Board, all Scrutiny Boards, the Corporate Leadership Team and other senior officers. Following Council approval, staff and member engagement channels will be used to share the Best Council Plan more widely.

Scrutiny Board Consultation

- 4.1.3 The observations and recommendations from Scrutiny Board discussions during January 2020 can be read in full at Annexe 2. The Boards made 2 key recommendations which are presented below with our responses:

- Recommendation 1: That Executive Board considers the opportunity for the Best Council Plan to reflect on how Leeds' approach in developing and performance monitoring its own Best Council Plan objectives compares with that of other core cities.

Our response: through regular dialogue with performance colleagues in the other Core City local authorities over many years, the Leeds' approach in both developing the corporate plan and in monitoring performance against its objectives is known to be very similar. However, we have not formally reviewed this recently and so will undertake such a review during 2020/21.

- Recommendation 2: That Executive Board is requested to consider an in-year review and refinement of the Key Performance indicators relating to the following issues which will in turn support work being undertaken to address the Climate Emergency:
 - Refinement of Inclusive Growth indicators
 - Development of Housing Mix indicators

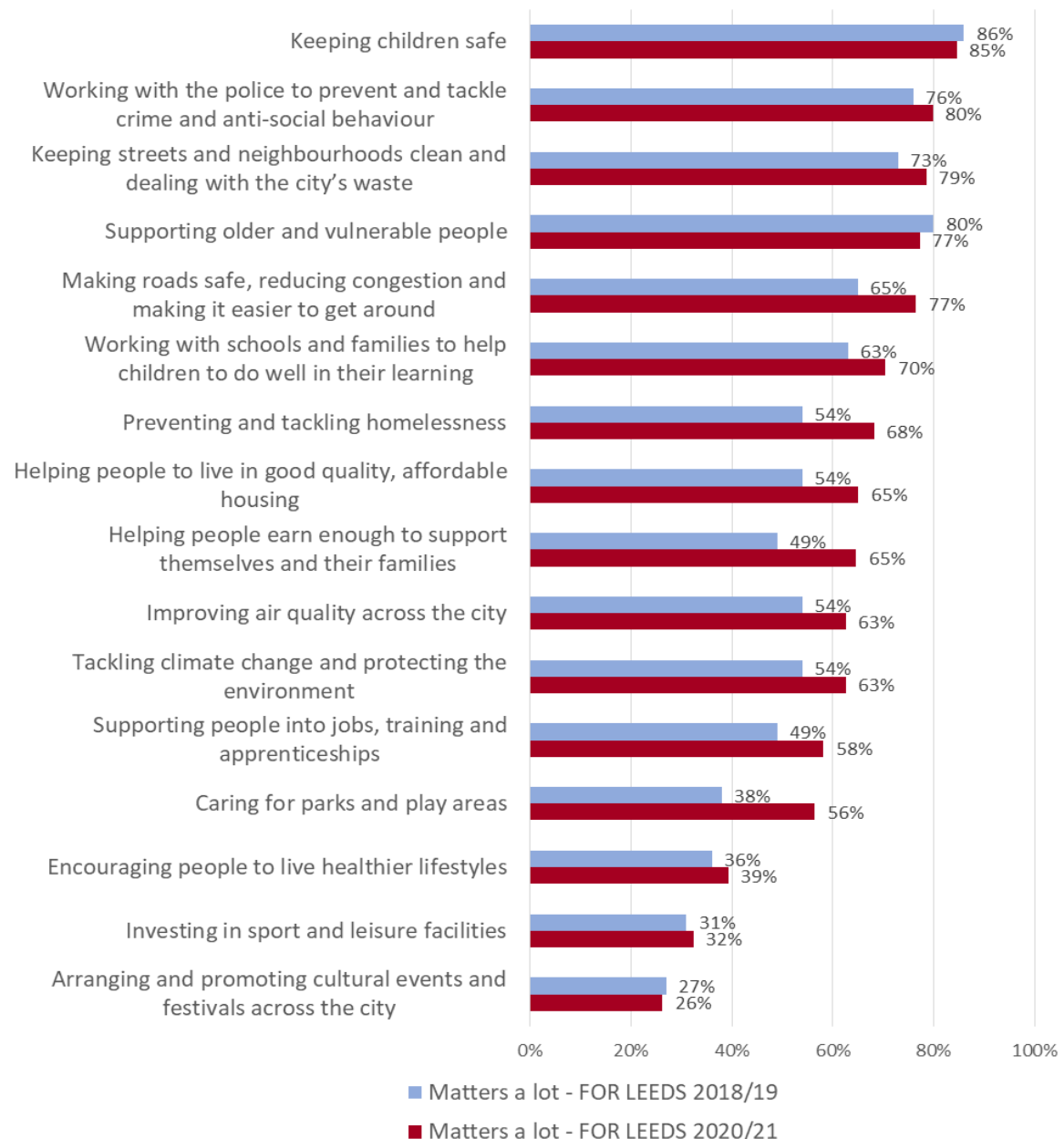
Our response: As per the KPI table at section 3.1 above, the two key performance areas identified by the Scrutiny Boards are currently being reviewed with the intention that meaningful KPIs will be added to the Best Council Plan in-year.

Budget Consultation

- 4.1.4 The public consultation on the council's Initial Budget Proposals for 2020/21 began immediately after the proposals were approved by the Executive Board at its meeting on 7th January and closed on 28th January. Though focused on the Budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan. In summary:

- The consultation was carried out through an online survey, advertised on social media, the council's leeds.gov.uk website, the council's internal 'InSite' website, and directly to Citizens' Panel members, third sector and business partners. With a shorter timescale available than usual to carry out the consultation and analyse the results (due to the snap General Election in December 2019), paper versions were not available. However, in the past two years where paper surveys have been offered as an option, only 15% of responses have been received via this method and these overwhelmingly from groups of people already over-represented in the total number of respondents.

- A total of 1,537 responses were received (up on the total 1,241 last year) from a range of people from different demographic groups, broadly representative of the population of Leeds residents as compared with the 2011 Census.
- The majority (96%) of respondents said that they live in Leeds and over half (55%) work in Leeds. Around 1 in 7 (15%) said they work for Leeds City Council and a smaller group (3%) that they study in Leeds. Only 11 respondents (1%) said that they solely visit the city and neither live nor work here.
- We asked people to rate a range of our service priorities by how much they matter - 'a lot' or 'a little' - to them personally, and also by how much they think they matter to the city of Leeds and the people who live, work and visit here.
 - The top 5 priorities for people personally were:
 1. Keeping streets and neighbourhoods clean and dealing with waste (77%)
 2. Working with police to prevent and tackle crime and anti-social behaviour (71%)
 3. Keeping children safe (70%)
 4. Making roads safe, reducing congestion and making it easier to get around (68%)
 5. Supporting older and vulnerable people (61%)
 5. Tackling climate change and protecting the environment (61%)
 - The top 5 priorities for the city of Leeds were:
 1. Keeping children safe (85%)
 2. Working with police to prevent and tackle crime and anti-social behaviour (80%)
 3. Keeping streets and neighbourhoods clean and dealing with waste (79%)
 4. Supporting older and vulnerable people (77%)
 5. Making roads safe, reducing congestion and making it easier to get around (77%)
- The chart overleaf compares the percentages and rankings between the 2018/19 and 2020/21 budget consultations for which services have been rated as 'matters a lot for Leeds'. It shows that:
 - In general, respondents this year are more likely to say that things matter a lot to the city.
 - Respondents' service priorities for the city remain similar to two years ago with the top five priorities (which all scored closely) remaining the same.
 - However, supporting older and vulnerable people is now ranked lower (4th compared to 2nd in 2018/19).
 - Preventing and tackling homelessness is now ranked higher (7th compared to 10th in 2018/19).
 - Helping people earn enough to support themselves and their families is now ranked lower (9th compared to 7th in 2018/19).
 - Despite increased awareness and media coverage, the environment and air quality remain ranked in the lower mid-table.



- Participants were also given the opportunity through a free text field to say if there were any other issues they thought should be a priority for the council. In total there were 1,191 comments made by 660 respondents, which were coded and grouped into dominant themes. The majority of these echoed priorities already listed, with the most popular themes relating to priorities that had previously ranked highly:
 - Almost 1 in 3 respondents (192) suggested priorities relating to transport, with most of these relating to improving public transport (133) and many referring to improving the condition and infrastructure of roads (46).
 - The second largest group of 1 in 12 respondents (55) said we should prioritise adult social care and the vulnerable.
 - Further priorities included dealing with crime and anti-social behaviour (47), tackling climate change and improving air quality (44), keeping streets clean and dealing with waste (30), and reducing homelessness and begging (25).

- A smaller number referred to themes that didn't echo the priorities listed:
 - The highest number of these related to increasing council efficiency (including staffing) and preventing the waste of public funds (31).
 - Further priorities included tackling inequality and discrimination (16), increasing enforcement and tackling fraud (14), listening to the public and engaging communities (14), protecting and creating more green spaces (12), and preventing inconsiderate parking (11).
- Respondents were informed of the challenges that Leeds City Council has faced through reduced funding and increasing demand, and that the council has had to change to the way that services are delivered in the last 12 months, including increasing the price of some services, in order to achieve the savings needed to meet the budget. They were asked how much these changes had affected them personally:
 - Over half of respondents said that changes in services in the last 12 months have affected them to some degree (54%), with 1 in 7 reporting that they have been greatly affected (14%).
- Where respondents said they had been affected they were asked how they had been affected. A total of 670 comments were made by 538 people, which were coded and grouped into dominant themes:
 - Over 1 in 3 (190) gave a comment relating to Environmental Services and Waste Management, with over half of these about new charging for charges for waste collection/disposal and a perceived increase in fly tipping.
 - The second highest number, around 1 in 3 (171) commented on how they have been affected financially, in particular through increased Council Tax.
 - Further comments related to road maintenance (46), Social Care (37), staff workloads (23), and increased anti-social behaviour (12).
- In response to the challenges that Leeds City Council faces, people were asked which option they agreed with most in response to the statement: 'Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money'.
 - Over three quarters (76%) agreed we should raise money through increasing council tax and charges, with over a third (35%) saying we should raise enough to avoid having to cut services. 2 in 5 (41%) of all respondents said that this should be balanced with cuts and a reduction of services.
 - Almost a quarter of respondents (24%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.
 - When compared to 2018/19, the proportion of respondents who agree that we should not raise tax or charges even if this has a large impact on services, has stayed much the same (+1%) at around a quarter (24%). However, a higher proportion (+5%) said this year that we should raise enough through tax and service charges to avoid having to cut services (35%).
- Respondents were asked how much they agree or disagree with our proposal to increase the core council tax in Leeds by 1.99%, plus an additional 2% to support adult social care services:

- In total 3 in 5 respondents agreed with our approach (60%).
- Around 1 in 5 (21%) strongly disagreed with the proposal to increase council tax.
- Comparison with the same question for 2019/20 showed no significant difference.
- Those who disagreed with our approach to increase council tax were asked why. In total, there were 682 comments made from 554 respondents, which were coded and grouped into dominant themes:
 - 1 in 3 comments (227) disagreed with the principle of increasing council tax, with many of these saying that the increase is too high.
 - A further third of comments (223) related to the financial impact of raising council tax.
 - In total 1 in 4 (169) said that we should use other means, such as cutting services or making further savings, instead.
- Participants were presented with a summary of how we plan to spend our revenue budget, and asked how much they agree or disagree with this proposal. 7 out of 10 (70%) respondents said they agree with our proposed revenue budget.
- Participants were then invited to make any comments around our overall approach to how we spend our revenue budget. In total there were 936 comments made from 739 respondents, which were coded and grouped into dominant themes:
 - Almost 1 in 4 (223) commented about City Development issues, most saying this should be prioritised or commenting on the need for improved public transport.
 - Around 1 in 6 (161) comments related to Communities and Environment, almost all of which said these areas should be prioritised, including climate change and clean air.
 - Around 1 in 8 (119) comments related to Housing, most of which said this should be prioritised, including to build more affordable, social and other housing.
 - Other areas of comments included Adults and Health (64), Children and Families (64), efficiencies (58) and vulnerable people (58).
- A further question asked participants if they had any comments or suggestions on how we can deliver services differently to make the best use of the resources we have available. A total of 729 valid comments were made, which were coded and grouped into dominant themes:
 - Around 1 in 6 (125) made suggestions for efficiency savings, including to reduce wastage, and make better use of technology.
 - A similar amount (113) suggested changes to roads, transport and city development.
 - Around 1 in 7 (99) comments related to working smarter, including partnership working, using less contractors and income generation.

- Further areas of comments related to investing in the environment (69), staff resources and wages (68), consultation and engagement (64), and further charges/fees (40).

4.1.5 Full results from the public Budget consultation are provided as an appendix to the Budget 2020/21 report on today's agenda.

4.2 Equality and diversity / cohesion and integration

4.2.1 A joint strategic equality impact assessment (EIA) of the proposed Best Council Plan 2020 to 2025 and Budget 2020/21 has been carried out and this is attached at Annexe 3. Additional EIAs have been carried out on the key supporting plans and strategies.

4.3 Council policies and the Best Council Plan

4.3.1 This report proposes the Best Council Plan for 2020 to 2025, 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 It has been developed in consultation 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, the climate change emergency becomes the third 'pillar' in this Best Council Plan update, 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 sets 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. As such, it 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 strategies – which support the delivery of the Best Council Plan – as part of the normal budget process. The most significant potential risks are outlined in today's Budget 2020/21 paper. These arrangements comply with the council's Risk Management Policy.
- 4.6.3 An assurance report on the authority's strategic risk management arrangements will be presented to the Corporate Governance and Audit Committee in June 2020 to inform the council's Annual Governance Statement.

5. Conclusions

- 5.1 The proposed Best Council Plan for 2020 to 2025 continues the council's aim of tackling poverty and reducing inequalities through a sustained 'Best City' focus on working with partners, organisations, communities and individuals to both grow the economy and doing this in a way that is compassionate and caring. It articulates this Best City ambition through a set of eight interconnected priorities with the city's Health and Wellbeing Strategy, Inclusive Growth Strategy and Climate Emergency as the three key drivers or 'pillars'.
- 5.2 It is also important the council continues to play its part through ongoing improvement and prioritisation, using its resources to support the Best City ambition and priorities and enabling its people across the organisation to be their best. A new Best Council enabling framework, built on a set of core strengths and co-ordination of the authority's key resources, will help to drive this. With the council's five values continuing to underpin everything the council does and how it works, this framework supports the Best Council ambition to become a more efficient, enterprising and healthy organisation.

6. Recommendations

- 6.1 Council is asked to adopt the Best Council Plan 2020 to 2025 at Annexe 1.
- 6.2 Also to thank Scrutiny Boards and others for their comments throughout the development and consultation processes that have informed the proposed Plan.
- 6.3 Council is asked to note that further development and graphic design work will take place prior to publication and launch of the Best Council Plan 2020 to 2025 around 1st April 2020.

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.

FOREWORD

Best Council Plan 2020 to 2025 **Tackling poverty and reducing inequalities**

Our ambition is for Leeds to be the best city in the UK: compassionate and caring with a strong economy; which tackles poverty and reduces inequalities; working towards being a net zero carbon city by 2030. We want Leeds to be a city that is distinctive, sustainable, ambitious, fun and creative for all, with a council that its residents can be proud of as the best council in the country.

About Leeds City Council

The council has a central role in the life of the city. We provide a wide range of vital public services, work with partners across all sectors to strengthen our economy and communities, and have an increasingly important responsibility to represent the city nationally and on the world stage – attracting business, investment and promoting what Leeds has to offer. We are often at the centre of complex networks of stakeholders, working locally and city-wide to convene people and focus collaborative efforts to help improve lives.

Our council workforce is around 15,000 strong (in headcount; 13,000 full-time equivalents) and embedded into every part of the city. Council staff and our 99 elected members work each day to make the city a great place to live and work: keeping children safe; supporting older and vulnerable people; preventing and tackling homelessness; helping people live in good quality, affordable housing; working with the police to prevent and tackle crime and anti-social behaviour; encouraging our residents to live healthier, more active lifestyles; providing sport and leisure facilities and green spaces; supporting people into jobs, training and apprenticeships and helping them earn enough to support themselves and their families; cleaning streets and dealing with the city's waste; making roads safe and reducing congestion; improving air quality; securing investment in the city and promoting cultural and community events all across Leeds. All of this, and more, is ultimately about how we can improve the lives of Leeds residents. Over recent years we have done this while working with reduced budgets, delivering better value for money each year for the Leeds public.

This Best Council Plan provides a framework through which council staff and the people and businesses of Leeds can better understand the role of our organisation, and the difference we make in particular to those who need it most.

About Leeds

Leeds is a growing city with a population estimated at 789,000 (ONS Mid-Year Estimates 2018), an increase of nearly 40,000 since the last Census in 2011. The shift in the make-up of our population at local levels is striking with rapid changes particularly in some of our inner-city communities, many of which are the fastest growing and have the youngest age profile.

Leeds continues to be the main driver of economic growth for the city-region, and has key strengths in financial and business services, advanced manufacturing, health and creative and digital industries, with a strong knowledge-rich employment base. These strengths, linked to the city's universities and teaching hospitals, are major innovation assets for Leeds. Leeds also performs well in terms of business start-ups, with strong growth in digital and medical technologies, telecoms and creative industries.

Almost 470,000 people work in the city (ONS Business Register and Employment Survey 2018) with three quarters in the private sector, putting Leeds in the top five nationally for private sector employment. Leeds is experiencing record levels of development and continues to be popular with

Foreign Direct Investment. Strong private sector growth since 2010 has maintained the city's employment rate above average for the region.

While Leeds continues to enjoy economic success, we recognise that not everyone is benefitting from the opportunities this presents. More than 70,000 adults are facing in-work poverty. The latest Indices of Multiple Deprivation (IMD 2019) tell us that around 186,000 people in the city live in areas that are ranked in the most deprived 10% nationally, many of whom are aged under 15 or over 65. This is an increase of more than 20,000 people since the previous indices in 2015. This level of disadvantage and inequality has seen the worsening of some social challenges too, with crime in Leeds rising by more than 10% between 2017/18 and 2018/19, and a 21% rise in the number of people accessing foodbanks which supported almost 34,000 people in Leeds in 2018/19.

[Insert Map of Leeds – Indices of Multiple Deprivation 2019. Below: Please visit the Leeds Observatory online [here](#) for key data about the Leeds population and Leeds economy, including for more information and analysis on the IMD 2019.]

The council has recognised the sharp challenges that too many citizens in Leeds face as they try to overcome poverty, especially in many of the lower income communities which encircle the wealth of the city centre. Breakdowns in the city's transport network and a lack of effective connectivity between communities are a barrier to economic inclusion which we must reduce. This includes looking beyond the city's boundaries and working with neighbouring authorities to find a solution for the whole region. We are actively participating in the work of the city region and pressing for a devolution deal to unlock the potential of Leeds and Yorkshire. We also convene the national core cities network (the largest cities outside London).

The whole city, along with places globally, is confronted with the generational challenge of climate change which has the potential to drastically affect our quality of life. Leeds declared a climate emergency in March 2019 and the council has already taken decisive action in response: acquiring the largest local government electric vehicle fleet in the UK; committing to purchase 100% of our electricity from renewable sources; improving energy efficiency in council housing; establishing an extensive tree planting scheme; ceasing plans to invest in a link road to the airport; and pushing for an ambitious national aviation strategy that integrates aviation into the national carbon roadmap.

As a Child-Friendly City, Leeds continues to invest in the future of our young people which has led to improvements in health and educational outcomes. However there is much more to do to ensure everyone is equipped with the education and skills they need to succeed in life, and the council is working with families, schools and others to secure a brighter future for every child in Leeds.

While the UK is embarking upon a new relationship with European neighbours, Leeds remains an open, welcoming, outward-looking city ready to build new partnerships with places around the world in order to improve the lives of people and communities closer to home.

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

Cllr Judith Blake, Leader of Leeds City Council
Tom Riordan, Chief Executive of Leeds City Council

February 2020

Introduction

Our Strengths

Leeds is a thriving, diverse and dynamic city with five unique strengths:

- **Leeds is the epi-centre of the UK** and the heart of the northern and national economies with strong international links. Leeds is the gateway the 14m people in the east of the country and the only Northern city from which all the other major Northern cities can easily be reached; an economic powerhouse predicted to grow by 50% over the next 20 years, outperforming the national economy.
- **Leeds is young and getting younger.** Our region is one of the youngest in the UK providing a talent pool that is digitally skilled and enterprising. The city's dynamic start-up culture and vibrant, youthful environment give Leeds that crucial competitive edge. Nearly a quarter of the city is aged between 18-29 years old. Our working age population is increasing at a higher rate than both the EU as a whole and key cities such as Berlin, Madrid and Milan. Our citywide talent and skills plan brings together employers and educators to collectively identify and provide new skills for the economy.
- **Leeds is a diverse city.** We put people first, and have a proud record of working together to deliver for everyone: Leeds is a compassionate city, with a tradition of social enterprise and with a social model that harnesses the energy of our communities and a strong charity sector. Leeds understands that tackling poverty and inequality drives economic and social growth.
- **People enjoy the best of both worlds in Leeds.** All the advantages of a compact, cultural, green city with Yorkshire on its doorstep. Leeds has all the advantages of a big city too, with a thriving job market and access to culture, sport, food, and retail at the heart of a clean and walkable city centre. Our city has fantastic green spaces including one of the largest city parks in Europe. Leeds has a competitive cost of living and of doing business too, with housing, offices and workspaces in development to meet growing demand.
- **Leeds is distinctively ambitious, powered by innovators, entrepreneurs and social priorities.** Leeds is built on a rich tradition of social innovation, and today our pioneering work on healthcare and technology is helping more people worldwide live healthier, more productive, active and creative lives. We are FinTech and HealthTec leaders, home to some of the world's biggest datasets including NHS Digital and world leading research and development through our five universities.

Our Best City Ambition

The Best Council Plan 2020 to 2025 maintains our long-term 'Best City' strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support the people who need it most.

Building on the key council and partnership strategies in place and in development, this Best Council Plan sets out a number of interconnected priority areas of work that flow in particular from our two long-standing main strategies, Inclusive Growth and Health and Wellbeing, as well as third, new for 2020, strategic key pillar for the organisation, Climate Emergency. This addition recognises the scale of the challenge facing the city – and indeed the country - to make the changes needed to combat climate change effectively. Consideration of the impact of our actions on the planet will need to thread through every aspect of daily life in the future, and that approach to sustainability is reflected throughout this Best Council Plan.

Taken together, a focus on eight 'Best City' priorities will deliver improved outcomes for everyone in Leeds:

- Inclusive Growth
- Health and Wellbeing
- Sustainable Infrastructure
- Child-Friendly City
- Age-Friendly Leeds
- Housing
- Safe, Strong Communities
- Culture

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

Our Best Council Ambition

The Best Council Plan 2020 to 2025 also maintains our long-established 'Best Council' strategic focus on being an efficient, enterprising and healthy organisation. This reflects our wider positive outlook for the role of local government in working with our communities in shaping and strengthening the prospects of the city and its residents. Underpinning everything we do and how we work to achieve our ambitions are our Values:

- Being open, honest and trusted
- Treating people fairly
- Spending money wisely
- Working as a team for Leeds
- Working with all communities

Despite growing demand and an unprecedented long period of budget reductions for local government, the council has continued to deliver high quality, improved public services and value for money for the Leeds public. We use our resources, influence and convening capacity to drive inclusive economic growth and promote health and wellbeing, tackling deprivation and other deep-rooted challenges to improve the quality of life for our residents. We have re-designed many of our services to focus on needs-led, asset-based early intervention and prevention, and have given citizens more control over decisions that directly affect them. This way of working has seen the council consistently receive national recognition for outcomes in adults and children's social work in particular. Our locality working and partnership approach continues to develop and become further embedded into communities, especially the priority neighbourhoods (small areas ranked as some of the most disadvantaged places in the country where the council is targeting resources). With the adoption of the Climate Emergency as the third pillar – alongside inclusive growth and health and wellbeing – of our Best City ambition, we will seek to further embed sustainability considerations into all aspects of the authority's decision-making.

However, if we are to maintain momentum and protect vital services, we must renew our efforts against the Best Council ambition. For the 2020 to 2025 planning period, we are establishing a Best Council framework that draws on our core strengths:

- Strong leadership of place: enabling, convening, facilitating and stimulating
- Effective partnership working and commissioning to make the most of the collective 'Leeds pound' and improve outcomes
- Maintaining a clear focus on delivering high quality, locally integrated public services
- Using needs-led, asset-based approaches based on early intervention and prevention, supporting the people and places most in need
- Ongoing engagement with communities and individuals
- Making the best use of our resources:
 - Our people
 - Our money
 - Our digital capabilities
 - Our land and buildings
 - Our evidence and insights
 - Our communications

A set of annexes to this Best Council Plan explain these resources in more detail *[Please note: the annexes are currently in development and will be added to the published Best Council Plan in the first half of the financial year 2020/21]*:

- Our **People Strategy** sets out how we are strengthening our approach to recruitment, retention and progression to ensure we continue to attract and keep a talented, motivated and engaged workforce that reflects the communities we serve.
- Our **Financial Strategy** is helping us become more financially sustainable and resilient, safeguarding public funds while achieving value for money to ensure we are well placed to respond to the significant funding uncertainties and pressures we face and to target our money to where it can make the most difference.
- Our **digital capabilities** have a central role in ensuring we maximise the use of tools and technology to improve and transform the way the council works, provides services and engages with citizens.
- Our **Estate Management Strategy** explains our vision and approach to managing the council's land and buildings across the city, helping us deliver a modern, efficient, sustainable estate and workplaces.
- Our **evidence and insights**, drawn from listening to our citizens and effective use of data, help us identify and understand the challenges and opportunities we face, assess progress in delivering our Best City and Best Council ambitions and drive improvement.
- Our **communications** enable us to clearly explain the challenges and opportunities to our citizens, partners and other key stakeholders, further strengthening these vital relationships and collaborative working.

The final design version will include a small range of stats and facts relevant to the council's role in the city with accompanying infographics (e.g. number of parks we maintain, length of highway etc.)

Best Council Plan *2020 to 2025*

Tackling poverty and reducing inequalities

With the city's Inclusive Growth Strategy, Health and Wellbeing Strategy *and Climate Emergency declaration* as key drivers

Leeds Best Council Ambition

An Efficient, Enterprising and
Healthy Organisation

Delivering our ambition through:

- *Strong place leadership*
- *Effective partnership working and commissioning*
- *Clear focus on delivering high quality, locally integrated public services*
- *Asset-based approaches, supporting the people and places most in need*
- *Ongoing engagement with communities and individuals*
- *Making the best use of our resources:*
 - *Our people*
 - *Our money*
 - *Our digital capabilities*
 - *Our land and buildings*
 - *Our evidence and insights*
 - *Our communications*

BEST CITY PRIORITIES

What we and our partners are focusing on to
improve outcomes

Inclusive Growth
Health & Wellbeing
Sustainable Infrastructure
Child-Friendly City
Age-Friendly Leeds
Housing
Safe, Strong Communities
Culture

*(Also on the Plan on a Page will be the 3-4 bullets under
each priority that explains the key areas. No changes
proposed from the current BCP on a Page)*

Leeds Best City Ambition

A Strong Economy and a
Compassionate City

Best City Outcomes

For everyone in Leeds to...

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

Our Values

Underpinning everything 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 all communities

Inclusive Growth

Our ambition is for a strong economy within a compassionate city. We will deliver this through inclusive growth which seeks to ensure that the benefits of prosperity reach all our communities and citizens. This means tackling inequalities across the city, raising skill levels, creating more high quality jobs, improving health and wellbeing, focussing on our communities, embracing the digital revolution, supporting innovators and entrepreneurs and harnessing the economic benefits of all sectors. Looking at the economic aspect of our climate change ambitions, it is estimated that Leeds could save £277m a year if it exploited cost-effective opportunities for energy efficiency and low carbon development.

The Leeds economy is performing well with key strengths in financial and business services, advanced manufacturing, health, and creative and digital industries. Leeds has a strong knowledge-rich employment base linked to the city's universities and teaching hospitals which are major innovation assets. Leeds also performs well in terms of business start-ups, is experiencing record levels of development and continues attract Foreign Direct Investment. Strong private sector growth since 2010 has maintained the city's employment rate above average for the region.

But issues still remain throughout the economy: people living in our disadvantaged areas continue to have poorer health outcomes, education attainment remains a challenge, and the hollowing out of the labour market drives down productivity. This year will see even more change to the city as we leave the European Union. The overall impact of Brexit very much depends on the government's future economic policy but we are working closely with partners across the region to plan responsibly to mitigate impacts and harness any opportunities.

Our Leeds Inclusive Growth Strategy focusses around three themes to address inequalities and deliver growth: **People, Place and Productivity**

Investing in **people** means investing in their health and wellbeing, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system. It means tackling low pay and securing better social and economic outcomes from the role and impact of the city's 'Anchor Institutions' (the organisations with the biggest stake and the most influence and impact in Leeds).

A focus on **place** will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing the city centre as an economic powerhouse not just for Leeds but also for the north, and growing major economic hubs to the north, east, south and west of the city. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city's growth.

Improving **productivity** is also necessary. By backing innovators and entrepreneurs we can build on our strong start-up and scale-up performance. Embracing technological change will create opportunities for Leeds, but we must continue to promote and invest in digital inclusion and skills. Promoting a modern, dynamic, diverse and outward-looking image of Leeds – including maximising the economic benefits of culture - can drive greater inward investment, exports and tourism.

As part of our Inclusive Growth Strategy, many businesses across all sectors have pledged to offer support for our city, setting out what they will do more of or do differently to promote inclusive growth. Added to this we now have 12 Inclusive Growth Ambassadors in post to help us deliver our strategy and a wider delivery partnership working with communities, business and stakeholders.

KPIs – How we will measure progress and achievements

- **AMEND:** Private sector employment in Leeds – *This KPI will be replaced with a wider one on ‘Employment in Leeds’ which is then broken down into private and public sector employment in performance reports. (This is the approach already taken at Scrutiny and in the BCP Annual Performance Report.)*
- **NEW:** Unemployment in Leeds - *Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth to include. (This is also already included in the BCP Annual Performance Report.)*
- **SEE NOTE:** GVA (Gross Value Added) per filled workforce job (current prices) – *Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth as to whether more meaningful KPIs can be added. As discussed at Scrutiny, note current work underway to develop KPIs to measure Inclusive Growth Strategy, through which a small number may later be added to the BCP.*
- Number of new business start-ups and scale-ups
- Business survival rate (after 5 years)
- Change in business rates payable since 2017 revaluation
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Percentage of Leeds residents and Leeds workers earning below the Real Living Wage
- Number of people supported into work
- Number of adults of working age affected by in-work poverty

Key supporting strategies

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

The final design version will include a range of stats and facts relevant to Inclusive Growth with accompanying infographics.

Health & Wellbeing

There remains enduring inequality in the city. Some of us experience worse physical and/or mental health wellbeing because of where we live, how much we earn, the air we breathe or the pressures we face every day. The cost is too great to our people, our economy and our city.

With so many factors contributing to health and wellbeing, our challenge is to develop a broad approach reflecting the importance of housing, employment, community and the environment whilst being specific about the areas we need to focus on to make the biggest difference. In Leeds we believe that our greatest strength and our most important asset is our people. Health and wellbeing start with people: our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; and the environment we create to live in together.

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

Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs. In addition, the network of national health leadership, health-tech and research organisations in the city, along with our city's strong economy and exceptional universities, create a unique health and care infrastructure.

Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system.

During 2020 we will be working to align even more closely the Health and Wellbeing Strategy and the Inclusive Growth Strategy, reflecting the importance of the health sector to the Leeds economy and the importance of developing our workforce in health and social care.

The Leeds Health and Care Plan is key in taking this forward: with its focus on protecting the vulnerable and reducing inequalities, improving quality and consistency, and building a sustainable system against the backdrop of reducing resources.

KPIs – How we will measure progress and achievements

- Infant mortality rate
- Percentage / proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'.
- Number of permanent admissions to residential and nursing care homes: (a) for people aged 18-64 including 12-week disregards; (b) for people aged 65+ including 12-week disregards
- Proportion of people who use social care services who have control over their daily life

Key supporting strategies

- Leeds Health and Wellbeing Strategy
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Leeds Health and Care Plan
- West Yorkshire and Harrogate Integrated Care System 5 Year Plan
- Inclusive Growth Strategy
- Leeds Mental Health Strategy

The final design version will include a range of stats and facts relevant to Health & Wellbeing with accompanying infographics.

Sustainable Infrastructure

Like other growing cities, Leeds faces a number of challenges, including adapting to climate change, linking people to services and employment, enabling people to better manage their wellbeing and increasing the number of people choosing active travel and public transport.

Sustainable and joined up modern infrastructure has a vital role to play in responding to these challenges. A resource-efficient and connected city will be a better, healthier place to live as well as more competitive and better placed to ride out future economic and climactic shocks. This means further integration in planning, funding and delivering both essential maintenance and improvements to Leeds' infrastructure to help support growth and improve connectivity. This will bring new markets within reach for business, new jobs within reach for people and a wider workforce within reach for employers.

Our approach needs to go beyond a narrow pursuit of growth, ensuring Leeds is liveable as well as prosperous. A step change in the level of public transport use is needed, one that reflects not just vital regional links but a greater level of local connectivity and choice. But transport initiatives cannot be developed in isolation; they need to be connected with the wider infrastructure across the city, including our streets, businesses, health provision and schools. Employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled.

Our sustainable infrastructure priority is set within the context of the council's declaration of a climate emergency in March 2019 and our stated ambition of working towards being a net zero carbon city by 2030, accepting that urgent action is needed. Following the declaration, we carried out a Big Leeds Climate Conversation to raise awareness, understand the level of action individuals were willing to take and explore what residents thought about a number of bold ideas to cut emissions. The more than 8,000 responses received and the recommendations of the Leeds Climate Change Commission and Citizens' Jury are informing the council's strategy: the practical steps we can make now and where further work is required.

Our ongoing work to reduce the risk of flooding is helping to offset the longer-term effects of climate change whilst also protecting homes and businesses, increasing employment and making tourist attractions more accessible. Phase 1 of the Leeds Flood Alleviation Scheme has been completed and Phase 2 is now in development. Alongside the Environment Agency, we are working with partners and landowners up and down the River Aire to deliver a range of natural flood measures which can slow the flow of water upstream so that the landscape can hold more water in times of flood. Combined with more traditional engineering solutions, we are creating new woodland, managing land to reduce the flow of water during heavy rain and restoring river and flood plains.

We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. We are introducing a Clean Air Zone that will charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards for entering a defined area within the city centre. We are providing assistance and advice to help local organisations prepare and building a platform for taking forward measures to encourage future zero carbon transport.

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create the appropriate context to set a fresh strategic approach for the city's transport. The £270m Leeds Public Transport Investment Programme is marking a new era in public transport investment across the city. The programme has

informed proposals to the Transforming Cities Fund, which aims to improve productivity and spread prosperity through investment in public and sustainable transport in some of the largest English city regions. The council is also leading on major schemes within the £1bn West Yorkshire Transport Fund to promote housing and employment growth. Initiatives include:

- Investment in a new Leeds High Frequency Bus Network, aiming for more than 90% of core bus services running every 10 minutes, 7am – 8pm.
- Reduced bus delays through signal technology innovation to enhance bus priority, provide better pedestrian facilities, reduce waiting times, improve stop facilities and deliver better road use information.
- New buses that meet Euro 6 vehicle emission standards and offer a better passenger experience by 2020 and support for a roadmap towards the electrification of the bus fleet.
- Support for a West Yorkshire connectivity review and the development of future mass transit solutions for the city.

A joined up approach to digital technology, data, infrastructure, digital literacy and skills across the whole city is vital to our future success. This is managed through the Smart Leeds programme. An example of this is the accelerated delivery of full fibre across the city, helping to directly increase Leeds' economic output as well as providing the infrastructure for more sustainable new models of care and other public service models. The Smart Leeds approach also derives value from our partners' ecosystems, building on assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA) to further establish Leeds as a leader in the application of data.

KPIs – How we will measure progress and achievements

- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- **SEE NOTE:** Air quality – *Further development needed. KPI(s) will be added at a later date*
- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in travel to the city centre by sustainable transport (bus, train, cycling, walking)
- Percentage of waste recycled
- Number of residential and commercial properties moved to a lower level of flood risk
- Increase in tenants' digital skills/confidence, access to equipment and motivation

Key supporting strategies

- Leeds Transport Strategy
- Leeds Inclusive Growth Strategy
- Leeds Highway Infrastructure Asset Management Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Health and Wellbeing Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Transport Strategy
- Transport for the North Strategic Transport Plan

The final design version will include a range of stats and facts relevant to Sustainable Infrastructure with accompanying infographics.

Child-Friendly City

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to make Leeds the best city in the UK for children and young people to grow up in; to improve the homes and places in which children live and play; and to increase their overall health and wellbeing. We want to make a difference to the lives of children and young people who live in Leeds, to have a positive impact on improving outcomes for all children, while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

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

- Through the Health and Wellbeing Strategy, we will promote healthy, physically active lifestyles for our young people.
- Our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable.
- Our approach to transport will aim to address the specific requirements of young people.
- Improving the skills and education of our young people as they enter the world of work is central to our approach to inclusive growth.
- We will continue to engage with children and young people to help respond to the climate emergency, recognising their valuable roles as agents of change in their families, schools and communities.

The introduction of the 3As Strategy in 2019 (attendance, attainment and achievement) is driven by our ambition to support all children and young people to reach their full potential. The strategy aims to close the gaps between more and less advantaged children and young people through collaborating with internal and external partners. Children and young people will be supported to engage positively with education and will be offered opportunities that lead to positive, lifelong pathways. Through this, we will give all children and young people in Leeds, particularly those who are vulnerable and/or disadvantaged, an empowering start in life and enable them to thrive in a vibrant and compassionate city.

Our approach places the child at the heart of everything we do: we give children a voice, we give them influence, and we work with children, young people and their families to develop quality connections and relationships. This means that together, we can make Leeds a safer and better place in which to live, learn, and grow up in.

The Leeds Children and Young People's Plan explains our child-friendly approach. The Plan sets out eleven priority areas of work:

1. Help children and parents to live in safe, supportive and loving families
2. Ensure that the most vulnerable are protected
3. Support families to give children the best start in life
4. Increase the number of children and young people participating and engaging in learning
5. Improve achievement and attainment for all
6. Improve at a faster rate educational progress for children and young people vulnerable to poor learning outcomes
7. Improve social, emotional and mental health and wellbeing
8. Encourage physical activity and healthy eating
9. Support young people to make good choices and minimise risk-taking behaviours
10. Help young people into adulthood, to develop life skills, and be ready for work

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

KPIs - How we will measure progress and achievements

- Number of children who need to be looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are not in employment, education or training (NEET) or whose status is 'not known'
- **NEW:** Average Attainment 8 score for pupils with SEND but no statement
- **NEW:** Fixed term exclusions in all schools

Key supporting strategies

- Leeds Children and Young People's Plan
- The 3As Strategy (attendance, attainment and achievement)

The final design version will include a range of stats and facts relevant to Child-Friendly City with accompanying infographics.

Age-Friendly Leeds

Leeds wants to be a place where people age well: where older people are valued, feel respected and appreciated, and are seen as the assets they are.

The opportunities and challenges presented by an ageing population are well-rehearsed. Older people contribute in countless ways to Leeds' rich and vibrant communities – through the skills and knowledge that they bring to their local communities, high levels of volunteering, acting formally and informally as community connectors, intergenerational interactions, unpaid caring roles, and through the skills and experience they bring to their workplaces. However, we also know that many older people are also more likely to have multiple long-term health conditions, with inequalities disproportionately affecting the poorest in our city. Inequalities in older age are cumulative and have a significant impact on a person's health, wellbeing and independence. Pension Credit is available to supplement the UK State pension and help to lift people out of poverty; but not everyone who is entitled to pension credit is claiming it.¹

Our approach to making Leeds the best city to grow old is one of citizenship and applies to the whole population. The approach: ensures there is a strong focus on social networks within neighbourhoods and the city; promotes social capital and participation; age-proofs and develops universal services; tackles inequalities and reduces social exclusion; aims to change social structures and tackle ageist attitudes; and facilitates age-friendly practices in local communities.

A lot of good work already takes place in Leeds – and indeed, within the council itself, we are looking at our age-friendly employment practices, based on guidelines from the Centre for Ageing Better - but we recognise there is an opportunity for this to have a clearer strategic context. We have therefore developed an Age-Friendly Strategy and action plan which cuts across all our Best Council Plan priorities. This focuses our work around six areas adapted for Leeds from the World Health Organisation's Age-Friendly City domains:

- Housing
- Public and civic spaces
- Travel and road safety
- Active, included and respected
- Healthy, independent ageing
- Employment and learning

Cross-cutting themes are:

- Engagement with older people – involving and consulting with older people on the development, delivery, management and evaluation of those services and projects which affect them.
- Effective communications – promoting ageing positively and providing information about services and activities in a format that older people can easily access and which suits their needs.
- Access to digital technology – help and support for people who want to use digital technology to make their lives better.
- Reducing inequalities – recognising the barriers faced by older people who are, or are at risk of, being vulnerable or disadvantaged, and putting interventions in place to remove or reduce these barriers.

Partnership working underpins our age-friendly approach:

- The Age-Friendly Board (Making Leeds the Best City to Grow Old In) provides strategic leadership and oversight, supported by a broader Age-Friendly Leeds Partnership, co-led by

¹ According to a report from Independent Age analysing DWP data there is about £30 million unclaimed pension credit across Leeds. [Source: 'Credit where it's due: Ending the £3.5 billion Pension Credit scandal', 26 Jun 2019 available [here](#). Local data is provided in the supporting annexe available [here](#).]

the council and Leeds Older People's Forum. The partnership brings together statutory, voluntary and private sectors to address the priorities identified by older people themselves to help make Leeds a more age-friendly city.

- The five-year partnership between the Centre for Ageing Better, the council and Leeds Older People's Forum is piloting innovative approaches and generating new evidence of 'what works' for ageing well which is being shared in the UK and beyond. The partnership is working on the agreed three initial priorities:
 1. Addressing older people's **housing information and advice needs**: following independent research in the city during 2018 to understand the type of housing advice and information people want and mapping where support was available, the Me and My Home Group in Leeds are taking forward the recommendations made.²
 2. Developing innovative **community transport solutions**: transport providers are looking at new ways of working together.
 3. The motivations, barrier and enablers that older people face in **contributing to their communities**: based on local research commissioned by the Centre for Ageing Better in Leeds, Bristol, Scarborough and Settle³ an evaluation into the Leeds Neighbourhood Networks has now been commissioned.
- At national and international levels, Leeds is a member of: the UK Network of Age-Friendly Communities – a group of communities from across the UK collaborating to bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, a forum dedicated to raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age-Friendly Cities, which was established to foster the exchange of experience and mutual learning between cities and communities worldwide.

In November 2019, Leeds City Council became the first local authority to join over 60 leading public and voluntary sector organisations to commit to a shared vision for healthy ageing. The vision is set out in a landmark consensus statement (available [here](#)) created by the Centre for Ageing Better and Public Health England with the aim of setting out the contributing organisations' shared commitments and leadership on healthy ageing in preparation for entering the World Health Organisation's Decade of Healthy Ageing 2020-2030. The commitments are based around five principles for healthy ageing: prioritising prevention; creating opportunities for people to contribute to society as they age; narrowing inequalities; fostering inclusive homes, workplaces and communities; and challenging ageist attitudes.

KPIs – How we will measure progress and achievements.

- **NEW:** Income Deprivation Affecting Older People Index (IDAOPI) as a percentage compared to Core Cities
- **NEW:** Percentage of new developments built to accessible and adaptable standards
- **NEW:** Healthy life expectancy (years) by gender
- **NEW:** Disability-free life expectancy (years)

Key supporting strategies

- Age-Friendly Leeds Strategy

The final design version will include a range of stats and facts relevant to Age-Friendly Leeds with accompanying infographics.

² The Centre for Ageing Better's 'Home Truths' report was published in July 2019 (available [here](#)). It makes recommendations for what national government and local areas can do to help people better access housing information and advice.

³ The Leeds report, published in October 2018, is available [here](#).

Housing

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

The Leeds Housing Strategy sets out our ambitions for effectively meeting housing need to make Leeds the best place to live. We continue to deliver six priorities:

- Affordable housing growth
- Improving housing quality
- Promoting independent living
- Creating sustainable communities
- Improving health through housing
- Meeting the needs of older residents

Following the council's declaration of a climate emergency in March 2019, we can add to this set of priorities with another:

- Improving housing energy performance

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

In recent years there has been a growth in the private rented sector. The council supports landlords via the Leeds Rental Standard, self-regulation for the sector, and forums. Poor landlords are targeted by proactively addressing standards via regulation and initiatives such as the Leeds Neighbourhood Approach, selective licensing and the Rogue Landlord Unit.

Working with developers and housing associations, we maximise opportunities to build new homes – including affordable homes – and bring empty homes back into use. The council has committed to a significant council housing new build programme, including specialist Extra Care housing schemes, which are being built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction. We work closely with health agencies to ensure that homes meet the health needs of residents, carrying out adaptations and rehousing support to enable disabled people to live independently and prevent admission to hospital or residential care.

Investment in the energy efficiency of homes is more important than ever before, helping us in our work to both respond to the climate emergency and tackle fuel poverty. Following extensive investment over the last fifteen years in insulation and efficient heating systems, council housing is at 'C' for energy efficiency (as at 2019) compared to 'D' for housing as a whole. The authority has now secured funding to install external wall insulation on much of its own back-to-back stock and to roll out domestic solar, with the ability to store energy. We are building new council homes to near Passivhaus¹ standards and investing heavily in retrofit programmes to bring all existing homes to this standard. The costs of this retrofit are high, in excess of £1bn, so the council is lobbying for enhanced national funding.

¹ Passivhaus is a voluntary building performance standard that anyone setting out to build a low-energy home might be interested in. It's gaining lots of attention in the UK and is based around the principle of reducing heating demand to a very low level rather than relying on renewables.

More significant challenges lie in the owner occupied and private rented sector where local authorities have less influence. However, Leeds will continue to support charities such as LATCH and Canopy who bring older properties back into use after extensive energy efficiency works and call for measures at a national level to improve the energy efficiency of privately rented and owned homes.

All of this work is done through the lens of the council's climate emergency declaration through which we are committed to making Leeds carbon neutral by 2030. This will require all homes to be well insulated, with low or zero carbon heating and many with integrated renewables by this time.

We continue to be successful at minimising homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme. Our Homelessness and Rough Sleeping Strategy sets out the five themes that provide the framework for our work in this area:

- Minimise rough sleeping
- Maximise homeless prevention
- Future role of housing related support in Leeds
- Youth homelessness
- A focus on priority groups

KPIs – How we will measure progress and achievements

- Growth in new homes in Leeds City Council
- Number of affordable homes delivered
- **NEW:** Housing mix in the city - *Request from Scrutiny Board Infrastructure, Investment & Inclusive Growth as to whether a KPI on the mix (e.g. houses of different sizes, types of ownership etc.) was possible. The service is currently reviewing this.*
- **DELETE:** Number of new units of extra care housing - *Propose removal as a KPI in its own right and include in the breakdown for the overarching KPI 'Growth in new homes'*
- Percentage of housing adaptations completed within target timescale
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions
- Number of rough sleepers in Leeds
- **DELETE:** Percentage of council housing repairs completed within target - *This is more a service operational measure than one directly linked to the council's strategic Housing priority.*

Key supporting strategies

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan
- Leeds Homelessness and Rough Sleeping Strategy

The final design version will include a range of stats and facts relevant to Health & Wellbeing with accompanying infographics.

Safe, Strong Communities

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

Central to our ambition continues to be a place-based, integrated approach to service delivery and leadership, combined with a renewed focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods. We are working seamlessly with partners from all sectors to meet the needs and demands of communities, regardless of responsibility for resources.

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

- Local councillors are at the forefront of our approach to community leadership and that their knowledge of the communities they represent is used effectively to plan local services;
- Residents, communities, businesses and organisations are equal partners;
- Local people are engaged to achieve things that we cannot achieve alone and we add value to their activities;
- The city's strategic priorities are aligned to local communities to deliver joint action; and
- Tools and support are provided so local people can take action and we share information, skills and resources.

This approach expands on the work of Community Committees by outlining a more joined-up service offer in a number of priority wards in the inner areas and priority social housing estates in the outer areas, and importantly those neighbourhoods which fall into the 1% most deprived nationally. The work of Community Committees is promoted through @_YourCommunity.

Recognising that our communities are now more diverse than ever, our strategic approach to migration is inclusive. We engage with established and new communities to improve the way that we communicate how our city works. This is complex work, involving multiple partners, through which a wide range of support is provided to improve access to advice and services to those who are new to the city, including some of our most vulnerable residents. More information can be found @_CohesionLeeds.

Underpinning all our work is our ambition for Leeds to be inclusive, where all citizens are treated fairly. Our approach to equality is far reaching and comprehensive, helping us meet both our statutory obligations as a local authority but also our wider city aspirations. This includes the work we carry out to engage with and support Leeds' under-represented groups, ensuring their voice is heard and that they feel included in key decisions. More information about the city's work to address equality can be found @_InclusiveLeeds.

We will continue to work to make all our communities safe for everyone: tackling and working to prevent risks, threats and harms, whether from anti-social behaviour, hate crime, domestic violence or theft and burglary. This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support

those most vulnerable from being drawn into extremism and terrorist-related activities. We will also take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.

KPIs – How we will measure progress and achievements

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

Key supporting strategies / documents

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council's Equality Improvement Priorities
- Community Committees Annual Report

The final design version will include a range of stats and facts relevant to Safe, Strong Communities with accompanying infographics.

Culture

“Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity.”

(Our definition of culture as set out in the Leeds Culture Strategy)

Leeds backs culture. We believe it has a vital role to play in realising our Best City ambition, recognising the contribution it can make to individuals’ physical and mental health, educational and employment options and quality of life. We also recognise the contribution it can make to the city’s confidence, profile and economy. Our culture both defines our rich differences, and brings us closer together. Sharing the diverse cultures of our city helps people to get to know and respect their neighbours and it can help build wider community cohesion. Most of all, culture can be fun and life-affirming. Thousands of arts, cultural and community organisations, and everyone in the city, make Leeds’ culture what it is and their exceptional contributions will continue to be valued.

Our approach is set out in the Leeds Culture Strategy which has seven objectives:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds.
- For culture to build respect, cohesion and coexistence between and within communities and individuals.
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by everyone.
- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration.
- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies.
- For the culture sector to grow and increase its contribution to Leeds’ economy, by placing culture at the heart of the city’s narrative.
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.

In the last few years we have seen Leeds’ cultural profile increase significantly. This has been a major factor in boosting the economy, attracting new businesses and jobs to the city, with a major highlight being Channel 4’s decision to move its national headquarters to City Square. We will continue to support creative SMEs and entrepreneurs and the spaces they need to develop their ideas and businesses. We will also encourage creative and cultural education and participation among our children and young people, understanding the role this can play in giving them the skills they need to thrive in 21st-century jobs: employers tell us that with the advance of robotics and artificial intelligence, key skills required will increasingly include empathy, communications, flexibility and creativity.

In 2018 Leeds was selected to be part of the prestigious Pilot Cities Programme. The only English city participating, the objective of the programme is to work with diverse cities across the world to benchmark key elements of our Culture Strategy and to learn from each other, finding examples of best practice and sharing knowledge and ideas. Our approach is rooted in our communities and takes a wide definition of culture, aiming to embed it across areas such as urban regeneration, education and health and wellbeing.

Since the city's bid to be European Capital of Culture came to an end, Leeds has forged ahead with its plans to host an alternative year-long celebration of culture in 2023. Although no longer a European event, the Leeds 2023 festival of culture will have a strong international focus and will celebrate the diverse cultures from across the globe to be found here. Please visit the Leeds 2023 website [here](#) for more information, including how to get involved.

KPIs – How we will measure progress and achievements

- **NEW:** Leeds' Cultural Vibrancy, Creative Economy and Enabling Environment (as measured through the annual European Cultural and Creative Cities Monitor). *For the first time in 2019, Leeds was included in this Monitor which shows how 190 cities in 30 European countries perform on a range of measures which, together, describe the Cultural Vibrancy, Creative Economy and Enabling Environment. The council will use these biennial reports as an indicator of progress, (whilst continuing also to measure the current 2 Culture KPIs below).*
- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds

Key supporting strategies

- Leeds Culture Strategy

The final design version will include a range of stats and facts relevant to Culture with accompanying infographics.



Best Council Plan Refresh 2020/21 – 2024/25

Summary of Scrutiny Board comments.



Report of the Scrutiny Boards Statement for Executive Board – 12th February 2020 Best Council Plan Refresh 2020/21 – 2024/25

Introduction

1. At its meeting on 7th January 2020, the Executive Board considered a report by the Director of Resources and Housing setting out initial proposals to refresh the Best Council Plan for the period 2020/21 – 2024/25, taking into account progress in delivering the Plan's priorities. Further engagement was then sought with Scrutiny Boards on the emerging refresh of the Best Council Plan.
2. This engagement process took place over a series of meetings in January 2020 as follows:
 - Adults, Health and Active Lifestyles – 7th January 2020
 - Infrastructure, Investment and Inclusive Growth – 8th January 2020
 - Environment, Housing and Communities – 9th January 2020
 - Strategy and Resources – 20th January 2020
 - Children and Families – 22nd January 2020
3. Each of the Scrutiny Boards received a copy of the Executive Board's report and considered the initial proposals in the context of **Quarter 2 Performance** data presented at the same meeting. This included specific Best Council Plan indicators relevant to the remit of each Scrutiny Board.
4. Scrutiny Board consideration of the initial Best Council Plan proposals benefited from the input of Executive Board Members, Directors and other Senior Council Officers.
5. This summary note sets out the key observations made by individual Scrutiny Boards, as well as detailing any concluding recommendations put forward

by Scrutiny for consideration by the Executive Board at its meeting on 12th February 2020.

6. The Executive Board is particularly asked to note the general support of Scrutiny towards the new focus on the Climate Emergency within the refreshed Best Council Plan.

Key observations by individual Scrutiny Boards

7. In considering the initial proposals for refreshing the Best Council Plan for the period 2020/21 – 2024/25, the following key observations were made by the Scrutiny Boards:

Adults, Health and Active Lifestyles (07/01/2020)

8. The Board welcomed the inclusion of the Climate Emergency upfront and central to the Best Council Plan and highlighted this could be further strengthened by including the City's aim to be carbon neutral by 2030. The Board noted the intention for this issue to be raised at the forthcoming State of the City meeting.
9. The Board also considered any potential risks, should the city achieve or not achieve its Best City ambitions within the timeframe of the Plan and noted that financial risks remained a significant challenge. Presentation of the Budget to Executive Board, Scrutiny Boards and Council; and the regular review of financial monitoring information by each Scrutiny Board along with the six monthly presentation of the Medium Term Financial Plan provided timely opportunities to assess and monitor the



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Councils financial position and provide Members with assurance over the Council's financial robustness. The Board felt these arrangements could be further strengthened by providing more detailed information around progress, implications, risks and challenges within the reports presented to Executive Board and Scrutiny Boards. The Board also acknowledged that risks can often be balanced with potential opportunities, such as greater use of digital technology, particularly to support the health agenda. The Board supported the presentation of potential opportunities alongside the risks and challenges faced by the Council.

10. Embedding sustainability into the Council's decision making process was seen as key to supporting the ambition to address the Climate Emergency. As an example, the Board was alert to the contradictions and tensions that may exist between the health and wellbeing agenda and promoting inclusive growth in the city – where development of additional housing may bring additional pressures to health and education infrastructure; and where addressing the climate emergency may bring pressure on transport infrastructure but brings improvements to the health and wellbeing of the citizens of Leeds.
11. The Board welcomed the reported review of the Council's decision making process which will provide clarity to the Climate Emergency ambitions for decision makers and provide a consistency of approach to the issues affecting the health and wellbeing of Leeds citizens.

Infrastructure, Investment and Inclusive Growth (08/01/2020)

12. The Board noted that the focus of the Best Council Plan remained tackling poverty & inequality and inclusive growth and welcomed the inclusion of the Climate Emergency as central to all the objectives within the Best Council Plan.
13. The Board highlighted the role of the 2018 Sustainable Development Inquiry in influencing the inclusion of sustainability into the Inclusive Growth Strategy. Members reiterated that more needs to be done to achieve sustainable growth, whilst recognising the tension between addressing the Climate Emergency and growth; housing; and health and wellbeing.
14. The Board acknowledged that the balance between social and economic growth and the environment presented a challenge. Two of the biggest sources of carbon emissions in the city were identified as energy consumption and transport. The Board noted the ongoing work through retro-fitting homes and maximising use of the planning process to tackle and reduce carbon impact on the city.
15. The Board noted that environmental considerations should be at the heart of the Inclusive Growth Strategy which included a large range of sustainable development measures.
16. The Board further considered the Key Performance Indicators (KPIs) within the Best Council Plan; suggesting the refinement of inclusive growth indicators and development of housing mix indicators.



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Environment, Housing and Communities
(09/01/2020)

17. The Board noted that the broad strategic direction of the Best Council Plan was retained; including the overarching goal of tackling poverty and inequalities and the ambition for Leeds to be the best city in the UK. The Best Council ambition and organisational Values were also retained, with a renewed focus to strengthen the sustainability agenda; with Inclusive Growth, Health and Wellbeing and the Climate Emergency becoming the three 'pillars' that underpin the Best City ambition and supporting priorities.
18. The Board also acknowledged the renewed 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

Strategy and Resources (20/01/2020)

19. The Board noted that the proposals to refresh the Best Council Plan retained the key priorities for the city, whilst including new focus on the Climate Emergency as one of the three pillars of the Plan and its objectives along with the Health and Wellbeing Strategy and the Inclusive Growth Strategy.
20. The Board particularly acknowledged the role of the Corporate Risk Register in providing assurance that any risks associated with not meeting the objectives of the Best Council Plan were constantly being monitored. Linked to this, it was noted that the three key areas of risk are associated with safeguarding; major incidents within the city and financial risk. The Board also acknowledged that the regular

presentation of the financial health report to the Executive Board and Scrutiny, as well as the six monthly performance reporting to Scrutiny, facilitated regular monitoring throughout the year.

21. The Board also felt it would be helpful to research and reflect how Leeds' approach in developing and performance monitoring its own Best Council Plan objectives compares with that of other core cities.

Children and Families (22/01/2020)

22. In considering the Plan, the Board noted the reported growth in the level of deprivation in Leeds and growth in the more deprived areas, leading to parenting under increased pressure.
23. Whilst acknowledging the inclusion of the Climate Emergency alongside tackling poverty and inequality, health and wellbeing and inclusive growth, the Board considered what effect the inclusion of the Climate Emergency would have on achieving Best Council and Best City ambitions.
24. The Board discussed the impact of the Climate Emergency on children and young people in terms of their engagement and knowledge of the related issues and noted the proposals to develop a package of practical things which children and young people could undertake to support work to address the Climate Emergency which would not adversely impact their learning. The Board also noted that the Leeds Youth Voice Summit this year is being focused around working together to tackle climate change.
25. The Board noted how consideration of the Climate Emergency influences other work



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being undertaken within the Directorate; including planning for school transport and travel to school; improving building efficiency; the use of more efficient/battery powered vehicles and the use of solar power; all of which will have a positive impact on improving the health and wellbeing of children and young people.

26. The Board continued to emphasise the importance of active lifestyles, particularly for young people and their family groups and the benefits this can bring in terms of general health and wellbeing, mental health and improving outcomes for young people. With its strong links to the Climate Emergency, the Board recognised that the existing “My Health My School” survey could provide a good opportunity to gather the direct views of young people on such matters as well as being another way to promote greater awareness.
27. In discussing the city wide impact of the Climate Emergency, the Board also recognised the opportunity for the Best Council Plan to reflect on the broader desire of Leeds citizens to become involved in action to address the Climate Emergency.

Concluding recommendations made by Scrutiny

28. The following recommendations have been made by Scrutiny for the consideration of the Executive Board:

Recommendation 1.

That Executive Board considers the opportunity for the Best Council Plan to reflect on how Leeds’ approach in developing and performance monitoring its own Best Council Plan objectives compares with that of other core cities.

Recommendation 2.

That Executive Board is requested to consider an in-year review and refinement of the Key Performance indicators relating to the following issues which will in turn support work being undertaken to address the Climate Emergency:

- Refinement of Inclusive Growth indicators
- Development of Housing Mix indicators

Scrutiny Boards
Joint Statement for the Executive Board
Best Council Plan Refresh 2020/21 – 2024/2025
February 2020
[**scrutiny.unit@leeds.gov.uk**](mailto:scrutiny.unit@leeds.gov.uk)

Equality Impact Assessment:

Best Council Plan 2020 to 2025 and Budget 2020/21

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan 2020 to 2025 and proposed Budget and Council Tax for 2020/21 (as detailed in the accompanying reports to the Executive Board meeting 12th February 2020 recommending proposals to Full Council at its meeting 26th February 2020). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Tim Rollett	Intelligence and Policy Manager
Pauline Ellis	Senior Policy and Performance Officer
Pat Fairfax	Policy and Performance Manager
Joanna Rowlands	Financial Inclusion Manager
Ruth Addison	Senior Intelligence Officer

Overview

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. It is a rolling multi-year document that is reviewed and refined annually as needed. The Best Council Plan proposed update covers the five-year period from 2020 to 2025.

The Best Council Plan 2020 to 2025 and the Budget 2020/21 have been developed in the context of the approach agreed by the Executive Board on 7th January 2020 through the Best Council Plan update proposals and the Initial Budget Proposals. In accordance with the council’s budget and policy framework and as agreed by Executive Board in January, these proposals were subsequently submitted to all Scrutiny Boards for review and consideration, and have also been used as the basis for wider public consultation.

It is proposed that the broad strategic direction of the current Best Council Plan; 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. The new proposals 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 collectively becoming the three ‘pillars’ that underpin the Best City ambition and supporting priorities.

The 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 24th July

2019, the Council's Initial Budget Proposals which were agreed by the Executive Board in January 2020 and the 2020/21 final Local Government Finance Settlement, published on 6th February 2020.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect frontline service delivery, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black, Asian and Minority Ethnic (BAME) communities;
- People from new and emerging communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

Scope

The Equality Act 2010 requires public bodies to give 'due regard' to equality. The council is committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations.

In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. The council has an agreed process in place to do this through the use of equality impact assessments.

Best Council Plan

The Best Council Plan 2020 to 2025 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- An updated Foreword from the Leader and Chief Executive, articulating the council's ambitions, role and future direction;
- An Introduction to the Plan explaining the Best City and Best Council ambitions.
- A 'Plan on a Page' setting out our vision, ambitions, desired outcomes, eight 'Best City' priorities (Inclusive Growth, Health and Wellbeing, Child-Friendly City, Age-Friendly Leeds, Safe, Strong Communities, Housing, Sustainable Infrastructure, Culture), an overview of the key means of delivering the Best Council ambition (e.g. leadership, partnership working, use of resources etc.) and the five council values underpinning everything we do and how we work.
- A 'Best City' section that provides an introduction to each of the priorities and signposts the reader to the key supporting strategies for further information.
- A set of 'Best City' and 'Best Council' key performance indicators.
- A set of Best Council annexes that explain the strategies for the council's key resources: e.g. our people, our money, our land and buildings. *Please note: these annexes are in development at the time of writing and will be added to the published Best Council Plan in the first half of the financial year 2020/21.*

Budget

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium-Term Financial Strategy. Also, through targeting resources into preventative services the council has ensured that the implications of demand and demographic pressures, which have resulted in significant cost pressures in other local authorities, have been contained within Leeds. The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating and ongoing uncertainty with regard to the Government's future spending plans.

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £28.4 million in 2020/21 to balance to the anticipated level of resources available. The council remains committed to protecting front line services as far as possible, especially those that provide support to the most vulnerable, and is planning to meet the challenge of the estimated budget gap for 2020/21 through a combination of efficiencies, changes to service and increased income (generated through fees, charges and traded services). Details of these proposals can be found in the directorate reports appended to the Budget 2020/21 report to February's Executive Board.

Impact of budget proposals on employees

Following government's 2015 Spending Review, it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (FTE) posts by the end of March 2020. Accordingly the council re-issued a Section 188 notice (notice to collectively consult to avoid redundancies issued under S188 of the Trade Union and Labour Relations (Consolidation) Act 1992). Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies.

Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies.

As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, the required savings have been achieved. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

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 FTEs or 3,045 headcount to March 2019.

The Budget Proposals for 2020/21 provide for an estimated net increase of 380 FTEs by 31st March 2021. Of the gross additional 478 FTEs, 399 are funded through capital or external grant, income generation or other means including staffing reductions such that an increase of 79 FTEs will impact on the revenue budget. In the context of future staffing reductions that will be required to meet the estimated revised budget gap of £128.3m for 2021/22 to 2024/25, it is the council's intention to issue an updated S188 notice in February 2020.

Fact finding – what we already know

Demographics: A Changing Population

- The population of Leeds was estimated to be 789,200 people in 2018 (ONS MYE¹) - an increase of 0.6% (4,300 people) in the year since the previous 2017 mid-year estimate and of almost 40,000 compared to the 2011 Census.
- Based on the ONS 2018 MYE, there are estimated to be:
 - 152,400 children and young people aged 0-15
 - 514,400 people of working age (16-64)
 - 122,400 older people aged 65 and over
 - 50.9% (402,100) are female and 49.1% (387,100) are male
 - One in ten people (10.0%) are in the 20-24 age band reflecting the large student population.
- Between 2008 and 2018 it is estimated that²:
 - The Leeds population increased by 6.4% (47,500 people).
 - The working age population had a smaller percentage increase (3.0%) than both the population of children and young people (13.7%) and the population aged 65 and over (13.1%).
 - The population of older people aged 65 and above increased by 14,200 people. Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,400 more men aged 65 and over resident in Leeds in 2018 than in 2008 (compared to 5,800 more women).
 - There was a very significant increase in the number of primary school age children in Leeds, with an increase of 18,900 (20.7%) in the 0-10 age group.
- Over the next 10 years (2018 to 2028), the peak of those primary age increases will start feeding into secondary school, with a large increase in the number of teenagers in Leeds. There are projected to be 12,500 more young people aged between 11 and 17 by 2028 (21.5%)³.
- In the next 10 years, the increase in the older population is projected to be even bigger, with 20,000 more people aged 65 and over resident in Leeds in 2028 than in 2018³.
- The Leeds population overall is predicted to continue to grow, reaching 830,500 by 2028; a 41,300 (5.2%) increase from 2018. The working age population will have a smaller percentage increase (2.6%) than both the population of 0 to 15 year olds (6%) and those aged 65 and over (15.3%)³.

¹ Office for National Statistics (ONS) 2018 Mid-Year Estimates. Figures rounded to the nearest 100.

² Office for National Statistics (ONS) Mid-Year Estimates 2008 to 2018. Figures rounded to nearest 100.

³ Office for National Statistics (ONS) 2016-based projections. Figures rounded to the nearest 100.

- Leeds continues to become more ethnically diverse. The national 2011 Census showed that 18.9% of Leeds population was from a BME⁴ background.
- According to the most recent 2019 School Census⁵:
 - The proportion of the school population from BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 34.6% in 2019.
 - The greatest ethnic diversity is in younger age groups, with 36.1% BME pupils in primary schools and 32.1% BME pupils in secondary and post-16 settings.
 - In 2019, 20.3% of Leeds school pupils speak English as an additional language, with the top 5 main languages being Urdu, Polish, Romanian, Panjabi and Arabic.
- According to the national 2011 Census:
 - The population aged 65 and older is less ethnically diverse than younger age groups, but the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
 - There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
 - The religious profile of the city is changing. In the 10 years between the 2001 Census and 2011 Census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
 - The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

Poverty and Inequality

The key message in the Best Council Plan is that for Leeds to be the Best Council in the Best City, we need to tackle poverty and reduce inequalities. The council's

⁴ BME covers all ethnicities apart from White British

⁵ January School Census 2019

approach to equality improvement recognises poverty as a barrier that limits what people can do and can be. The approach recognises that a number of protected characteristics are disproportionately represented in those people living in poverty.

Our latest socio-economic analysis (notably the 2018 Leeds Joint Strategic Assessment, analysis based on the 2019 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

The Indices of Multiple Deprivation (IMD) 2019 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the Joint Strategic Assessment 2018. Based on the IMD 2019:

- Leeds has 114 neighbourhoods in the most deprived 10% nationally. This is 24% of Leeds neighbourhoods. Leeds is ranked at 33 out of 317 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 49% and Manchester has 43%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as 3rd or 4th most deprived out of 317 local authorities. There are two measures which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the 4th highest number (Birmingham had the highest number, Manchester the 2nd highest and Liverpool the 3rd highest number).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Liverpool the 2nd highest).
- For further information on the IMD 2019 and the Joint Strategic Assessment 2018, please visit the Leeds Observatory [here](#).

In 2017/18 almost a fifth of the Leeds population – over 170,000 people across the city - were classified as being in 'relative poverty'. (Relative Poverty measures individuals who have household incomes 60% below the median average.) [Source: [DWP households below average income](#), published March 2019].

- In 2017/18 there was an increase in the number of people in employment living in poverty. For the same period nationally, 5.4 million people were living in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.

- During 2017/18, in-work poverty was estimated to affect over 70,000 Leeds adults⁶. Almost 30,000 Leeds residents in full-time work earn less than the Real Living Wage of 2019⁷ and over 10,000 Leeds workers are on zero hour contracts⁸.
- In 2017, 11% of Leeds households were in fuel poverty (almost 37,000 households). [Source: Department for Business, Energy & Industrial Strategy, 2017 results published in June 2019. Details are available online [here](#)].
- Over 33,000 (20%) Leeds children below the age of 20 were estimated to be living in poverty in 2016⁹.

Financial Hardship

Poverty is an issue that impacts on equality, and financial exclusion is a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single parents, and people with mental health problems. Through research commissioned by Leeds City Council into Financial Exclusion and Poverty in Leeds, it was found that families with children were much less likely to save and therefore less resilient to any changes in their finances. Survey results of 600 deprived area households found that 47% of lone parent households in deprived areas said they never save, compared to 38% of all households surveyed. [Source: [Research into financial inclusion in Leeds](#), University of Salford, 2018].

The Debt Charity StepChange publishes an annual Yearbook with statistics on personal debt in the UK. 36% of StepChange's new clients advised in 2018 that they had an additional vulnerability, including mental health or physical health problems, learning difficulties, visual or hearing impairments. 57% of vulnerable clients were in arrears on their household bills when they contacted StepChange for advice, compared to 39% of all clients. Amongst the calls to StepChange's helpline, 68% were for advice on Credit Card debt, 47% on Overdrafts and 18% on Payday loans. In terms of being behind on priority bills, 30% of clients reported being in arrears with their Council Tax, 23% were behind on their Water bill, 16% were behind on Electricity and 12% behind on Gas.

Below we have provided statistics to show the scale of financial hardship across Leeds:

- In 2018/19 the council saw over 4,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £537,000 in direct awards.
- Using the latest data from September 2019, welfare reform, including the under-occupancy charges affects over 4,200 Leeds households. The Benefit Cap is set

⁶ The DWP's estimates for Absolute and Relative Poverty are only available at a national level. An estimate for Leeds is therefore calculated using nationally informed assumptions against the Leeds population figure for the same year. As the latest DWP data refers to 2017/18, the ONS mid-year population estimates for Leeds at 2017 of 781,846 have been used in the estimates above. For example it is reported by the DWP that there are 14 million people living in relative poverty in the UK, after housing costs. This was 22% of the UK population in 2017. Therefore, because Leeds is statistically considered to mirror the UK trend in terms of demographic profile, it can be assumed that 22% of the Leeds population in 2017 was living in relative poverty. This equates to 172,666 people in Leeds.

⁷ The 30k estimate was made using the ASHE survey sample of job counts. The ONS state that these are intended to provide a broad idea of the numbers of employee jobs but they should not be considered accurate estimates and caution should be applied when using these numbers. Job count data is based on survey data within a standard variance level of +/-5%. Therefore the same caution should be applied when referencing the estimates for Leeds. See: [Leeds Observatory: People in Leeds earning below the Living Wage Foundation's Real Living Wage](#)

⁸ Leeds figures are estimated using the national percentage rates on Employment figures from the APS, April 2019. See [table 3.9](#): Estimates of people on Zero Hours Contracts.

⁹ Children in Low Income Families Local Measure (Source: HMRC data published Dec 2018, representing Child Poverty in Leeds 2016)

to £20,000 per annum and affected over 550 households during September 2019. Almost 13,000 households in Leeds have to pay 25% of their Council Tax due to changes to Council Tax Support. (Please refer to the Leeds Observatory section on 'Welfare and Benefits' [here](#) for further data and information.)

- Leeds moved to the full service digital platform of Universal Credit (UC) in October 2018. 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 to UC instead.
- Latest data on legacy benefits revealed over 50,000 people were claiming out-of-work benefits (February 2019) and 32,000 were claiming in-work tax credits (April 2019).
- Over 28,000 people were claiming UC in Leeds in October 2019: 53% were female, 47% male. The age breakdown reveals 20% of claimants were aged 16 to 24, 63% were aged 25 to 49 and 17% were aged 50+.
- Latest household data for UC is for August 2019 and revealed 22,325 households were claiming UC in Leeds. Of these, 30% were lone parent households.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 34,000 people in Leeds have needed assistance with food via a foodbank in 2018/19. This is up 21% on 2017/18.
- The Leeds Suicide Audit (September 2019) reported that financial difficulty was observed in 35% of suicides, which equated to 72 individuals. Over half of these cases were experiencing debt.
- Citizens Advice Leeds (CAL) works across Leeds at over 35 outreach locations including GP surgeries, One Stop Centres and mental health services. In 2018/19 CAL provided advice to 33,605 people with almost 70,000 advice enquiries. Of the 33,605 clients: 26% reported experiencing mental health issues; 38% had incomes of less than £600 per month. Of the 70,000 enquiries: 27% were related to Benefits and Tax Credits; 3% for Universal Credit; 18% were for Debt advice.

Third sector

The council recognises and values the critical and significant role that the third sector plays in the life of the city and the importance of a diverse sector as articulated in the Leeds Third Sector Ambition Statement. The council has a long tradition of working in collaboration with the third sector in order to deliver the best possible outcomes for the people of Leeds.

The council demonstrates its commitment to the sector in many ways:

Partnership and engagement relationships: The council invests financial and staff resource in the development and maintenance of partnership and engagement relationships with the sector, including city-wide strategic bodies and a network of locality, service, thematic, community and equality-focused third sector forums. This facilitates strategic engagement with the sector, dialogue between the sector, council and a range of partnerships and forums and enables the council to have better reach into communities through the third sector, resulting in more effective co-production and

collaboration on key city and locality agendas. For example, the council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by the Executive Member for Communities, Cllr Debra Coupar, and is attended by representatives from all council directorates.

Investment in Third Sector infrastructure support: The council invests in third sector-based infrastructure which provides a range of support to frontline third sector organisations, including: financial management, fundraising, training, legal, constitutional issues and governance, organisational development, volunteer management and brokerage. This investment has a particularly important role in ensuring that there is support for small and emerging groups and those groups from minority and marginalised communities and priority neighbourhoods.

Investment in the wider sector: The council makes a significant financial investment in the sector each year.

An Annual Analysis of the council's investment in the Third Sector is produced and presented to the Third Sector Partnership. This allows council colleagues and partners to track trends, scrutinise and build an overview of where investment is made.

In 2018/19 £127.2m was invested in the sector through transactions with 1,309 individual third sector organisations. Of these:

- 665 organisations received payments of less than £1,000 (predominantly small, local, community and sports organisations).
- 204 organisations received payments of between £1,000 and £5,000 (again these were predominantly payments to support smaller, local, and community-based activities).
- 25 organisations / consortiums received £81.7m between them (principally agencies focusing on health, social care and the children's agendas; is also included some organisations acting as lead bodies for consortiums).
- 154 faith organisations received £19.4m for their secular work in communities. (15.2% of total third sector investment)
- Members Improvement in the Community and Environmental (MICE) allocation totalling £96,605 was invested in third sector-led, community-based initiatives.

The total investment in the sector by the council has been broadly maintained despite the significant funding reduction experienced by the council since 2010. This is a positive picture but the council, along with third sector partners, continues to review the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for the sector and the city.

At Third Sector Partnership in November 2019, the council's Analysis of Investment in the Third Sector in Leeds was complemented by presentations from NHS Leeds Clinical Commissioning Group, National Lottery Communities Fund and Leeds Community Foundation. This enriches and strengthens the understanding of the strength and impact of the sector in Leeds.

Dialogue with the third sector around the budget pressures, the future direction of travel and investment in the sector: There is ongoing dialogue with the third sector regarding the budget challenges and future plans, for example:

- Leeds Third Sector Partnership receives updates on the council's financial position. In November 2019, the council's Chief Officer, Financial Services provided an overview of the financial position and the predicted challenges that will need to be addressed in the council budgets 2020 to 2024.
- Council directorates have well-established ongoing arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. The Compact for Leeds sets out well understood expectations that they are in regular detailed discussions with organisations that will be impacted by any budget reductions or changes.

Ongoing commitments and developments: The council continues to drive forward and support a range of initiatives to ensure that Leeds has a thriving third sector and strong civil society that can deliver for all of the people of Leeds. For example:

- In January 2019 the Third Sector Partnership approved the Leeds Pledge to Strengthen Civil Society, which aims to mobilise the financial and in-kind commitment of partners across the public, private and third sector to play their part for Leeds. In November 2019 the council's Executive Board endorsed and committed to implement the ambitions in the Pledge.
- The Leeds Commissioning Code of Practice sets out a transparent framework which informs commissioning practice and ensures that the interests of all stakeholder communities are integral to the drafting of specifications for tenders and the focus of grants. The process is subject to a public and third sector co-produced annual review.
- The annual Lord Mayor's Small Groups and Charities Event is co-produced annually with Voluntary Action Leeds. This celebrates the work of small groups, volunteers and active citizens, but also provides them with an opportunity to link into a range of organisational and funding support and advice.
- The council facilitates the cross sector Funding Leeds Partnership, which has been leading on ambitions to maximise external investment into Leeds through the third sector by making funding information and support accessible. This includes:
 - The development and promotion of a programme of training, funding fairs and workshops to enable front line third sector organisations to access information about funding opportunities and to develop skills and access support to maximise their success in bidding for funding.
 - The council funds the Funding Leeds platform: a comprehensive database of funding opportunities with information about local support that is available online and free to access.
- The council is further developing its employer-supported funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids, with a specific focus on support to minority and marginalised communities.

- The People's Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated.

Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the city ambitions; specifically to ensure that there is a diverse and thriving sector that continues to involve, engage with and meet the needs of all communities.

The council's workforce profile

In recent years in response to the financial challenges, the council has significantly reduced its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

In-work poverty and low pay remain issues of national concern. In Leeds, work continues to tackle this, reflecting the commitments in the Low Pay Charter adopted by Council in April 2015.

- In April 2019 the council introduced the new National Joint Council (NJC) pay spine which had a minimum rate of £9.00 for new starter. All existing staff who transferred to the new pay spine received £9.18 or more which exceeds the Living Wage Foundation minimum.
- From 1st April 2020 the council's minimum hour rate will increase to £9.30 which will mirror the Living Wage Foundation's recommended minimum rate of pay. The changes will have a positive impact on in-work poverty, particularly for women, those under 25 and part-time workers. The council remains committed to annually reviewing pay in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements.

As at November 2019 there were 15,049 people employed in the council (excluding schools and casual staff). The workforce profile of all employees is shown below.

Profile area	Headcount	% of overall headcount
Gender		
Male (including Trans)	5,914	39%
Female (including Trans)	9,135	61%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Age / years		
16 – 25	1,076	7%
26 – 40	4350	29%
41 – 54	5652	37%
55 – 64	3588	24%
Over 65	383	3%
<i>Total</i>	<i>15,049</i>	<i>100%</i>

Profile area	Headcount	% of overall headcount
Ethnicity		
BAME	2,242	15%
Non BAME	11,282	75%
Prefer not to say	25	<1%
Not declared	1,500	10%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Disability		
Disabled	917	6%
Not disabled	12,508	83%
Prefer not to say	83	1%
Not declared	1,541	10%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Carer		
Carer	1,455	10%
Not a carer	7,785	52%
Prefer not to say	108	<1%
Not declared	5,701	38%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Sexual orientation		
Heterosexual	8,672	58%
Lesbian, Gay, Bisexual +	460	3%
Prefer not to say	136	1%
Not declared	5,781	38%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Religion or belief		
Religion stated	9,942	66%
Prefer not to say	118	1%
Not declared	4,989	33%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Additional gender details		
Same as assigned at birth	2,475	16%
Not same as assigned at birth	45	<1%
Not declared	12,529	83%
<i>Total</i>	<i>15,049</i>	<i>100%</i>

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. We are working hard to encourage staff that have not specified/prefer not to

say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority.

The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. A refreshed People Strategy 2020-25, a key addition to the Best Council Plan 2020 to 2025, keeps inclusion and wellbeing at the centre of our plans and we continue to use our annual staff survey to gain valuable feedback that helps us improve the overall experience at work for our employees.

The council has accreditation and recognition in the following areas:

- We achieved the Government's [Disability Confident Leader Status](#) in 2019
- We are a [Stonewall Top 100 Employer](#).
- We have held Mindful Employer Status since 2011.

Due regard to equality continues to be given to all key and major decisions which may impact on the workforce.

Apprentices

In order to develop the current and future workforce, the apprenticeship levy is being utilised to develop a wide range of staff. We have seen a significant increase in apprenticeship numbers since the levy was first introduced.

As at November 2019 figures now stand at 661 apprentices (a 301% increase over 3 years). These are a mix of new recruits and conversions of current employees onto apprenticeship training. We now have apprentices training in over 70 different standards across all Levels 2 to 7.

We continue to engage communities and underrepresented groups within areas of deprivation and diversity across the city in order to widen participation and encourage inclusiveness and accessibility for all.

For example, we work with 6 target high schools across the city to encourage and build awareness to school age students and their parents, with a specific focus on public sector and council apprenticeships. Work includes a selection of workshops that cover employment skills and awareness raising.

In addition to this, work has been carried out within community hubs to raise awareness with hub staff of apprenticeships and particularly council opportunities, to assist in their advisory capacity to communities.

Recent analysis of diversity data indicates the number of BAME apprentices is at 16% for the council, which compares favourably to BAME apprenticeship starts across the city as a whole (11.7%).

48% of new Leeds City Council apprentices are from the top 30% most deprived neighbourhoods in England.

The Apprenticeship team have recently joined the National Apprenticeship Ambassador network, and as such can draw on best practice from across public, private sector, large employers and SMEs. The team is also looking into joining the National Apprenticeship Diversity Champions network in 2020.

Equality Impacts and Improvement Work

The council has developed and agreed the Equality Improvement Priorities 2018–2022. These ensure that the authority meets its legal duties under the Equality Act 2010 and they complement the ‘Best City’ ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

Equality analysis continues to be used to set the council equality improvement priorities and has also been used to inform, and is an integral part of, the Best Council Plan and Budget proposals. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities, highlighting the challenges the city will have to address in order to tackle inequalities and help people out of poverty. They are based on evidence of disproportionate outcomes, which we are seeking to challenge and change.

The council’s Equality Improvement Priorities still take into account the protected characteristics as required under the Equality Act 2010. We continue to recognise poverty as a barrier that limits what people can do and can be. We have, therefore, included priorities that specifically address poverty as we recognise that a number of the protected characteristics are disproportionately represented in those living in poverty.

There is not an equality priority for every protected characteristic but all characteristics are taken into account. We are committed to equality for all our citizens and believe that improving a service for one community will have a positive impact for all communities. We will continue our work across all the protected characteristics, whether or not there are specific equality improvement priorities which are explicitly focussing on them. We will consider all communities when we give due regard to equality at both strategic and operational activities.

Progress against the equality improvement priorities is reported annually. Full details of this improvement work can be found in the Annual Equality Progress Report 2018 - 2019, which can be accessed [here](#).

Current priorities include for example:

- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse;
- Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice;
- Improve inclusion and diversity across Active Leeds Services;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Reduce the gaps in learning outcomes for vulnerable learners;
- Improve equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty;
- Improve access to social care services for LGBT+ people, through training, quality assurance and redesign of policies and processes;
- Improving the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system.
- Ensuring fair and equal access to taxi and private hire services for disabled people;
- Help people out of financial hardship; tackling the financial challenges of poverty, deprivation and inequality; and

- Develop a skilled and diverse council workforce.

The 2019-2020 Annual Equality Progress Report will be available during the summer of 2020.

Consultation and engagement

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations on Climate.

The Best Council Plan 2020 to 2025 and Budget 2020/21 proposals have been developed through consultation with a range of stakeholders, notably with the Executive Board, all Scrutiny Boards, the council's Corporate Leadership Team and other senior officers. They also draw on insights from the council's 2019 staff survey and priorities set out in existing council and partnership plans and strategies which have themselves been subject to extensive consultation and engagement. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2020 to 2025 and Budget 2020/21 reports for consideration by the council's Executive Board and Full Council in February 2020.

Public consultation on the council's Initial Budget Proposals for 2020/21 took place between 7th and 28th January 2020. Though focused on the Budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan.

The consultation was carried out through an online survey that was advertised on the council's website and social media sites, via email to partner organisations, Equality Hub members and the Citizens' Panel, and promoted to staff. Postal-only Citizens' Panel members received a letter explaining that paper versions of the survey had been withdrawn due to timings linked to the general election in December and were advised how to complete the survey online.

A total of 1,537 surveys were completed, making the results statistically robust, by respondents from a range of different demographic groups, broadly representative of the Leeds population. A summary of the public consultation results is included as part of the covering reports for the Best Council Plan 2020-2025 and Budget 2020/21 to February's Executive Board and Full Council, with the results in full appended to the Budget paper.

Summary and Next Steps

This is a high-level strategic analysis and equality impact assessment of the proposed Best Council Plan, Budget and Council Tax. It has not identified any specific gaps in the equality and diversity information used to carry it out.

The proposed Best Council Plan 2020-2025 and Budget 2020/21 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget and wider financial strategy that supports this will help tackle these challenges.

The Best Council Plan and supporting Budget are aimed at tackling inequalities through a range of activity and interventions. This requires an understanding of the potential negative impacts on communities and protected characteristics covered by the Equality Act 2010 and action identified to mitigate against these. The revenue budget will impact on all communities and, as previously stated, those groups identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black, Asian and minority ethnic (BAME) communities;
- People from new and emerging communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

Other considerations also consider a range of factors including:

- Stakeholder status - for example, whether one is a service user, employee or elected member; and
- Potential barriers - for example, the built environment, location, stereotypes and assumptions, timing etc.

Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2020/21 and beyond through the council's decision-making processes.

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Report of Chief Officer (HR)

Report to Full Council

Date: 26th February 2020

Subject: Recommendations from General Purposes Committee – pay policy statement

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

Publication of the 2021 Annual Pay Policy Statement.

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

This reports the Best Council Plan.

3. Resource Implications

There are no significant financial implications arising from the proposals set out in this report

Recommendations

Full Council is recommended to;

- Approve the updated 2020/21 financial year pay policy statement as set out in Appendix A of the attached report to General Purposes Committee;
- Approve any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.

- c. Delegation to the Chief Officer HR of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards

1 Purpose of this report

- 1.1 To put forward recommendations from the General Purposes Committee, in relation to approving a revised pay policy statement.

2 Background information

- 2.1 General Purposes Committee is authorised to make recommendations to full Council in connection with the discharge of any of its functions.
- 2.2 Local Authorities are required under section 38 of the Localism Act 2011 to prepare an annual Pay Policy Statement.

3 Main issues

- 3.3 On the 28th January 2020, the Chief Officer HR submitted a report to the General Purposes Committee, which sought the Committee's views on a revised pay policy statement.
- 3.4 A copy of the report to General Purposes Committee is attached as an Annex to this report. A copy of the revised pay policy statement is attached as Addendum 1 to that report.
- 3.5 General Purposes Committee considered the draft Pay Policy Statement for 2020/21 at their meeting on the 28th January 2020.
- 3.6 General Purposes Committee resolved to recommend to full Council that
 - i. The Pay Policy Statement 2020/21 is approved
 - ii. That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
 - iii. Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

4 Corporate Considerations

4.7 Consultation and Engagement

- 4.7.1 As set out in the attached report.

4.8 Equality and Diversity / Cohesion and Integration

- 4.8.2 As set out in the attached report.

4.9 Council policies and City Priorities

4.9.3 As set out in the attached report.

4.10 Climate Emergency

4.10.1 There are no implications arising from this report relating to the Climate Emergency

4.11 Resources and value for money

4.11.1 As set out in the attached report.

4.12 Legal Implications, Access to Information and Call In

4.12.1 This decision is not subject to call-in nor does this report contain any exempt information.

4.13 Risk Management

4.13.1 As set out in the attached report.

5 Recommendations

Full Council is recommended to;

- d. Approve the updated 2020/21 financial year pay policy statement as set out in Appendix A of the attached report to General Purposes Committee;
- e. Approve any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
- f. Delegation to the Chief Officer HR of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards

6 Background documents¹

Annual Pay Policy

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

Report of the Chief Officer (HR)

Report to General Purposes Committee

Date: 28th January 2020

Subject: Approval of the 2020/21 Pay Policy Statement

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☒ Yes	☐ No
Is the decision eligible 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 of main issues

1. This paper sets out the Pay Policy Statement for 2020/21. This is required under the Localism Act 2011 and must be annually approved by the Full Council before 31 March 2020.

Recommendations

2. The General Purposes Committee are asked to recommended to Full Council:-
 - 2.1. Consideration and approval of the Pay Policy Statement for the 2020/21 financial year as attached in appendix A.
 - 2.2. That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.
 - 2.3. Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

1. Purpose of this report

- 1.1. The purpose of this report is to seek Members' views on the Pay Policy Statement- 2020/21 and for the Committee to make recommendations to Full Council to approve the changes before the start of the 2020/21 financial Year.

2. Background information

- 2.1. Local Authorities are required under section 38 of the Localism Act 2011 to prepare an Annual Pay Policy Statement. The statement must articulate the Council's policy towards the pay of its most senior staff and relationships with the pay of the rest of the workforce. The provisions of the Act do not apply to the employees of Local Authority schools.
- 2.2. Each Local Authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Localism Act do not seek to change this or to determine what decisions on pay should be taken. However they require individual employing authorities to be clear about their own policies in relation to pay.

3. Main issues

- 3.1 With effect from 1st April 2020 the Council will further increase its minimum pay rate to £9.30 equivalent to an annual salary of £17,942 which mirrors the living wage foundation minimum. The national minimum rate of pay for apprentices aged 19 and below or in the first year of their apprenticeship is £3.90. All new starters in Leeds City Council including apprentices will receive £9.30.
- 3.2 The pay multiple is the relationship between the median salary and the highest paid actual salary in the organisation, in Leeds as at December 2019 the ratio between the Chief Executive's voluntary reduced salary and median pay is 7.87:1
- 3.3 The median pay multiple in other regional authorities and core cities for 2019/20 (where available) and compared to the previous year's median pay multiple can be seen in the table at Appendix B shows a comparison with other regional authorities.
- 3.4 There has been an increase in employees at a senior level declaring their protected equality characteristics. The percentage of staff declaring their protected equality characteristics has increased from 63% to 67%.
- 3.5 This year has seen a further significant reduction in our gender pay gap. The Women's mean hourly rate for 2019 is 5.9% lower than men's against the 2018 figure of 6.3% an improvement of 0.4%.

4. Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1 Other Councils in the region and nationally will be publishing policies from January 2020 onwards.

4.2. Inclusion and Diversity / Cohesion and Integration

- 4.2.1 Analysis carried out on declaration of protected equality characteristics is included at 3.4.

4.3. Council policies and City Priorities

4.3.1. The Pay Policy Statement is required by law and must be approved annually by Full Council prior to 31st March 2020.

4.4. Resources and value for money

4.4.1. The Pay Policy Statement is a point of reference for the Council in assessing its senior management costs and its budget strategy.

4.5. Legal Implications, Access to Information and Call In

4.5.1. It is proposed to report the Policy to the Full Council meeting on 25th March 2020, which is therefore compliant with the statutory requirement.

4.6 Risk Management

4.6.1 It is noted that in Reviewing the Policy all requirements regarding pay issues have been complied with in 2019/20. Members are asked to note this compliance.

5 Conclusions

All Councils are legally obliged to prepare and publish on an annual basis, a Pay Policy Statement. The proposed policy is intended to meet this requirement.

6 Recommendations

6.1 The General Purposes Committee are asked to recommend to Full Council:-

6.2 Consideration and approval of the Pay Policy Statement for the 2020/21 financial year as attached in Appendix A.

6.3 That any in year requirement to amend the Annual Pay Policy Statement as a consequence of changes to Council Policies is reported to the General Purposes Committee to consider recommending to Full Council for approval.

6.4 Delegation to the Chief Officer (HR) of any necessary adjustments to the Council's pay scales arising from nationally agreed pay awards.

Appendix A - Pay Policy Statement 2020/21

Appendix B – Comparison of Other Local Authorities

Comparison - Median Pay Multiples for median salary and the highest paid declared in 2019/20 Pay Policy Statements

Local Authority	2019/20 median pay multiplier
Leeds	7.87:1
Bradford	8.9:1
Calderdale	6.17:1
Kirklees	Not published
Wakefield	7.50:1
Birmingham	9.16:1
Bristol	9.77:1
Cardiff	7:1
Liverpool	Not published
Manchester	8.17:1
Nottingham	8:1
Sheffield	Not published



Annual Pay Policy Statement

Financial Year 2020/21

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 - Bonuses and performance related pay
 - Earn Back
 - Termination Payments
- **Policy on remunerating the lowest paid in the workforce**
- **Policy on the relationship between the senior officer remuneration and that of other staff**
- **Re Employment of staff in receipt of a LGPS Pension or a Redundancy/Severance Payment**
- **Obligations under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations 2011**

Section 1 - Introduction

Sections 38 – 40 of the Localism Act 2011 require that the Authority produce a policy statement for each financial year that covers a number of matters concerning the pay of the Authority's staff, namely relating to the remuneration of Chief Officers; the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers

This policy is reviewed annually and is to be considered and approved by full Council at its meeting on 26th February 2020. It will be effective from that date. It will be subject to review annually and in accordance with new legislation to ensure it remains relevant.

This pay policy is in addition to the data on pay and rewards for staff which the Authority already publishes under the Code of Recommended Practice for Local Authorities on Data Transparency

This policy must be complied with for all decisions relating to the remuneration of, or other terms and conditions applying to, those senior officers listed in Section 2.

Section 2 - Policy Statement

Definition of senior officers covered by the Pay Policy Statement

This Pay Policy Statement covers a number of senior officers.

1. Head of the Paid Service, which in this Authority is the post of Chief Executive
2. Five Directors covering:
 - Resources & Housing
 - City Development
 - Children & Families
 - Communities & Environment
 - Adults & Health
3. City Solicitor, who is the Monitoring Officer,
4. The Chief Officer Finance (appointed under section 151 of the Local Government Act 1972)
5. Those required to report directly to, or are directly accountable to, one or more of those roles described in 1-2 above.
6. This policy statement does not cover or include staff employed by schools and is not required to do so.

Policy on remunerating senior officers

It is the policy of this Authority to establish a remuneration package for each senior officer post that is sufficient to attract and retain those with the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the Authority's requirements of the post in question.

Salaries and Appointment

The Authority may seek independent advice as a means of informing decisions on determining the pay scale for senior officer posts.

The salary packages are in accordance with the Joint National Council (JNC) terms and Conditions for Chief Executives and for JNC Chief Officers

Appointments will be made to the appropriate approved minimum point of the grade for the post in question unless there is evidence that a preferred candidate cannot be appointed without varying the remuneration package. In such circumstances incremental advancement within the grade range is permissible.

Honoraria¹ may be payable in circumstances where additional duties and responsibilities are undertaken which are over and above those which could be reasonably accommodated within existing terms and conditions of employment.

Market supplement and or retention payments may be paid only where it has been established that there is a significant risk of not being able to retain/replace staff with specific knowledge and skills essential to the delivery of a particular service, project or corporate priority.

¹ Including payments made for joint Authority duties

Terms and Conditions

The Chief Executive is employed on terms and conditions set out under the Joint Negotiating Committee for Chief Executives. All other senior officers are employed on terms and conditions set out under the Joint Negotiating Committee for Chief Officers of Local Authorities. Under these arrangements national pay awards are negotiated annually. Equivalent arrangements are also in place for staff covered by NHS terms & conditions following the transfer of Public Health in 2013.

Some aspects of remuneration are applicable to all staff (including senior officers covered by this policy). For completeness these are outlined below:

- Membership of the Local Government Pension Scheme; with employee contributions ranging from 5.5% (on salaries up to £14,400) to 12.5% (on salaries over £161,501).
- Car mileage expenses are based on a Leeds City Council local collective agreement with Trade Unions with HMRC rates used for casual car users. Other travel and subsistence rates are based on National Joint Council for Local Government Employee rates.
- Following appointment, incremental progression is made 1st April subject to having completed 6 months employment by that date. Where 6 months employment is completed after 1st April, then the first increment is paid on reaching 6 months employment. Subsequent annual incremental progression is on each 1st April thereafter.

The Director of Public Health (DPH) and Public Health Consultants who transferred to the local Authority on 1st April 2013 receive protection of general NHS Terms and Conditions that were in place at that point in time, with the exception of nationally negotiated pay awards which are linked to future agreed NJC/JNC uplift rates. Public Health Consultant additional payments and allowances are in line with NHS rates.

Bonuses and Performance Related Pay

For posts under this policy, the Authority does not currently operate a bonus or performance related pay scheme. Performance is considered however as part of a package to offer market supplements and retention pay when needed.

Earn-Back

The Authority does not operate a scheme of remuneration linked to Earn Back

In year variations to pay scales

The Chief Officer (HR) has delegated authority to make any necessary adjustments to the Authority's pay scales arising from national pay awards.

Termination Payments

Termination payments will be subject to any legislation currently being considered to cap Public Sector exit payments including any changes to unreduced benefits. Payments made must demonstrate value for money and be conducive to the effective and efficient operation of the Authority. The national statutory framework provides maximum discretion to award up to 104 weeks' pay.

The Leader of the Council will be informed in relation to any such termination payments.

Policy on remunerating the lowest paid in the workforce

The policy of this Authority is to apply terms and conditions of employment and relevant national pay offers that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of council decisions, these are then incorporated into contracts of employment.

In November 2019 the Living Wage Foundation announced a recommended living wage rate of £9.30. From 1st April 2020 the lowest pay point in this Authority (excluding schools) will increase to £9.30 and equate to an annual full time salary of £17942.

The council is committed to continuing to match the foundation Living Wage Rate (subject to affordability) for future years.

Based on the increased minimum hourly rate of £9.30, the pay multiplier between this and the substantive Chief Executive salary at 01/04/2020 will be 10.98:1 and based on his salary including a voluntary reduction the pay multiplier will be 10.25:1.

Policy on the relationship between Senior Officer Remuneration and that of other staff

The highest paid salary is paid to the Chief Executive. At December 2019 the median salary in Leeds City Council (not including Schools) is £23369 based on substantive pay.

The ratio between the median and Chief Executive's substantive salary, the 'pay multiple' is 8.43:1 and based on the voluntary reduction, the pay multiple is 7.87:1 this is an improvement on the previous year.

This Authority does not have a policy on maintaining or reaching a specific 'pay multiple'. However the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority as expressed in this policy statement.

The Authority's approach to the payment of staff is to pay that which the Authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the Authority meets any contractual requirements for staff including the application of any local or national collective agreements, or Authority decisions regarding pay.

Gender Pay Gap

From 2017/8 all public and private sector employees with 250 or more employees were required to annually publish data on the gender pay gap within their organisation. The Gender Pay Gap is the difference between the average hourly earnings of all male employees in the organisation and the average hourly earnings of all female employees within the organisation based on a set “snapshot date”, this being 31st March each year for public sector employees. Data from each snapshot date has to be published by 30th March the following year. The first was reported in March 2018 for the snapshot taken on 31st March 2017. Using the same snapshot date the Council now has 3 years of data:-

Year Snapshot Date	Women’s Mean Hourly rate is % lower than men’s	Women’s Median Hourly Rate is % lower than men’s
31.3.17	8.6%	13.1%
31.3.18	6.3%	10.8%
31.3.19	5.9%	7.8%

In addition, using the same snapshot date all organisations are obliged to report on the percentage of male and female staff by quartile, the results for Leeds City Council being:-

	Women 31.3.18	Women 31.3.19	Men 31.3.18	Men 31.3.19
Top Quartile (highest paid)	58.7%	58.8%	41.3%	41.2%
Upper Middle Quartile	54.1%	53.7%	45.9%	46.3%
Lower Middle Quartile	55.2%	55.1%	44.8%	44.9%
Lower Quartile (lowest paid)	75.1%	75.2%	24.9%	24.8%

The results show a decrease in both the mean and median gender pay gap and an increase in the percentage of women in the top three pay quartiles

Re-employment of staff in receipt of a LGPS Pension or a Redundancy/Severance Payment

The Authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment, pension and equalities legislation.

Obligations under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2011).

The Authority will publish information on pay and rewards for staff falling under the criteria specified in the Code of Recommended Practice for Local Authorities on Data Transparency

and which requires the Authority to provide information relating to those employees with salary packages above £50,000 and which fall below those of Chief Officers as specified above.

Election Fees

Grant funding is made by the Cabinet Office for national elections and referendums which is paid to the Chief Executive in their capacity as Returning Officer. In turn these are apportioned to officers delegated to support the Returning Officer in accordance with criteria determined by the Chief Executive.

Private Service Company Consultants

Individuals who operate as private service companies will not be engaged to cover senior officer posts covered by this policy.

Publication of pay statement

Upon approval by the full council this statement will be published on the council's website.

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Report of City Solicitor

Report to Council

Date: 26th February 2020

Subject: Appointments

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

- 1 Appointments to Boards and Panels and to Joint Authorities are reserved to Council.
- 2 There is a need to change an appointment on the Health and Wellbeing Board following the appointment of Saleem Tariq as the Director of Children & Families.

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

Fully operational and quorate Committee, Board and Panel meetings are in line with the Council's Policies and City Priorities.

3. Resource Implications

There are no specific implications regarding resources and value for money arising from this report.

Recommendations

- 1 That Council approve the appointments referred to in paragraph 2 of the report.

1. Purpose of this report

- 1.1 To make appointments to various Joint Committees, Committees, Boards and Panels.

1 Background information

- 1.1 Appointments to Boards and Panels and to Joint Authorities are reserved to Council. The relevant group whip has requested that a membership change be carried out as set out in paragraph 2.

2 Main issues

That the following appointment be approved;

- Saleem Tariq, the Director of Children & Families to be appointed to the Health & Wellbeing Board.

3 Corporate considerations

3.1 Consultation and engagement

- 3.1.1 The relevant group whips have been consulted on this report.

3.2 Equality and diversity / cohesion and integration

- 3.2.1 There are no specific implications regarding equality, diversity, cohesion and integration arising from this report.

3.3 Council policies and the Best Council Plan

- 3.3.1 Fully operational and quorate Committee, Board and Panel meetings are in line with the Council's Policies and City Priorities.

Climate Emergency

- 3.3.2 There are no specific implications in respect of the Climate Emergency.

3.4 Resources, procurement and value for money

- 3.4.1 There are no specific implications regarding resources, procurement and value for money arising from this report.

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

- 3.5.1 This report is not subject to Call In, as it is a Council Function.

3.6 Risk management

No specific implications in respect of risk management.

4 Recommendations

That Council approve the appointments referred to in paragraph 2 of the report.

5 Background documents¹

5.1 None

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

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Report author: Kevin Tomkinson
Tel: 88659

Report of City Solicitor

Report to Council

Date: 26th February 2020

Subject: Attendance at meetings

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

To seek authorisation of the Council to the absence of Councillor Tunnicliffe from meetings of the authority for a further period up to six consecutive months from the date of this meeting.

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

Fully operational and quorate Committee, Board and Panel meetings are in line with the Council's Policies and City Priorities.

3. Resource Implications

There are no specific implications regarding resources and value for money arising from this report.

Recommendations

Council is asked to approve the absence of Councillor Tunnicliffe from meetings of the authority for a further period of six months from the date of this meeting.

1. Purpose of this report

To seek authorisation of the Council to the absence of Councillor Tunnicliffe from meetings of the authority for a further period up to six consecutive months from the date of this meeting.

1 Background information

Section 85 (1) of the Local Government Act 1972 makes provision in relation to member attendance at meetings. It provides that if a member fails to attend qualifying meetings for a period of 6 consecutive months from the date of their last attendance, they shall cease to be a member of the authority unless, before the expiry of that period the authority has approved such non-attendance.

Councillor Tunnicliffe gave birth in September 2019 and Council approved a period of absence of six months at its meeting on the 11th September 2019.

2 Main issues

The group whip for Councillor Tunnicliffe has requested that Council approve her absence from meetings of the authority for a further period of 6 months from the date of this meeting for maternity leave.

In addition to Full Council Councillor Tunnicliffe's committee memberships are, Standards and Conduct Committee and the Inner North East Community Committee.

3 Corporate considerations

3.1 Consultation and engagement

3.1.1 The relevant group whip has been consulted on this report.

3.2 Equality and diversity / cohesion and integration

3.2.1 There are no specific implications regarding equality, diversity, cohesion and integration arising from this report.

3.3 Council policies and the Best Council Plan

3.3.1 Fully operational and quorate Committee, Board and Panel meetings are in line with the Council's Policies and City Priorities.

Climate Emergency

3.3.2 There are no specific implications in respect of the Climate Emergency.

3.4 Resources, procurement and value for money

3.4.1 There are no specific implications regarding resources, procurement and value for money arising from this report.

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

3.5.1 This report is not subject to Call In, as it is a Council Function.

3.6 Risk management

No specific implications in respect of risk management.

4 Recommendations

Council is asked to approve the absence of Councillor Tunnickliffe from meetings of the authority for a further period of six months from the date of this meeting.

5 Background documents¹

5.1 None

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

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**Report of the Chief Officer – Financial Services
Report to Council
Date: 26th February 2020**

Agenda Item 8 (i)

Subject: 2020/21 Revenue Budget and Council Tax

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?	☐ 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

- This report seeks the approval of Council to a revenue budget and council tax for the 2020/21 financial year. The report sets out the framework for compiling the 2020/21 budget, taking into account the Initial Budget Proposals that were agreed by the Executive Board in January 2020, the results of budget consultation and the final Local Government Finance Settlement which was issued on 6th February 2020, including the return to 50% business rates retention in 2020/21 and other factors that have influenced the final budget. The report provides an update to the equality impact assessment that was developed as part of the Initial Budget Proposals. Further this report notes the updated indicative budgets for 2021/22 and 2022/23.
- The 2020/21 budget now being proposed supports the Council's Best City/Best Council ambitions, policies and priorities as set out in the Best Council Plan. (Please refer to the Best Council Plan for 2020 to 2025, elsewhere on this agenda.)

- The provisional Local Government Finance Settlement was announced on the 20th December 2019. The provisional settlement detailed an increase of £3m to the Council's Settlement Funding Assessment, which is £0.13m less than the increase assumed in the Council's Initial Budget Proposals. The final Local Government Settlement, which is consistent with December's provisional Settlement, was announced on the 6th February 2020 ahead of a formal parliamentary motion which is now expected in the week commencing 24th February 2020.
- The 2020/21 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 Initial Budget Proposals which were received at Executive Board on 7th January 2020 and the final Local Government Settlement published on 6th February 2020.
- 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 while making decisions which are sustainable for the future. It is clear 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. Section 12 of this report presents a summary update to the Medium Term Financial Strategy for the years 2021/22 and 2022/23 and a full update of the Strategy will be presented at a future meeting of this Board in 2020.
- 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 budget proposals, when compared to the 2019/20 budget, are as follows:
 - An increase in the Council's net revenue budget of £9.0m to £525.7m
 - The Council will receive £28.2m in Revenue Support grant (RSG) as a result of returning to 50% Business Rates Retention (BRR);
 - A reduction in business rates income of £36.0m which is as a result of a combination of BRR, reduced business rates growth and a deficit on the Collection Fund;
 - An increase in the Settlement Funding Assessment (SFA) of £3.0m (1.6%)
 - 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 £16.9m 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 £28.4m of savings by March 2021.
- This requirement to deliver £28.4m 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.
- 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 service charges will increase by RPI of 2.4%.
- In respect of the Schools Budget, the High Needs Block budget for 2020/21 proposes £79.8m of funding and £79.8m of spend.
- The North and West Yorkshire 75% Business Rates Retention pilot pool, of which Leeds City Council is a member, concludes on the 31st March 2020. On 19th December 2019 it was confirmed that an application, submitted by Leeds City Council on behalf of 13 of the members of the current North and West Yorkshire Pool, to form a new pool operating under the national 50% business rates retention scheme had been accepted by the Secretary of State. As such, these budget proposals recognise that Leeds City Council will be required to make a levy payment to this new pool in 2020/21.

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 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 provides the framework for the determination of the Council's annual revenue budget, with the 2020/21 proposals contained in this report.
- The 2020/21 submitted budget continues to both ensure that resources are directed towards the Council's priorities and that the requirement to identify budget savings does not impact upon the level of service delivered in these

priority areas. The 2020/21 submitted budget still demonstrates that over 60% of the Council's net revenue charge is spent within Adults and Children's services.

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, reflecting 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 report.
- After taking account of increased resources from SFA and Council Tax, a review of all other pressures including price and demand means that the Council will now need to deliver £28.4m of savings by March 2021. Further detail is provided in Sections 4 to 7 below.

Recommendations

1. As recommended by the Executive Board, this report asks Council to note the recommendation of the Council's statutory officer (the Chief Officer – Financial Services) that the proposed budget for 2020/21 is robust and that the proposed level of reserves is adequate, as set out at Section 11 of this report.
2. As recommended by the Executive Board, this report asks Council to adopt the following resolutions:
 - i) That the revenue budget for 2020/21 totalling £525.7m be approved. This means that the Leeds element of council tax for 2020/21 will increase by 1.99% plus the Adult Social Care precept of 2%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 26th February 2020;
 - ii) Grants totalling £65.7k to be allocated to parishes;
 - iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts;
 - iv) In respect of the Housing Revenue Account that the budget be approved with:
 - An increase of 2.7% (CPI+1%) in dwelling rents;

- A 2.4% RPI increase in charges for all District Heating schemes;
 - That service charges for low/medium and multi-storey flats are increased by RPI of 2.4%;
 - That the charge for tenants who benefit from the sheltered support service is increased to £14.71 per week to reflect full cost recovery. The charge is eligible for Housing Benefit;
 - That the subsidy for tenants who are not eligible for benefits but receive the sheltered support service is set at £4.71 per week; Therefore the amount payable by these tenants will increase from £8 per week to £10 per week;
 - That any overall increase to tenants in respect of rents, service and sheltered support will be no more than £3.50 per week;
- v) In respect of the Schools Budget, that the High Needs Block budget for 2020/21, as set out in paragraph 5 of the Schools Budget Report at Appendix 8 be approved.

1. Purpose of report

- 1.1 This report sets out the Council's budget for 2020/21. It has been prepared in the context of the Council's Initial Budget Proposals which were agreed by the Executive Board in January 2020 and the Local Government Finance Settlement and in accordance with the Council's budget and policy framework. As agreed by Executive Board, the Initial Budget Proposals have been submitted to Scrutiny for review and have also been used as a basis for wider consultation.
- 1.2 Following recommendation by the Executive Board, this report seeks approval from Council that the revenue budget for 2020/21 be approved at £525.7m. This results in an increase of 3.99% in the Leeds element of council tax, which for a Band D property is an increase of £55.64 to £1,449.00 for 2020/21.
- 1.3 Detailed budget proposals for each directorate are set out in the budget reports attached in Appendix 8. This information will be consolidated into the annual financial plan and the budget book. The annual financial plan brings together the revenue budget, capital programme and performance indicators for 2020/21, providing a clear link between spending plans and performance at directorate level. The budget book contains detailed budgets for each directorate at both service level and by type of expenditure/income.
- 1.4 This report also provides an update on the indicative budgets for 2021/22 and 2022/23 and Executive Board are asked to note these revised positions.
- 1.5 In addition, as part of the refreshed Best Council Plan suite of documents, a graphical design summary will be produced to show how the budget supports the delivery of the Council's priorities. This will again provide a useful one-sided overview for staff, partners and the public.
- 1.6 In accordance with the Council's budget and policy framework, decisions as to the Council's budget are reserved to Full Council.
- 1.7 The budget proposals contained within this report have, where appropriate, been the subject of the Council's equality impact assessment process and mitigating measures have been put in place or are planned where appropriate.

2. The national context

- 2.1. The Chancellor announced the Government's 2019 Spending Review on 4th September, which covers the financial year 2020/21 only. A full multi-year spending review will be conducted in 2020 for capital and revenue resource budgets beyond 2020/21. The economic context in which this Spending Review must be considered will be influenced by the impact of

the UK leaving the EU and the strength and resilience of the national economy.

2.2. **Spending Review 2019**

2.2.1. The headline announcements in the 2019 Spending Review are outlined below and the implications for Leeds are detailed in Sections 4 to 7:

- 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 Departmental Expenditure Limits (DEL) and £1.7 billion in capital DEL.
- An assumption that the core council tax increase is limited to 2% - this position was included as part of the Provisional Settlement consultation.
- 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. Government expect a 2% Adult Social Care precept to generate the 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.
- The 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.
- Confirmation of £3.6 billion new Towns Fund.
- The Integration Areas Programme is to receive an additional £10 million funding for English as a second language provision.
- A pledged funding increase for schools of £7.1 billion by 2022/23.
- Day to day funding for every school to rise 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 Dedicated Schools Grant (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.
- An additional £400 million in 2020/21 for Further Education, increasing core funding and supporting targeted interventions.

2.3. **The March 2020 Budget and the Office for Budget Responsibility (OBR) Financial Forecasts**

2.3.1. 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 2019, it was made clear that the Budget would not be held until after the General Election and it has now been announced that the next Budget will be on Wednesday 11th March 2020.

2.3.2. As such these budget proposals are based on the announcements made during the 2019 Spending Review, referenced above, and the final Local Government Finance Settlement published on 6th February 2020, discussed in more detail in paragraph 2.5 of this report.

2.3.3. 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 subsequently announced that it was no longer possible to do this as it would not be consistent with the Cabinet Office's General Election Guidance.

2.3.4. The next OBR Economic and Fiscal Outlook will be released alongside the Budget on 11th March 2020. 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 2018 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 2019 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.
- 2.3.5. 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.
- 2.3.6. 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.
- 2.3.7. At the time of the March 2019 announcement, all of these forecasts were based on there being a Brexit deal, and the OBR had 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 Budget Proposals for 2020/21 need to be considered.
- 2.4. **The 2019 Indices of Multiple Deprivation (IMD)**
- 2.4.1. 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.

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

- 12 LSOAs in Leeds have been ranked in the most deprived 1% nationally which compares to 16 in 2015.
- 2.4.2. 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.
- 2.4.3. In the context of budget setting and financial planning this increase in relative deprivation in Leeds is significant as deprivation will be reflected 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 known at this time.
- 2.5. **2020/21 Final Local Government Settlement**
- 2.5.1. The Secretary of State for Communities & Local Government published a written statement on the provisional Local Government Finance Settlement 2020/21 to the House of Commons on 20th December 2019. The Final Settlement, published on 6th February 2020, has confirmed the provisional Settlement.
- 2.5.2. The key headlines from the final Local Government Finance Settlement are:
- Settlement Funding Assessment (SFA), Revenue Support Grant, and Baseline Funding Levels are uplifted based on the increase in the small business rates multiplier, 1.6%.
 - Core Spending Power, Government's measure of the resources available to local government, which includes SFA, Council Tax and New Homes Bonus (NHB), but excludes other specific grants such as Public Health and Education Services Grants, will increase by £2.9 billion (6.4%) nationally. By the same measure the Core Spending Power for Leeds increases by 6.3%.
 - The maximum increase in core Council Tax is up to 2% with a further maximum increase of 2% for the Adult Social Care precept.
 - The new £1 billion social care grant, announced in the 2019 Spending Review, will be distributed as proposed in the Technical Consultation, with the majority allocated using Adults Relative Needs Formulae and £150 million equalised using a Council Tax income measure.
 - Other grants remain the same, although Winter Pressures grant will now be rolled into the Improved Better Care Fund and the ring-fence removed.

- This is the final year of the New Homes Bonus. Legacy payments already earned will continue based on the current system but the new allocation for 2019/20 which is payable in 2020/21 will not give rise to further legacy payments. Government will consult on a future incentive scheme in due course.
- Police and Crime Commissioners will be able to raise their precept by up to £10 before triggering a referendum, a significant reduction from the £24 threshold permitted in 2019/20.
- Affecting rural authorities only, the Rural Services Delivery Grant will be maintained at its 2019/20 level of £81m.

3. **Developing the 2020/21 Budget within the context of the Medium Term Financial Strategy and the 2020-2025 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. 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 the council tax base from new properties and a significant programme of organisational efficiencies, including reducing staffing levels by over 3,000 (2,300 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 in Leeds. This is reflected in comparative levels of spend, for example in the 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 this rate has remained constant for the last two years. Leeds benchmarks favourably against most Core Cities and our Regional and Statistical neighbours, and this position with CLA has been achieved within 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. A refreshed Plan for 2020-2025 is being presented to the Board at today's meeting. The Best Council Plan is the Council's strategic planning document and sets the context and policy direction against which the Medium Term Financial Strategy and the budget 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 to be an efficient, enterprising and healthy organisation.

- 3.4. Whilst this paper proposes a balanced and robust budget for 2020/21, the lack of clarity as to the Government’s funding intentions beyond 2020/21 presents significant uncertainty and challenge to the Council’s ambitions and its financial planning.
- 3.5. Inevitably, managing the large reduction in Government funding 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. 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 £3.0m**

- 4.1.1. Settlement Funding Assessment is essentially the aggregate of core government grant and business rate baseline funding for a local authority.
- 4.1.2. 2019/20 is the final year of a 4-year funding settlement for the period 2016/17 to 2019/20. 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 Review was announced on 4th September 2019, with a full multi-year spending review to be conducted in 2020 for capital and revenue resource budgets beyond 2020/21. The review will take into account the impact of the UK leaving the EU and set out further plans for long-term reform.
- 4.1.3. Table 1 sets out the Council’s Settlement Funding Assessment for 2020/21, as provided in the final Local Government Finance Settlement published in February 2020. This represents a small increase of £3.0m compared to 2019/20 which is equivalent to a 1.6% increase. In 2020/21 the Government has uprated Settlement Funding Assessment across England in line with the change in the Small Business Rates Multiplier, which the

final Local Government Settlement shows has led to an aggregate increase in Settlement Funding Assessment of £239.8m nationally.

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	158.4	(25.2)	
Settlement Funding Assessment	183.7	186.6	3.0	1.6

- 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 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, with Local Authorities continuing to receive full compensation for the difference.
- 4.1.5. A number of funding streams notionally make up the Settlement Funding Assessment. These funding streams include general grant and also 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	186.65	2.99
Which includes:			
Council tax freeze grant 2011/12	6.64	6.64	0.00
Council tax freeze grant 2013/14	2.77	2.77	0.00
Early intervention grant	13.73	13.96	0.23
Preventing homelessness	0.86	0.88	0.02
Lead local flood authority grant	0.24	0.25	0.01
Learning disability & health reform grant	11.46	11.65	0.19
Local welfare provision	2.59	2.64	0.04
Care act funding	6.62	6.73	0.11
Sustainable drainage systems	0.02	0.02	0.00

4.2. Business Rates 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 rateable value of businesses in Leeds as at 3rd January 2020 is £937.3m which would generate gross business rates income of £467.7m. Further business rates growth anticipated in 2020/21 increases the gross business rates collectable to £473.3m. However, as shown in Table 3, the impact of a range of business rate reliefs (discussed in paragraph 4.3) and statutory adjustments reduces this to a net income figure of £374.8m.
- 4.2.3. Under the 50% Business Rates Retention (BRR) scheme, Leeds City Council's share of this income is £183.7m (49%). The Authority then pays a tariff of £14.4m to Government because Leeds is assessed to generate more business rates income than it needs and the Council must also meet its share of the business rates deficit created in 2019/20, a further £5.5m. This leaves net income of £163.8m which contributes to the Council's net revenue budget.

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

	£m
Rateable Value in Leeds as at 3 January 2020	937.29
multiplied by business rates multiplier	0.499
Gross business rates based on projected rateable value	467.71
Estimated Growth	5.59
equals gross business rates to be collected in Leeds	473.30
less: -	
Uprated Mandatory Reliefs	-67.83
Uprated Discretionary Reliefs	-9.96
Transitional Adjustments (year 3)	3.05
equals net business rates paid by ratepayers	398.55
less adjustments for: -	
Bad debts and appeals	-17.04
Cost of collection	-1.26
Projected Enterprise Zone and renewable energy projects yield	-2.38
Transitional Adjustments repaid to Government	-3.05
equals non-domestic rating income in Leeds	374.82
Split into shares: -	
Leeds City Council (49%)	183.66
<i>West Yorkshire Fire Authority (1%)</i>	<i>3.75</i>
<i>Central Government (50%)</i>	<i>187.41</i>
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-14.36
Leeds City Council's share of deficit from 2019-20	-5.53
Leeds City Council 's 2020/21 income from business rates	163.78

- 4.2.4. As shown, 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 December 2019 there were around 1,140 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 December 2019, the Council has received 3,057 checks and challenges against the 2017 ratings list, with 502 of these remaining outstanding. Whilst a number of amendments have been made as a result of these earlier check and challenge stages, only 2 cases from the Leeds area have so far reached the final 'appeal' stage, both of which have now been determined by the Valuation Tribunal.
- 4.2.7. Since 2013/14 the total amount repaid by way of business rate appeals is £151.0m, at a cost to the Council's general fund of £79.8m. 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 budget proposals provide for an additional £5.9m 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 £0.8m is paid by the Government for the changes to the multiplier threshold and a further £9.2m 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 £27.4m in 2019/20, costing the Council an estimated £4.1m 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 were to receive a reduction in their liability for business rates of a third in 2019/20 and 2020/21. However in the Queen's Speech in December 2019 the Government announced that this relief would be increased to one half of an eligible ratepayer's liability in 2020/21, as confirmed in the Business Rates Information Letter (BRIL) (1/2020), published on 27th January which also extended this relief to eligible music venues and cinemas with a rateable value of less than £51,000. At its February 2020 meeting, Executive Board agreed to authorise officers to grant relief against business rates liability in line with BRIL (1/2020), and the Council has included the increased cost of Retail Relief in these budget proposals by mirroring the criteria in the 2019/20 scheme. The BRIL also extends temporary local newspaper relief, previously expected to come to an end on 31st March 2020, to 31st March 2025. Likewise public house relief will be reintroduced for 2020/21, providing a £1,000 discount to eligible pubs. These reliefs are given using the Council's discretionary powers but if an award meets the Government's criteria they compensate the Council in full for any loss of income. The Bill to introduce a statutory 100% relief for standalone public lavatories fell with the proroguing of Parliament before the Election and therefore has not been included in these budget proposals.
- 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. At its meeting in January 2020 Executive Board agreed 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 can be offered to these businesses across the city.

4.4. Business Rates Retention and the Budget Proposals

4.4.1. In terms of the budget proposals, it is estimated that the local share of business rates funding in 2020/21 will be £183.7m, as set out in Table 3. As per Table 4, the budget proposals recognise business rate growth above the baseline of £10.9m, a decrease of £5.9m from the 2019/20 budget. Whilst this is a significant decrease (35.2%), it is a consequence of the move from 75% Business Rates Retention in 2019/20 to 50% Business Rates Retention in 2020/21.

4.4.2. Table 4 – Business Rates, Estimated Growth above the Baseline

	2019/20 £m	2020/21 £m	Change £m
Business rates local share	273.55	183.66	(89.88)
Less: business rates baseline	256.77	172.79	(83.98)
Growth above baseline	16.78	10.87	(5.91)

4.4.3. The £183.7m local share of business rates funding is then reduced by a £14.4m tariff payment and £5.5m deficit on the collection fund to give the £163.8m estimated business rates funding shown in Table 5.

4.4.4. Comparing the £163.8m of business rates funding against the £158.4m 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 £5.3m which is a £10.8m net deterioration against the budgeted surplus in the 2019/20 financial year. Contained within this £10.8m net deterioration is a £4.9m increase in the budgeted deficit (£0.6m in 2019/20 and £5.5m in 2020/21), and a £5.9m 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	158.4
Projected growth above the baseline to March	12.8	8.3
Estimated growth in the year	3.9	2.5
Total estimated growth	16.8	10.9
Estimated provision for appeals	(1.0)	(5.9)
Additional cost of transitional arrangements and provision for bad debts	0.3	0.4
Estimated year-end Collection Fund deficit (Leeds Share)	(0.6)	(5.5)
Estimated Business Rates Funding	199.8	163.8
Increase/(reduction) against the Business Rates baseline	16.2	5.3
Business Rates Retention - Additional General Fund Income		(10.8)

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 (NWP) was established on the 1st April 2019.
- 4.5.2. On the 4th September 2019, the Chancellor of the Exchequer announced the 2019 Spending Review, for the financial year 2020/21 only. 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 was 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 - this excludes 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 NWP Pool member authorities, 13 of the 14 original member authorities agreed to submit an application for a new 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. The Council was informed that this application had been successful in December 2019.
- 4.5.5. Under the 50% scheme 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. Whilst this is a significantly lower financial gain than from 75% retention, we estimate the gains to the region to be around £9.6 million for this Pool. Leeds City Council's financial commitment to the new pool is in the region of £2.2 million. These budget proposals recognise that Leeds City Council will be required to make this levy payment in 2020/21.
- 4.5.6. At its January 2020 meeting Executive Board agreed that, should the application for a business rates pool at 50% retention be successful, Leeds should become a member of this new Business Rates Pool and should act as lead authority for it.

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.

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		

- 4.6.2. The 2020/21 budget recognises £4.4m of additional income from increases to the Council Tax base (3,169 band D equivalent properties) but also an increase in £0.4m in the deficit on the collection fund to £1.6m in 2020/21.
- 4.6.3. 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 2021/22 the maximum premium is 300% in respect of any dwelling where the empty period is at least 10 years. A proposal 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, was agreed by Full Council as part of their approval of the Council Tax base in January 2020. The estimated change in the Council Tax base for these budget proposals assumes that this additional premium will be implemented.
- 4.6.4. In 2018/19 Government increased the limit of council tax increases to up to but not including 3%, above which a Local Authority must seek approval through a local referendum, retaining this increased referendum level in 2019/20. Announcements in the 2019 Spending Review and the Provisional Local Government Finance Settlement indicated the Government's intention to reduce this limit to 2% in 2020/21, and this reduction was confirmed in the final Local Government Finance Settlement earlier this month.
- 4.6.5. Also in the 2019 Spending Review, the Chancellor of the Exchequer announced an Adult Social Care precept of 2% in addition to the core

council tax of up to 2% and this was confirmed in the final Local Government Finance Settlement 2020/21. The increase for adult social care is further to the additional flexibility given in the 2017/18 Provisional Local Government Finance Settlement, which permitted 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%.

- 4.6.6. The Council Tax Report (to be received at Full Council in February 2020 alongside this report) proposes that core council tax is increased by 1.99% in 2020/21, and that Leeds City Council maximises the 2% Adult Social Care precept and those assumptions are reflected in this report.
- 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 £1.6m 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 £16.9m 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		(1.6)
Change in collection fund contribution - increase/(decrease)	(1.4)	(0.4)
Total - Council Tax Funding	316.8	333.7
Increase from previous year		16.9

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

Settlement Funding Assessment, an increase of 1.6% for 2020/21 from £64.6k to £65.7k. Appendix 5 provides a breakdown by parish/town council.

4.7. Adult Social Care Precept and Grant Income

- 4.7.1. The 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 5.3.2, will contribute towards funding a range of adult social care pressures and priorities.
- 4.7.2. Specifically these pressures within the Adult Social Care service include the cost of the pay award for 2020/21 including commissioned care services, cost pressures associated with demand including demography, other inflationary pressures, the cost of the national living wage and of further developing the Ethical Care Charter.
- 4.7.3. As discussed in paragraphs 4.6.5 and 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 £6.4m realised through the Adult Social Care precept along with £7.5m of additional social care grant will contribute towards funding the pressures outlined in 4.7.2. and which are detailed further in the Adults and Health Directorate report in Appendix 8.
- 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 budget proposals for Adults and Health are consistent with this requirement.

4.8. The Net Revenue Budget 2020/21

- 4.8.1. After taking into account the changes to Settlement Funding Assessment notified in the final Local Government Finance Settlement, business rates and council tax, the Council's overall net revenue budget is anticipated to increase by £9.0m or 1.7% from £516.7m to £525.7m, as detailed in Table 8 and at Annex 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	158.4	(25.2)
Settlement Funding Assessment	183.7	186.6	3.0
Business Rates Growth	16.8	10.9	(5.9)
Business Rates Deficit	(0.6)	(5.5)	(4.9)
Council Tax (incl. Adult Social Care Precept)	318.0	335.3	17.3
Council Tax surplus/(deficit)	(1.1)	(1.6)	(0.4)
Net Revenue Budget	516.7	525.7	9.0

- 4.8.2. Table 9 analyses this £9.0m 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	3.0
Sub-total Government Funding	3.0
Locally Determined Funding	
Council Tax (incl tax base growth)	16.9
Business Rates	(10.8)
Sub-total Locally Determined Funding	6.0
Increase/(decrease) in the Net Revenue Budget	9.0

5. Revenue Budget Proposals 2020/21

- 5.1. The submitted budget needs to be seen in the context of the Council's forecast financial position from 2021/22 onwards where there are significant areas of uncertainty in respect of both funding and spending assumptions. Specifically the Government's future spending plans for Local Government are uncertain and the outcome of the Government's Fair Funding Review will have implications for the level of resources receivable by the Council. In addition further information is required around the future funding of both adult and children's social care.

- 5.2. This section summarises the 2020/21 budget proposals and provides an overview of the changes in funding, primarily specific grants (paragraph 5.3), and cost increases (paragraphs 6.1 to 6.24) 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 summary of these changes:

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

	£m
Funding	
Additional Net Revenue Charge	(9.0)
Other Non-Collection Fund Business Rates Movement	(0.5)
Increases in Specific Grant	(18.0)
Fall Out of Specific Grant	7.4
Contribution to/from General Reserve	(13.5)
Change in Use of Earmarked Reserves	5.3
	(28.4)
Pressures	
Pressures - Pay Inflation	7.1
Pressures - General Inflation	12.9
Pressures - Other	36.8
	56.8
Total: Funding and Pressures	28.4
Actions to Reduce the Budget Gap	
	£m
Business As Usual	(26.3)
Service Delivery	(1.1)
Workforce	(0.7)
Service Delivery/Workforce	(0.3)
Service Review	(0.1)
	(28.4)

5.3. Decreases/(Increases) in Funding

- 5.3.1. Changes in both the Settlement Funding Assessment (SFA) of (£3.0m) and local funding (£6.0m), a net increase of £9.0m, as summarised in Table 9 are detailed in Section 4.

- 5.3.2. **Specific Grant Funding Changes – Adults and Health (£8.7m).** 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 £14.0m 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 used to target priority areas.

- 5.3.3. 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 £1.2m from £43.1m to £44.3m.
- 5.3.4. **Specific Grant Funding Changes – Children and Families Directorate (£6.5m).** The residual sum of Partners in Practice Innovation Grant (£1.7m) will no longer be receivable in 2020/21, however 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. The Directorate received notification in January 2020 of a £0.3m reduction in Troubled Families Programme: Earned Autonomy grant. As detailed in paragraph 5.3.2, the Government announced £1 billion of additional funding for social care. Of the £14.0m receivable by Leeds in 2020/21, £6.5m will be used to support children's social care.
- 5.3.5. In the 2018 Autumn Budget the Treasury committed £84m to the scaling up of three programmes from the first two waves of the innovation programme. The DfE subsequently launched the **Strengthening Families** Protecting Children (SFPC) Programme to support the spread of innovation programmes across 20 local authorities over the next five years. Leeds is one of three authorities to receive funding through the programme to support the other local authorities. The SFPC funding award to Leeds is £8.2m over 5 years and the 2020/21 budget for the Children and Families Directorate includes additional grant of £1.6m.
- 5.3.6. **Specific Grant Funding Changes – Communities and Environment** The Housing Benefit Administration Subsidy and Localised Council Tax Support Administration Subsidy grant budgets are expected to reduce by £0.1m based on the provisional funding allocations announced in January 2020. Following the Prime Minister's announcement in March 2018, parents will no longer have to meet the costs of burials or cremations, with fees waived by local authorities and met instead by a Government Funeral Fund for grieving parents who have lost their child. Leeds City Council had already announced that it would abolish fees as a part of the 2018/19 approved budget, thus the assumed level of Government funding of £0.1m will partially offset the loss of income already provided for.
- 5.3.7. **Specific Grant Funding Changes – Resources and Housing (£0.7m).** The Council will receive an additional £0.3m in Homelessness Reduction Grant in 2020/21. This grant helps local authorities to meet the new burdens costs associated with additional duties contained within the Homelessness Reduction Act. A bid has been submitted to Government for funding covering the Rough Sleeper grant and the Rapid Rehousing programme and £0.35m of additional income is assumed in these budget proposals.

- 5.3.8. **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 in 2019/20 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.
- 5.3.9. **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 2019/20 and paid in 2020/21 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 top slice 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 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. The 2020/21 final Local Government Finance Settlement confirmed that there will be a consultation in the Spring of 2020 on a replacement for the New Homes Bonus scheme which will continue to incentivise housing growth.
- 5.3.10. **Other Non-Collection Fund Business Rates Movements – (£0.5m)**
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 budget proposals reflect the Council returning to 50% Business Rates Retention in 2020/21 from 75% in 2019/20, resulting in a reduction in business rates income. Consequently section 31 grant compensation is estimated to reduce by £4.5m 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 £1.2m in 2020/21.

- 5.3.11. 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 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 £2.2m for the levy payment.
- 5.3.12. Overall the return to 50% Retention in 2020/21 represents an increase in Non-Collection Fund Business Rates income compared to 2019/20 of an estimated **£0.5m**.

Reserves and Balances

- 5.4. **Contributions from the General Reserve** – the movement of £13.5m in the use of the general reserve reflects the £10m being used to support the 2020/21 revenue budget, compared to the budgeted contribution of £4.5m in 2019/20. In September 2019, Executive Board agreed the release of £1m from the general reserve to enable the Authority to convert some of its short term borrowing into longer term borrowing at record low interest rates. Whilst this results in an additional cost in 2019/20, this is offset by multi-year savings in the following years, thus the movement in general reserve also reflects repayment of this £1m in 2020/21.
- 5.5. **Changes in the use of Earmarked Reserves** – the £5.3m change in the use of earmarked reserves reflects a reduction in the contributions from the reserve to fund Schools PFI payments of £1m, the Early Leaver's Initiative Reserve of £2m, Public Health reserves of £0.7m and the Flexible Homelessness Grant reserve of £0.7m. The budget proposals also provide for contributions to the Insurance Reserve and the Capital Reserve of £2.2m and £0.1m respectively.
- 5.6. These budget proposals for 2020/21 assume contributions from the Selective Licencing Reserve of (£1.1m) and from the Clean Air Zone Grant reserve of (£0.9m), both with related expenditure detailed at Paragraphs 6.14 and 6.15. Contributions from general balances of (£0.5m), the BCF reserve (£0.5m), Adults & Health reserves of (£1.1m), the Wellbeing reserve (£0.2m), the Invest to Save reserve (£0.15m) and the Waste Management reserve (£0.4m) are also assumed.
- 5.7. Use of Section 106 balances – 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. 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 £4.2m overall change in the use of earmarked reserves.

- 5.8. The Budget Proposals provide for the creation of two new reserves totalling £1.5m – an Investment Fund and an Innovation Fund. 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. There will be a requirement for schemes to repay the Fund with the aim of it becoming self-financing in the future. The Innovation Fund will support those more conceptual schemes which need to be developed further. The schemes supported by these funds strengthen the Council's longer term resilience.

6. Cost Increases

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

6.2. **Table 11 Cost Increases**

	£m
Pay - Leeds City Council	9.2
Wage costs - commissioned services	7.8
Employer's LGPS contribution	(0.9)
Fall-out of capitalised pension costs	(1.2)
Inflation: General	4.5
Inflation: Electricity and Gas Tariffs	0.7
Demand and demography - Adult Social Care	7.2
Demand and demography - Children Looked After	1.6
Demand and demography - Other	0.2
Income pressures	2.0
Strengthening Families Increased Expenditure	1.6
Spend funded by Selective Licencing Income	1.0
Spend funded by Clean Air Zone Grant	0.9
Migration to Microsoft Cloud	0.8
Insurance	0.8
Transforming Care Programme	0.5
Investment in Climate Emergency	0.4
Housing Benefit Overpayment income	0.4
Rough Sleepers and Rapid Rehousing Funded Spend	0.4
Homelessness Reduction Act Increased Expenditure	0.3
Other Pressures/Savings	4.7
Debt - external interest / Minimum Revenue Provision	14.1
Cost Increases	56.8

- 6.3. **Inflation** - the budget proposals include allowance for £19.9m of net inflation in 2020/21. This includes provision of £9.2m which largely provides for a 2% pay award and for the costs of the Council's minimum pay rate (see paragraph 6.5). The budget proposals allow for net price/income inflation of £4.5m 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 £0.7m have been incorporated into these 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, the Council has been notified that the employer's contribution will reduce from 16.2% to 15.9% from the 1st April 2020. This reduction results in a saving of £0.9m which has been incorporated into these 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 Real 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 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 announced Real Living Wage rate of £9.30 per hour from the 1st April 2020. 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 £7.8m has been included and this is consistent with the national minimum wage assumptions of £8.72 per hour from 1st April 2020. 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 budget proposals for 2020/21 will permit further developments in this area.
- 6.7. In addition, the Communities and Environment budget provides for an additional £0.1m in respect of the streetscene grounds maintenance contract to allow for the implementation of a minimum pay scale which is aligned to that of the Council. The increased costs associated both with the Real Living Wage and the National Living 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 £1.2m in 2020/21.
- 6.9. The budget proposals recognise the increasing **demography**, complexity and consequential **demand pressures** for services in Adults and Health, Children and Families and Communities & Environment. 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 care home 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 £7.2m has been built into these 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 budget proposals provide £1.6m for the projected growth in the 0-19 population to increase the Children Looked After budget and the transport budget.
- 6.11. As a result of further demand pressures due to assumed household growth, provision of £0.2m has been made for the increased disposal costs of waste to the Recycling and Energy Recovery Facility (RERF).
- 6.12. The budget proposals include £2.0m for a number of income variations. Specifically £0.9m provides for a reduction in car parking and bus lane enforcement income resulting from major city centre developments; 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 in the number of meals sold, reduced partnership income in Children and Families of £0.2m, reduced Shared Services income of £0.1m and court fee income is projected to fall by £0.1m as a result of fewer prosecutions for non-payment of council tax.

- 6.13. As detailed at paragraph 5.3.5, Leeds is one of three authorities to receive funding through the **Strengthening Families** Protecting Children (SFPC) Programme. The funding award to Leeds is £8.2m over 5 years and the 2020/21 budget for the Children and Families Directorate includes expenditure of £1.6m associated with this grant.
- 6.14. 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 scheme became operational on 6th January 2020. The budget proposals for 2020/21 include the estimated total annual cost of operating the scheme(s) at £1m. The scheme will be cost neutral to the budget as it is offset by income collected from the licence fees paid by landlords, as outlined at paragraph 5.6.
- 6.15. 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. However, set up spend funded by Clean Air Zone grant, including staffing and financing of taxi loans, will continue to be incurred prior to the scheme going live. Costs of £0.9m, fully funded from DEFRA grant (paragraph 5.6), have been included in these budget proposals.
- 6.16. 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.
- 6.17. The cost of **Insurance** is estimated to increase by £0.8m in 2020/21. This increase is largely due to a combination of having to provide for new large insurance claims and a re-assessment of the amounts set aside for previously submitted claims. In addition, the increase reflects the assumed impact of the Government's intention to directly provide risk protection arrangements to local authority maintained schools.
- 6.18. **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.
- 6.19. A further £0.4m 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.
- 6.20. 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.

- 6.21. A funding bid for £0.35m has been submitted to Government covering the **Rough Sleeper grant and the Rapid Rehousing** programme and related spend of 0.35m is assumed in these budget proposals.
- 6.22. The Council will incur new expenditure of £0.3m in relation to the additional £0.3m in **Homelessness Reduction** Grant received in 2020/21. This grant is to help local authorities to meet the new burdens costs associated with additional duties contained within the Homelessness Reduction Act.
- 6.23. Changes approved at Full Council in 2017 to previous years' **Minimum Revenue Provision (MRP)** policy, 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 on 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 to 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, generating savings of £2m in 2020/21. In addition it is proposed to utilise an additional £10m of capital receipts to help meet the MRP revenue budget requirement in 2020/21 along with other treasury management savings of £0.9m. As a result of interest rate reductions, the utilisation of additional capital receipts and other treasury management savings, the revenue pressure of the impact of MRP on the 2020/21 budget has reduced to £14.1m.
- 6.24. **Other Net Pressures** – other net budget pressures of £4.7m have been identified for 2020/21. The key pressures 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 funding of £0.5m in Adults and Health to fund additional temporary staffing within social work and service transformation to assist in delivering savings plans;
 - Funding of £0.15m to be invested in a dementia strategy including the development of a dementia unit within the South Recovery Hub for people with high support needs, net of financial contributions from the CCG and a transfer from existing residential care provision;
 - Additional investment of £0.15m into the expansion of Asset Based Community Development;
 - 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;
 - Reduced reliance on general capitalisation of £0.5m.

- Other variations across directorates of £0.9m.

7. The Budget Gap – Savings Options - £28.4m

- 7.1. After taking into account the impact of the anticipated changes in funding of £28.4m and cost pressures of £56.8m outlined above, it is forecast that the Council will need to generate savings, efficiencies and additional income of £28.4m in 2020/21 to balance to the anticipated level of resources available.
- 7.2. The requirement to deliver savings of £28.4m 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. This requirement to make savings for 2020/21 is in addition to delivery of 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 8. The savings identified fall into one of the following categories:
 - **Business as Usual** which are savings proposals that do not require any consultation. They include;
 - Identification of alternative funding to continue with the service
 - Generation of additional income for the Council without impacting on service users
 - Improving the efficiency of the service
 - Cost reduction measures with no impact on service users.
 - **Service Review** which relates to a review of a service to identify options for savings, which will then be considered in accordance with the Council's decision making arrangements.
 - **Service Delivery** which relates to changes in the way that a service is delivered and therefore consultation will be required with service users;
 - **Workforce Proposal** which relates to the restructure of a service and consultation with staff will be required;
 - **Service Delivery/ Workforce Proposal** budget savings proposals may require consultation with service users and staff on options for future service delivery.

Table 12 – Actions to reduce the budget gap

	£m
Business As Usual	(26.3)
Service Delivery	(1.1)
Workforce	(0.7)
Service Delivery/Workforce	(0.3)
Service Review	(0.1)
	(28.4)

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;

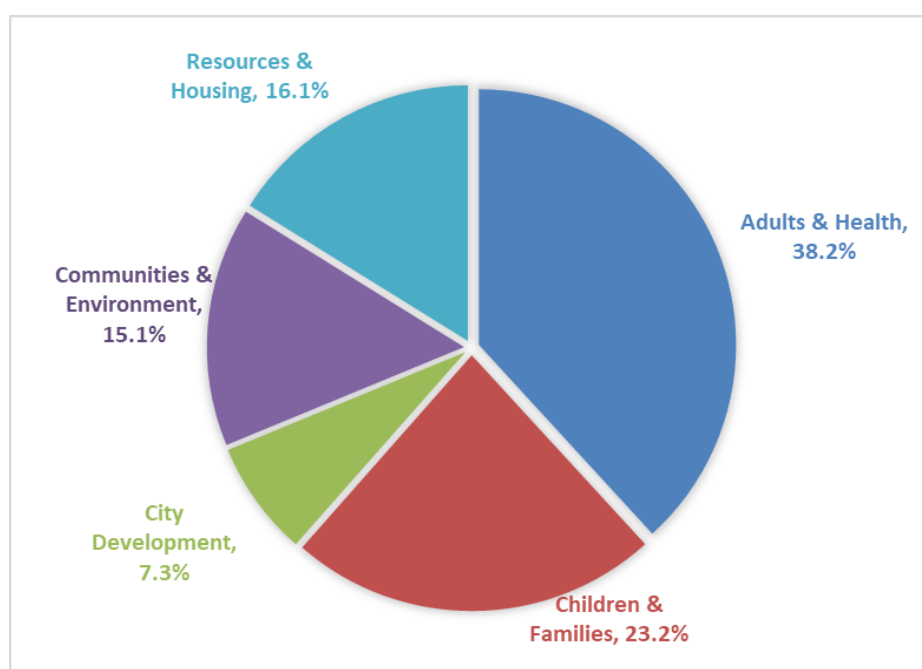
- **Organisational design;**
- Continuing demand management through investment in prevention and early intervention particularly in Adult Social Care and Children's Services.
- Savings across the range of support service functions;
- Ongoing recruitment and retention management;
- Closer working between 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 continue to contribute to both WYCA and West Yorkshire Joint Services Committee (WYJSC) is subject to a separate approval process.

7.6. **Summary Budget By Directorate**

7.6.1. The pie chart shows the proposed share of net managed expenditure between directorates for 2020/21 based on these budget proposals.

7.6.2. Share of Net Managed Expenditure 2020/21(Proposed)



7.6.3. Net managed expenditure represents the budgets under the control of individual directorates and excludes items such as capital charges, pensions adjustments and allocation of support costs in directorate budgets.

7.6.4. The revenue budget proposals would mean that whilst the Council's spend on Children and Families and Adult Social Care will decrease slightly from 62.3% of service budgets in 2019/20 to 61.5% in 2020/21, the 'spending power' within Adult Social Care will increase as a result of targeted Government funding. The size of this overall share of the Council's resources continues to reflect the Council's priorities around supporting the most vulnerable across the city and therefore to prioritise spending in these areas.

8. Impact of proposals on employees

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

8.2. The budget proposals outlined in this report provide for an estimated net increase of 380 full time equivalents by 31st March 2021, as summarised in Table 13. Of the gross additional 478 ftes, 399 are funded through capital or external grant, income generation or other means including staffing reductions such that an increase of 79 ftes will impact on the revenue budget. In the context of future staffing reductions that will be required to meet the estimated revised budget gap of £128.3m for 2021/22 to 2024/25,

it is the Council's intention to issue an updated S188 notice in February 2020.

- 8.3. In managing any 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.
- 8.4. Details of the movements in full time equivalents by directorate are shown in Table 13:

Table 13 – Movements in Full Time Equivalents

2020/21 Budget			
	+	-	Net
Adults and Health	41	0	41
Children and Families	135	0	135
City Development	68	(15)	52
Communities and Environment	77	(10)	67
Resources and Housing	117	(63)	54
	438	(88)	349
HRA	41	(10)	31
	478	(98)	380

9. Breakdown of the 2020/21 budget

- 9.1. Annex 1 to this report provides a summary of the budget changes by directorate and in total.
- 9.2. Annex 2 provides a detailed analysis of the 2020/21 revenue budget at directorate level.

10. Reserves Strategy and General Reserve

- 10.1. 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.
- 10.2. The purposes of the general reserve policy are to help longer-term financial stability and mitigate the potential impact of future events or developments

which may cause financial difficulty. General and useable reserves are a key measure of the financial resilience of the Council, allowing the Authority to address unexpected and unplanned pressures.

- 10.3. 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.
- 10.4. The revenue 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 14, is projected to be £22.5m. In September 2019, Executive Board agreed the release of £1m from the general reserve to enable the Authority to convert some of its short term borrowing into longer term borrowing at record low interest rates. Whilst this results in an additional cost in 2019/20, this is offset by multi-year savings in the following years, enabling repayment of the £1m to the general reserve in 2020/21. Table 14 reflects both the release of this amount in 2019/20 and the repayment in 2020/21.

Table 14 - General Reserve

General Reserve	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
Brought Forward 1st April	28.0	31.5	22.5	22.5
Change in Incidence of Receipt of Innovation Grant	1.7	0.0	0.0	0.0
Approved Use in Year (Treasury Management Savings)	(1.0)	1.0	0.0	0.0
Budgeted Contribution/(Use) in-year	2.8	(10.0)	0.0	0.0
Carried Forward 31st March	31.5	22.5	22.5	22.5

- 10.5. 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 levels of reserves are lower than those of other comparable local authorities.
- 10.6. The recent launch of CIPFA’s Financial Resilience Index means that there is increased scrutiny upon the level of reserves that local authorities hold. The Financial Resilience Index uses a selection of indicators to measure an individual Authority’s resilience to continue to deliver annual savings and manage significant financial shocks while still pursuing ambitious goals for local communities. These indicators can be used to compare against similar authorities. Contained within the nine selected indicators are three that relate to reserves. Specifically these are Reserves sustainability measure; level of Reserves and Change in Reserves. Through the

utilisation of these Reserves indicators the Authority can gain additional assurance about the robustness of its reserves strategy.

- 10.7. 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 current Medium Term Financial Strategy which covers the period to March 2025 provides for a £3m contribution to the General Reserve in 2023/24.
- 10.8. Whilst the pressures faced continue to make the current financial climate challenging, the Council will continue to keep the level of the Council's reserves under review to ensure that they are adequate to meet identified risks.

11. Robustness of the Budget and the adequacy of reserves

- 11.1. The Local Government Act (Part II) 2003 places a requirement upon the Council's statutory officer (the Chief Officer – Financial Services) in Leeds to report to members on the robustness of the budget estimates and the adequacy of the proposed financial reserves.
- 11.2. In considering the robustness of any estimates, the following criteria need to be considered:
- The underlying budget assumptions such as:
 - The reasonableness of provisions for inflationary pressures.
 - The extent to which known trends and pressures have been provided for.
 - The achievability of changes built into the budget.
 - The realism of income targets.
 - The alignment of resources with the Council's service and organisational priorities.
 - A review of the major risks associated with the budget.
 - The availability of un-earmarked reserves to meet unforeseen cost pressures;
 - The strength of the financial management function and reporting arrangements.
- 11.3. In coming to a view as to the robustness of the 2020/21 budget the Chief Officer – Financial Services has taken account of the following issues:
- Detailed estimates are prepared by directorates in accordance with principles laid down by the Chief Officer – Financial Services based upon the current agreed level of service. Service changes are separately identified and plans are in place for them to be managed.

- The estimate submission has been subject to rigorous review throughout the budget process both in terms of reasonableness and adequacy. This process takes account of previous and current spending patterns in terms of base spending plans and the reasonableness and achievability of additional spending to meet increasing or new service pressures. This is a thorough process involving both financial and non-financial senior managers throughout the Council.
- Financial pressures experienced in 2019/20 have been recognised in preparing the 2020/21 budget.
- As part of the budget process, directorates have undertaken a risk assessment of their key budgets, and provided a summary of major risks within the directorate budget documents. All directorate budgets contain efficiencies, income generation and service reviews which will require actions to deliver and any delay in taking decisions may have significant financial implications. Whilst the level of risk within the 2020/21 budget is considered manageable, it must be on the understanding that key decisions are taken and that where identified savings are not delivered alternative savings options will be needed. This is all the more important given that the Council will face further financial challenges over the years beyond 2020/21.
- In addition to specific directorate/service risks, the collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored.
- The 2020/21 budget assumes the generation of additional capital receipts from property and land sales will be utilised to offset PFI liabilities, repay MRP and fund redundancy payments. Since there is a risk that not all of the assumed receipts will be receivable in 2020/21 the timing of the delivery of these receipts needs to be closely monitored and contingency actions identified should there be any slippage to budgeted assumptions.
- The introduction from April 2013 of a scheme of council tax discounts did raise additional risks as to collection. The overall assumed collection rate for council tax remains at 99% and not only does it reflect these risks but it is also reflective of in year and ultimate collection rates and is therefore considered to be realistic.
- Under the business rates retention scheme the Council's local share of business rates is exposed to risks from both collection and reductions in rateable values. Since 2013 two trends have become clear: firstly that gradual economic recovery is not resulting in significant volumes of business new-builds in Leeds and secondly that business rates growth that does occur has been offset by successful appeals and other reductions to the rating list - either through closure or Valuation office reviews.
- Business rates income continues to be a significant risk, however, as in the case of council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current year although this will be an issue in future financial years.

- The Council's financial controls are set out in the Council's financial regulations. These provide a significant degree of assurance as to the strength of financial management and control arrangements throughout the Council. The Council has a well-established framework for financial reporting at directorate and corporate levels. Each month Executive Board receives a risk-based financial health report from each directorate and action plans are utilised to manage and minimise any significant variations to approved budgets.
- In July 2019 this Board agreed the adoption of principles which were developed to support both the determination and management of the revenue budget, provided at Appendix 10. Adoption of these principles results in a more robust and accountable approach to budget management which closely aligns itself with the principles set out in CIPFA's Financial Management Code which all local authorities will be required to fully implement by 31st March 2021.

11.4. In the context of the above, the Chief Officer – Financial Services considers the proposed budget for 2020/21 as robust and that the level of reserves are adequate given a clear understanding by members and senior management of the following:

- That Directors and other budget holders accept their budget responsibilities and subsequent accountability.
- The level of reserves is in line with the risk based reserves strategy but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk based budget monitoring and scrutiny arrangements are in place which include arrangements for the identification of remedial action.
- The budget contains a number of challenging targets and other actions. These are clearly identified and as such are at this time considered reasonable and achievable.
- Risk based budget reporting to members will continue in 2020/21.
- Budget risks are identified and recorded and will be subject to focused control and management.
- As part of the Council's reserves strategy directorates are required to have in place budget action plans which set out how they will deal with variations during the year.
- Risks associated with council tax and business rates, although potentially significant, will feed into the Medium Term Financial Strategy via the Collection Fund and will therefore not impact on the 2020/21 budget.
- There is a clear understanding of the duties of the Council's statutory financial officer and that the service implications of these being exercised are fully understood by members and senior management alike.

12. Revenue Budget Update 2021/22 and 2022/23

- 12.1. At its meeting in January 2020 Executive Board received the Council's Initial Budget Proposals report for 2020/21. Contained within this report were the initial budget positions for 2021/22 and 2022/23 which showed budget gaps of £47.4m and £29.9m respectively. The report 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.
- 12.2. In the context of both the final Local Government Settlement and variations identified during the determination of this 2020/21 revenue budget the financial projections for 2021/22 and 2022/23 have been refreshed to reflect these latest assumptions. 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. The Government's spending review in 2020 will provide some clarification as to what future Council Tax increases are assumed for the period covered by the review.
- 12.3. 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 projections assume 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.
- 12.4. 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 any impact of the UK leaving the EU and the spending priorities of the current Government. 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 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.
- 12.5. After taking account of the funding assumptions outlined in 12.2 and 12.3 above and the variation in pressures and savings that have been identified in the determination of the 2020/21 budget proposals, the revised indicative positions for 2021/22 and 2022/23 are detailed in Table 15.

Table 15 - Revenue Budget 2021/22 and 2022/23

	2021/22 £m	2022/23 £m
Initial Budget Proposals	47.4	29.9
Revised Pressures since January 2020		
Price Inflation (net)	(2.5)	(2.5)
Demand and Demography	5.2	5.2
Income Pressures	0.2	(0.3)
Debt	0.9	0.0
Other	0.7	0.0
	4.5	2.4
Revised Savings		
	0.9	0.3
	5.4	2.7
Changes to Funding		
Reserves	(0.6)	(1.0)
Revised Gap	52.2	31.7

12.6. As can be seen in Table 15, the estimated budget gap has increased to £52.2m in 2021/22 and to £31.7m in 2022/23. Since the IBP was presented to January's Executive Board the 2021/22 estimated gap has increased by £4.8m and the 2022/23 position by £1.8m. These movements largely reflect a net movement in pressures and savings of £5.4m in 2020/21 and of 2.7m in 2021/22, mainly due to the requirement for additional provision in Adults & Health to reflect the demand and demographic pressures experienced for care packages during 2019/20 and forecast to continue, partly offset by a review of price inflation by the directorate. Contributions to reserves have decreased by £0.6m in 2021/22 and £1m in 2022/23 reflecting fall out of one-off contributions in prior years.

12.7. The position set out above contains a number of assumptions, as set out in paragraphs 12.2, 12.3 and 12.4, for which updated information would alter the projected financial position. Any such changes in these assumptions will be incorporated into an updated Medium Term Financial Strategy report that will be presented to a future meeting of this Board.

13. **Schools Budget**

13.1. The schools budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and is funded in four separate blocks for Early Years, High Needs, Schools and Central Schools Services. The details of 2020/21 funding for each of the blocks is set out in the Schools Budget 2020/21 report at Appendix 8.

13.2. The allocation of funding for each of the blocks is determined by the Government with new national funding formulas for the Schools Block, High

Needs Block and Central Schools Services Block implemented in 2018/19. Whilst funding allocations are determined by the Government there is still some local discretion with various decisions made locally. In terms of the Schools Block, Early Years Block and Central Schools Services Block there are some decisions that are made by the Leeds Schools Forum following appropriate consultation. These include the transfer of funding between the Schools Block and the High Needs Block, the retained element of the Central Schools Services Block and the rate paid to providers through the Early Years Block.

- 13.3. Approval of the High Needs Block budget is a Council decision and paragraph 5 of the Schools Budget 2020/21 report provides a summary of the proposed High Needs Block budget for 2020/21 of £79.8m funding and £79.8m spend.

14. Housing Revenue Account

- 14.1. 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.
- 14.2. The determination of the 2020/21 budget proposals for the Housing Revenue Account needs to be seen in the context of the 2016 Welfare Reform and Work Act which has required all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17, the continued roll out of universal credit and the reduction in the Council's housing stock as tenants exercise their right to buy their own home. The Government has confirmed a return to allowing up to a CPI+1% rent increase for five years from 2020/21.
- 14.3. Details of the 2020/21 Housing Revenue Account can be found in Appendix 8.

15. Corporate Considerations

15.1. Consultation and Engagement

- 15.1.1. The Financial Strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities which, as detailed in the Best Council Plan 2020 to 2025 report on today's agenda, has been subject to consultation in its development with members and officers with additional extensive consultation carried out on the range of supporting plans and strategies.
- 15.1.2. Following Executive Board's approval of the Initial Budget Proposals in January, a public budget consultation exercise ran between 7th and 28th January 2020. Though focused on the Budget, the survey also presented findings from the previous year's consultation exercise and explored

whether the public's views and perceptions of the council's priorities had changed in that time.

- 15.1.3. The consultation was carried out through an online survey, advertised on social media, the Council's [leeds.gov.uk](https://www.leeds.gov.uk) website, the Council's internal 'InSite' website, and directly to Citizens' Panel members, third sector and business partners. With a shorter timescale available than usual to carry out the consultation and analyse the results (due to the snap General Election in December 2019), paper versions were not available. However, in the past two years where paper surveys have been offered as an option, only 15% of responses have been received via this method and these overwhelmingly from groups of people already over-represented in the total number of respondents.
- 15.1.4. A total of 1,537 responses were received (up on the total 1,241 last year) from a range of people from different demographic groups, broadly representative of the population of Leeds residents as compared with the 2011 Census. The majority (96%) of respondents said that they live in Leeds and over half (55%) work in Leeds. Around 1 in 7 (15%) said they work for Leeds City Council and a smaller group (3%) that they study in Leeds. Only 11 respondents (1%) said that they solely visit the city and neither live nor work here.
- 15.1.5. Respondents were informed of the challenges that Leeds City Council has faced through reduced funding and increasing demand, and that the Council has had to change the way that services are delivered in the last 12 months, including increasing the price of some services, in order to achieve the savings needed to meet the budget. They were asked how much these changes had affected them personally:
- Over half of respondents said that changes in services in the last 12 months have affected them to some degree (54%), with 1 in 7 reporting that they have been greatly affected (14%).
- 15.1.6. Where respondents said they had been affected they were asked how they had been affected. A total of 670 comments were made by 538 people, which were coded and grouped into dominant themes:
- Over 1 in 3 (190) gave a comment relating to Environmental Services and Waste Management, with over half of these about new charging for charges for waste collection/disposal and a perceived increase in fly tipping.
 - The second highest number, around 1 in 3 (171) commented on how they have been affected financially, in particular through increased Council Tax.
 - Further comments related to road maintenance (46), Social Care (37), staff workloads (23), and increased anti-social behaviour (12).
- 15.1.7. In response to the challenges that Leeds City Council faces, people were asked which option they agreed with most in response to the statement:

‘Reduced funding from the government will impact on our ability to deliver the services we (the Council) currently provide, unless we find other ways of raising money’.

- Over three quarters (76%) agreed we should raise money through increasing council tax and charges, with over a third (35%) saying we should raise enough to avoid having to cut services. 2 in 5 (41%) of all respondents said that this should be balanced with cuts and a reduction of services.
- Almost a quarter of respondents (24%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.
- When compared to 2018/19, the proportion of respondents who agree that we should not raise tax or charges even if this has a large impact on services, has stayed much the same (+1%) at around a quarter (24%). However, a higher proportion (+5%) said this year that we should raise enough through tax and service charges to avoid having to cut services (35%).

15.1.8. Respondents were asked how much they agree or disagree with our proposal to increase the core council tax in Leeds by 1.99%, plus an additional 2% to support adult social care services:

- In total 3 in 5 respondents agreed with our approach (60%).
- Around 1 in 5 (21%) strongly disagreed with the proposal to increase council tax.
- Comparison with the same question for 2019/20 showed no significant difference.

15.1.9. Those who disagreed with our approach to increase council tax were asked why. In total, there were 682 comments made from 554 respondents, which were coded and grouped into dominant themes:

- 1 in 3 comments (227) disagreed with the principle of increasing council tax, with many of these saying that the increase is too high.
- A further third of comments (223) related to the financial impact of raising council tax.
- In total 1 in 4 (169) said that we should use other means, such as cutting services or making further savings, instead.

15.1.10. Participants were presented with a summary of how we plan to spend our revenue budget, and asked how much they agree or disagree with this proposal. 7 out of 10 (70%) respondents said they agree with our proposed revenue budget.

15.1.11. Participants were then invited to make any comments around our overall approach to how we spend our revenue budget. In total there were 936 comments made from 739 respondents, which were coded and grouped into dominant themes:

- Almost 1 in 4 (223) commented about City Development issues, most saying this should be prioritised or commenting on the need for improved public transport.
- Around 1 in 6 (161) comments related to Communities and Environment, almost all of which said these areas should be prioritised, including climate change and clean air.
- Around 1 in 8 (119) comments related to Housing, most of which said this should be prioritised, including to build more affordable, social and other housing.
- Other areas of comments included Adults and Health (64), Children and Families (64), efficiencies (58) and vulnerable people (58).

15.1.12. A further question asked participants if they had any comments or suggestions on how we can deliver services differently to make the best use of the resources we have available. A total of 729 valid comments were made, which were coded and grouped into dominant themes:

- Around 1 in 6 (125) made suggestions for efficiency savings, including to reduce wastage, and make better use of technology.
- A similar amount (113) suggested changes to roads, transport and city development.
- Around 1 in 7 (99) comments related to working smarter, including partnership working, using less contractors and income generation.
- Further areas of comments related to investing in the environment (69), staff resources and wages (68), consultation and engagement (64), and further charges/fees (40).

15.1.13. Full results from the public budget consultation are provided at Appendix 1, together with comments and observations from Scrutiny Board at Appendix 2 and comments from other organisations at Appendix 3.

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

15.2.1. 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”.

15.2.2. 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.

15.2.3. Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2020/21 through the Council’s decision making processes.

- 15.2.4. A joint equality assessment of the proposed budget 2020/21 and Best Council Plan 2020 to 2025 at a strategic level has been carried out and this is attached as Appendix 6.

15.3. Council policies and Best Council Plan

- 15.3.1. 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 (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.
- 15.3.2. The budget proposals will, if implemented, have implications for the Council's policy and governance and these are explained within the report.
- 15.3.3. There are no proposed changes to delegations and limits which form part of the Council's budget and financial control environment. The current limits are set out at Appendix 7.

Climate emergency

- 15.3.4. There are no implications for the climate emergency resulting from this report. Where specific decisions are to be made to implement budget proposals then the decision report will address any specific climate emergency issues.

15.4. Resources, procurement and value for money

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

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

- 15.5.1. This report has been produced in compliance with the Council's Budget and Policy Framework.
- 15.5.2. The budget is a key element of the Council's Budget and Policy framework and therefore subject to that framework's consultation processes. In addition, many of the proposals will be subject to separate consultation and decision-making processes, which will operate within their own defined timetables and be managed by individual directorates.
- 15.5.3. Details of the decisions that will be required to be taken to deliver the budgeted assumptions contained in this document are included in Appendix 4.

- 15.5.4. 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 17.1 and 17.2 are not subject to call in.

15.6. Risk management

- 15.6.1. 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.
- 15.6.2. 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.
- 15.6.3. 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 health reports brought to Executive Board.
- 15.6.4. 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 budget proposals are identified below.

Risks to Funding

- 15.6.5. Although the final Local Government Settlement was published on 6th February 2020, the parliamentary approval process has been delayed and is not now expected until the week commencing 24th February 2020. Whilst it is not expected that any changes to the published final Settlement will occur, core funding from Government is not approved until this process is complete. Should the level of available core funding reduce subsequent to Full Council approval of the 2020/21 Budget, this would not require submission of a revised Budget to Full Council. This would then be a matter for the Executive Board, who would be responsible for maintaining a balanced budget as set by Full Council.
- 15.6.6. The 2020/21 budget submission contains a number of assumptions about the level of resources receivable through some specific grants. Where the Government has yet to announce or finalise how much grant will be receivable in 2020/21 then a number of assumptions will be made in the determination of the budgeted figures receivable. Examples of grants

where the Council is waiting for final confirmation of how much will be receivable in 2020/21 include the Housing Benefit and Localised Council Tax Support Administration Subsidy Grants and the Public Health Grant. Where the grant received is less than assumed in the budget then, as per the Revenue Budget Principles approved at Executive Board in June 2019, the directorate concerned will need to manage the reduction in both expenditure and income through the identification and implementation of an exit strategy.

- 15.6.7. 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.
- 15.6.8. 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

- 15.6.9. Demographic and demand pressures, particularly in Adult Social Care and Children's Services, could be greater than anticipated.
- 15.6.10. 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 Budget report.
- 15.6.11. Inflation could be higher than that assumed in this report. If the pay award from 1st April 2020 is higher than the 2% budgeted level, given that the outcome of pay negotiations won't be known until after Council approves this budget, any additional cost will be required to be managed within the approved budget: a 1% increase would cost around £4.4m.
- 15.6.12. In addition these 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.
- 15.6.13. 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.

- 15.6.14. 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.
- 15.6.15. From the 1st April 2020 the DfE will be offering risk protection arrangements to local authority maintained schools. The 2020/21 budget makes assumptions about the Council continuing to sell insurance services to schools but there is a risk that an increasing number of schools may choose the DfE as their provider for insurance services and this will impact on the level of income receivable by the Council.

16. Conclusions

- 16.1. The Budget Proposals for 2020/21 and the indicative 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 committed to move to 75% business rate retention nationally and to 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 outcomes 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.
- 16.2. In the determination of these budget proposals, 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.
- 16.3. Based on the details contained in Government's final Local Government Finance Settlement for 2020/21, the Settlement Funding Assessment will increase by 1.6% or £3.0m with a corresponding increase in funding from council tax of £16.9m. These offset a business rates variation of £10.8m and give an increased net revenue budget of £525.7m in 2020/21. However, the budget proposals for 2020/21 set out in this report will require savings and additional income of £28.4m to produce a balanced budget.

- 16.4. As set out in both the Medium Term Financial Strategy 2020/21-2024/25 and Revenue Budget Update reports to the July and October 2019 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.

17. Recommendations

- 17.1. As recommended by the Executive Board, this report asks Council to note the recommendation of the Council's statutory officer (the Chief Officer – Financial Services) that the proposed budget for 2020/21 is robust and that the proposed level of reserves is adequate, as set out at Section 11 of this report.
- 17.2. As recommended by the Executive Board, this report asks Council to adopt the following resolutions:
- i) That the revenue budget for 2020/21 totalling £525.7m be approved. This means that the Leeds element of the council tax for 2020/21 will increase by 1.99% plus the Adult Social Care precept of 2%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 26th February 2020;
 - ii) Grants totalling £65.7k to be allocated to parishes;
 - iii) Approval of the strategy at Appendix 9 in respect of the flexible use of capital receipts;
 - iv) In respect of the Housing Revenue Account that the budget be approved with:
 - An increase of 2.7% (CPI+1%) in dwelling rents;
 - A 2.4% RPI increase in charges for all District Heating schemes;
 - That service charges for low/medium and multi-storey flats are increased by RPI of 2.4%;
 - That the charge for tenants who benefit from the sheltered support service is increased to £14.71 per week to reflect full cost recovery. The charge is eligible for Housing Benefit;
 - That the subsidy for tenants who are not eligible for benefits but receive the sheltered support service is set at £4.71 per week. Therefore the amount payable by these tenants will increase from £8 per week to £10 per week;
 - That any overall increase to tenants in respect of rents, service and sheltered support will be no more than £3.50 per week.
 - v) In respect of the Schools Budget, that the High Needs Block budget for 2020/21, as set out in paragraph 5 of the Schools Budget Report at Appendix 8 be approved.

18. **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	206.37	122.19	36.86	78.88	82.85	(10.46)	516.68
Pay - Leeds City Council	1.53	1.81	1.38	1.68	2.83		9.22
Wage costs - commissioned services	7.09	0.65		0.05			7.78
Employer's LGPS contribution	(0.11)	(0.18)	(0.13)	(0.19)	(0.34)		(0.94)
Fall-out of capitalised pension costs	(0.26)	(0.32)	(0.16)	(0.26)	(0.24)		(1.23)
Inflation: General	1.75	0.79	1.40	0.40	0.12		4.45
Inflation: Electricity and Gas Tariffs	0.01	0.04	0.50	0.04	0.06		0.65
Demand and demography - Adult Social Care	7.18						7.18
Demand and demography - Children Looked After		1.60					1.60
Demand and demography - Other				0.19			0.19
Income pressures		0.70		0.96	0.31		1.97
Strengthening Families Increased Expenditure		1.62					1.62
Spend funded by Selective Licencing Income					0.99		0.99
Spend funded by Clean Air Zone Grant					0.86		0.86
Migration to Microsoft Cloud					0.81		0.81
Insurance	(0.01)	0.55	(0.03)	0.22	0.06		0.77
Transforming Care Programme	0.51						0.51
Investment in Climate Emergency					0.43		0.43
Housing Benefit Overpayment income				0.40			0.40
Rough Sleepers and Rapid Rehousing Funded Spend					0.35		0.35
Homelessness Reduction Act Increased Expenditure					0.32		0.32
Other Pressures	0.99	(0.44)	0.97	2.42	0.28	0.50	4.72
Debt - external interest / Minimum Revenue Provision	(0.28)			0.01		14.38	14.11
New Homes Bonus						5.19	5.19
Impact of 50% Business Rates Retention						(3.84)	(3.84)
S31 Business Rate grants						3.30	3.30
Public Health grants	(1.21)						(1.21)
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
Strengthening Families Grant		(1.62)					(1.62)
Troubled Families Programme: Earned Autonomy		0.32					0.32
Housing Benefit Admin Grant				0.09			0.09
Childrens Funeral Fund				(0.12)			(0.12)
Rough Sleepers and Rapid Rehousing Fund					(0.35)		(0.35)
Homelessness Reduction Act Grant					(0.32)		(0.32)
Brexit Grant						0.10	0.10
Net other grant changes						0.01	0.01
Contribution to / (from) General Reserve						(13.49)	(13.49)
Change in Use of Earmarked Reserves	(1.21)	1.51	0.74	(0.30)	(1.31)	5.84	5.27
Total - cost and funding changes	8.48	1.81	4.67	5.59	4.84	11.99	37.39
Budget savings proposals							
Business As Usual	(13.61)	(1.63)	(1.93)	(4.36)	(2.39)	(2.33)	(26.25)
Service Delivery	0.00	0.00	(1.00)	0.00	(0.08)		(1.08)
Workforce	0.00	0.00	0.00	(0.33)	(0.35)		(0.68)
Service Delivery/Workforce	0.00	0.00	(0.25)	0.00	0.00		(0.25)
Service Review	0.00	0.00	0.00	(0.10)	0.00		(0.10)
Total - Budget savings proposals	(13.61)	(1.63)	(3.18)	(4.79)	(2.82)	(2.33)	(28.36)
2020/21 Submission	201.24	122.37	38.34	79.69	84.87	(0.80)	525.71
Increase/(decrease) from 2019/20 £m	(5.13)	0.18	1.48	0.81	2.02	9.66	9.03
Increase/(decrease) from 2019/20 %	(2.48%)	0.15%	4.02%	1.02%	2.44%	92.34%	1.75%

Service	2019/20			2020/21		
	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s
Adults and Health						
Health Partnerships	499	91	590	532	121	653
Access and Care	205,833	1,938	207,771	216,570	2,373	218,943
Service Transformation Team	1,493	160	1,653	1,991	249	2,240
Strategic Commissioning	(26,104)	1,426	(24,678)	(42,820)	1,115	(41,705)
Resources & Strategy	4,866	1,135	6,001	5,013	1,133	6,146
Provider services	19,367	2,991	22,358	19,385	3,922	23,307
Leeds Safeguarding Adults Board	226	25	251	226	31	257
Public Health	343	103	446	344	258	602
Pensions adjustment	0	(4,635)	(4,635)	0	(6,549)	(6,549)
	206,523	3,234	209,757	201,241	2,653	203,894
Children and Families						
Partnership and Health	18,253	16,220	34,473	18,471	17,930	36,401
Learning	4,894	1,081	5,975	5,400	1,597	6,997
Social Care	93,632	7,397	101,029	93,063	9,856	102,919
Resources and Strategy	4,970	(5,582)	(612)	5,437	(5,571)	(134)
Pensions adjustment	0	(2,591)	(2,591)	0	(5,688)	(5,688)
	121,749	16,525	138,274	122,371	18,124	140,495
City Development						
Planning and Sustainable Development	1,945	672	2,617	1,683	940	2,623
Economic Development	1,643	862	2,505	1,731	137	1,868
Asset Management & Regeneration	(2,482)	6,384	3,902	(3,232)	4,614	1,382
Employment & Skills	1,694	173	1,867	1,713	429	2,142
Highways and Transportation	17,115	41,950	59,065	17,909	47,718	65,627
Arts and Heritage	10,863	7,027	17,890	12,382	3,111	15,493
Sport and Active Recreation	5,139	4,062	9,201	6,172	4,191	10,363
Resources and Strategy	1,026	(333)	693	1,045	109	1,154
Markets and City Centre	(1,052)	123	(929)	(1,064)	135	(929)
Pensions adjustment	0	(6,277)	(6,277)	0	(8,467)	(8,467)
	35,891	54,643	90,534	38,339	52,917	91,256
Resources and Housing						
Strategy and Improvement	4,973	72	5,045	5,170	(650)	4,520
Finance	7,138	(466)	6,672	7,247	(104)	7,143
Human Resources	6,088	395	6,483	5,962	460	6,422
Digital and Information Services	20,328	7,662	27,990	21,148	7,499	28,647
Procurement & Commercial Services	1,324	66	1,390	1,390	227	1,617
Legal Services	2,895	339	3,234	3,084	500	3,584
Democratic Services	4,989	(4,999)	(10)	5,095	(5,054)	41
Leeds Building Services	(11,009)	3,322	(7,687)	(10,655)	3,574	(7,081)
Supporting People Contract	6,083	44	6,127	6,083	32	6,115
Strategic Housing Partnership	1,091	1,406	2,497	1,409	10,011	11,420
Corporate Property Management	6,170	404	6,574	6,320	294	6,614
Shared Services	19,189	2,097	21,286	19,234	2,614	21,848
Commercial Services	4,381	5,692	10,073	4,421	7,079	11,500
Facilities Management	8,244	1,845	10,089	7,916	918	8,834
Sustainable Energy and Air Quality	332	459	791	1,046	280	1,326
Pensions adjustment	0	(13,379)	(13,379)	0	(17,880)	(17,880)
	82,216	4,959	87,175	84,870	9,800	94,670
Communities and Environment						
Communities	5,356	1,202	6,558	4,852	1,155	6,007
Customer Access	20,012	2,390	22,402	20,546	2,840	23,386
Elections, Licensing and Registration	820	387	1,207	411	418	829
Welfare and Benefits	4,527	547	5,074	5,105	618	5,723
Car Parking Services	(8,280)	885	(7,395)	(7,385)	959	(6,426)
Community Safety	2,392	641	3,033	2,338	825	3,163
Waste Management	35,044	1,306	36,350	34,513	3,487	38,000
Parks & Countryside	7,268	3,894	11,162	7,767	4,072	11,839
Environmental Action - City Centre	1,652	167	1,819	1,692	204	1,896
Environmental Health	1,594	42	1,636	1,457	150	1,607
Cleaner Neighbourhood Team	8,186	2,995	11,181	8,390	3,238	11,628
Pensions adjustment	0	(7,810)	(7,810)	0	(10,534)	(10,534)
	78,571	6,646	85,217	79,686	7,432	87,118
Strategic and Central Accounts						
Strategic and Central accounts	(12,758)	(61,248)	(74,006)	8,198	(59,091)	(50,893)
Pensions adjustment	0	(24,759)	(24,759)	0	(31,835)	(31,835)
	(12,758)	(86,007)	(98,765)	8,198	(90,926)	(82,728)
NET COST OF CITY COUNCIL SERVICES	512,192	0	512,192	534,705	0	534,705
Contribution to/(from) General Fund Reserves	4,485	0	4,485	(9,000)	0	(9,000)
NET REVENUE CHARGE	516,677	0	516,677	525,705	0	525,705

Leeds City Council's Initial Budget Proposals for 2020/21 - Consultation Report

Public consultation held January 2020

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1. Introduction and approach

The public consultation on the council's Initial Budget Proposals (IBP) for 2020/21 was open from Tuesday 7th January until Tuesday 28th January 2020. This is slightly later and running for a shorter period of time than in previous years due to the snap General Election being held on 12th December 2019. This delayed the council's decision-making processes through which the Executive Board agrees the IBP; the Board usually meets in December but on this occasion deferred its meeting to 7th January 2020 to reduce the risk of breaching rules around purdah. The full IBP can be viewed in the public reports pack for the January 2020 Executive Board (available [here](#) at Item 128).

The shorter timescale available to carry out the consultation and analyse the results required this to be an online only survey. In the two previous years, where paper surveys have been offered as an option, we have received just 15% of surveys through this method. These are overwhelmingly from groups of respondents that are already over-represented in the survey respondents.

The survey (attached at Appendix 1) included a brief summary of the key points from the IBP, interspersed with single and multiple-choice questions that focussed on the principles of the council's budget and service priorities. Open response questions were also included to give respondents flexibility to share any views they wished. The approach taken recognised the importance of engaging a representative number of respondents from a broad cross-section of demographic groups, and the need to review residents' budget priorities.

Residents were primarily invited to take part through social media and a news item on the council's website. Staff and elected members were invited to share their views through a news item on the intranet (InSite) and through the email newsletter Essentials. Invitations were also emailed to partner organisations, requesting that they share through their networks. Members of the Citizens' Panel who have given their email address (3,223 people) received an email with a link to the survey. Those Citizens' Panel members who prefer postal surveys (612 people) were sent a letter advising that they would need to complete the survey online this year, explaining the reasons for this, and how they could complete an online response. Further targeted advertising, carried out through Facebook, was found to be highly successful in increasing engagement of younger people aged under 29.

2. Analysis of respondents

A total of 1,537 responses were received, up from 1,241 in 2019/20, from a range of respondents from different demographic groups, broadly representative of the population of Leeds residents as compared with the 2011 Census. This is shown in Table 1 below - please note that the percentages of respondents relate only to those who answered the relevant question (on their age, gender etc.), and the % 'Valid' respondents excludes those who preferred not to say.

Table 1. Comparison of respondents to Census 2011

		% Survey Respondents	% Valid Respondents	% Leeds Residents - Census 2011	
Age / years	Under 18	1%	1%	-	Residents of Leeds, aged 18 and over only
	18 - 29	9%	9%	27%	
	30 - 44	27%	27%	26%	
	45 - 64	40%	40%	29%	
	65+	22%	22%	18%	
Gender	Female (incl' trans)	49%	51%	52%	
	Male (incl' trans)	46%	49%	48%	
	Other	0%	0%	-	
	Prefer not to say	4%	-	-	
Ethnicity	BAME*	11%	11%	17%	
	White: British	89%	89%	83%	
Disability	Yes	12%	12%	8%	All Leeds Residents - day to day activities limited a lot
	No	83%	88%	92%	
	Prefer not to say	5%	-	-	
Sexuality	Heterosexual / Straight	79%	89%	90%	Estimate – Leeds City Council (not available in the last Census)
	Lesbian / Gay / Bisexual	9%	10%	10%	
	Other	0%	1%	-	
	Prefer not to say	11%	-	-	
Religion	No religion or belief	48%	52%	30%	Residents of Leeds, aged 18 and over only
	Christian	39%	43%	60%	
	Other religion or belief	5%	5%	10%	
	Prefer not to say	8%	-	-	

* This refers to all respondents who did not select 'White: English / Welsh / Scottish / Northern Irish / British'

The high number of responses makes the results statistically very robust and they represent the population to a Confidence Interval of +/-2.5% (with 95% confidence).

The majority of respondents (96%) said that they live in Leeds and over half (55%) work in Leeds. Around 1 in 7 (15%) said they work for Leeds City Council and a smaller group said they study in Leeds (3%). Only 11 respondents (1%) said that they solely visit the city and neither live nor work here.

Throughout the report responses to questions are explored by different groups. For the purposes of this analysis all respondents aged under 30 are grouped together and due to the very low number of responses to 'Other' gender (6), these have been excluded.

3. Executive summary

Respondents were informed of the challenges that Leeds City Council has faced through reduced funding and increasing demand, and that the council has had to change the way that services are delivered in the last 12 months, including increasing the price of some services, in order to achieve the savings needed to meet the budget. They were asked how much these changes had affected them personally:

- Over half of respondents said that changes in services in the last 12 months have affected them to some degree (54%), with 1 in 7 reporting that they have been greatly affected (14%).

Where respondents said they had been affected they were asked how they had been affected. A total of 670 comments were made by 538 people, which were coded and grouped into dominant themes:

- Over 1 in 3 (190) gave a comment relating to Environmental Services and Waste Management, with over half of these about new charges for waste collection/disposal and a perceived increase in fly tipping.
- The second highest number, around 1 in 3 (171) commented on how they have been affected financially, in particular through increased Council Tax.
- Further comments related to road maintenance (46), Social Care (37), staff workloads (23), and increased antisocial behaviour (12).

In response to the challenges that Leeds City Council faces, respondents were asked which option they agreed with most in response to the statement: 'Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money':

- Over three quarters of respondents (76%) agreed we should raise money through increasing council tax and charges, with over a third (35%) saying we should raise enough to avoid having to cut services, and 2 in 5 (41%) of all respondents said that this should be balanced with cuts and a reduction of services.
- Almost a quarter of respondents (24%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.
- When compared to 2018/19, the proportion of respondents who agreed that we should not raise tax or charges even if this has a large impact on services, has stayed much the same (+1%) at around a quarter (24%). However, a higher proportion (+5%) said that we should raise enough through tax and service charges to avoid having to cut services (35%).

Respondents were asked how much they agree or disagree with our proposal to increase the core council tax in Leeds by 1.99%, plus an additional 2% to support adult social care services:

- In total 3 in 5 respondents agreed with our approach (60%).
- Around 1 in 5 (21%) strongly disagreed with the proposal to increase council tax.
- Comparison with the same question for 2019/20 showed no significant difference.

Those who disagreed with our approach to increase council tax were asked why. In total, there were 682 comments made from 554 respondents, which were coded and grouped into dominant themes:

- 1 in 3 comments (227) disagreed with the principle of increasing council tax, with many of these saying that the increase is too high.
- A further third of comments (223) related to the financial impact of raising council tax.
- In total 1 in 4 (169) said that we should use other means, such as cutting services or making further savings, instead.

Participants were presented with a summary of how we plan to spend our revenue budget, and asked how much they agree or disagree with this proposal:

- In total 7 out of 10 respondents said they agree with our proposed revenue budget (70%).

Participants were then invited to make any comments around our overall approach to how we spend our revenue budget. In total there were 936 comments made from 739 respondents, which were coded and grouped into dominant themes:

- Almost 1 in 4 (223) commented about City Development issues, most saying this should be prioritised or commenting on the need for improved public transport.
- Around 1 in 6 (161) comments related to Communities and Environment, almost all of which said these areas should be prioritised, including climate change and clean air.
- Around 1 in 8 (119) comments related to Housing, most of which said this should be prioritised, including to build more affordable, social and other housing.
- Other areas of comments included Adults and Health (64), Children and Families (64), efficiencies (58) and vulnerable people (58).

A further question asked participants if they had any comments or suggestions on how we can deliver services differently to make the best use of the resources we have available. A total of 729 valid comments were made, which were coded and grouped into dominant themes:

- Around 1 in 6 (125) made suggestions for efficiency savings, including to reduce wastage, and make better use of technology.
- A similar amount (113) suggested changes to roads, transport and city development.
- Around 1 in 7 (99) comments related to working smarter, including partnership working, using less contractors and income generation.
- Further areas of comments related to investing in the environment (69), staff resources and wages (68), consultation and engagement (64), and further charges/fees (40).

Respondents were asked to rate some of our service priorities by how much they think they matter for the city of Leeds (and the people that live, work and visit here). The services that they were most likely to rate as mattering a lot to the city of Leeds were:

1. Keeping children safe (85%)
2. Working with police to prevent and tackle crime and anti-social behaviour (80%)
3. Keeping streets and neighbourhoods clean and dealing with waste (79%)
4. Supporting older and vulnerable people (77%)
5. Making roads safe, reducing congestion and making it easier to get around (77%)

Comparing the results of this question to 2018/19 it can be seen that:

- In general respondents are now more likely to say that things matter a lot to the city.
- Supporting older and vulnerable people is now ranked lower (4th compared to 2nd in 2018/19)
- Preventing and tackling homelessness is now ranked higher (7th compared to 10th in 2018/19)

The same five services were identified as the highest priorities for respondents personally, though in slightly different order of ranking; in addition, 'tackling climate change and protecting the environment' now ranks in joint 5th:

1. Keeping streets and neighbourhoods clean and dealing with waste (77%)
2. Working with police to prevent and tackle crime and ASB (71%)
3. Keeping children safe (70%)
4. Making roads safe, reducing congestion and making it easier to get around (68%)
5. Supporting older and vulnerable people (61%)
5. Tackling climate change and protecting the environment (61%)

Respondents were asked if there are any other issues that they think should be a priority for the council. In total there were 1,191 comments made by 660 respondents, which were coded and grouped into dominant themes. The majority of these echoed priorities already listed, with the most popular themes relating to priorities that had previously ranked highly:

- Almost 1 in 3 respondents (192) suggested priorities relating to transport, with most of these relating to improving public transport (133) and many referring to improving the condition and infrastructure of roads (46).
- The second largest group of 1 in 12 respondents (55) said we should prioritise adult social care and the vulnerable.
- Further priorities included dealing with crime and anti-social behaviour (47), tackling climate change and improving air quality (44), keeping streets clean and dealing with waste (30), and reducing homelessness and begging (25).

A smaller number referred to themes that didn't echo the priorities listed:

- The highest number of these related to increasing council efficiency (including staffing) and preventing the waste of public funds (31).
- Further priorities included tackling inequality and discrimination (16), increasing enforcement and tackling fraud (14), listening to the public and engaging communities (14), protecting and creating more green spaces (12), and preventing inconsiderate parking (11).

4. The impact of last year's spending decisions

The introduction to the survey explained the context in which the budget is being set, with Leeds having received a reduction in core funding from central government of nearly 66% (around £266 million) over the last ten years, while at the same time the demand for council services has continued to increase.

The first question focused on the changes over the last financial year where the council has had to make almost £25 million in savings. The consultation informed respondents that this has been achieved through changes to the way the council works, including changes to the way services are delivered, increasing the price of some council services and the introduction of a small number of new charges. Respondents were asked: 'Thinking about the last 12 months, how much have any changes we've made to the way we deliver services, including new or increased charges, affected you personally?' Responses are shown in Table 2 below. Those that responded as 'Unsure/don't know' have been excluded from the valid %.

Table 2. How much have the changes in services over the last year affected you personally?

How much changes over the last year have affected you personally	Valid %	Count
Greatly affected	14%	174
Affected a little	40%	512
Not affected at all	46%	596
Unsure / don't know	-	253
Didn't respond	-	2
Total	100%	1,537

Over half of respondents said that changes in services in the last 12 months have affected them to some degree (54%), with 1 in 7 reporting that they have been greatly affected (14%).

4.1 Responses by different group

Figure 1. How much have the changes in services affected you personally? By different group

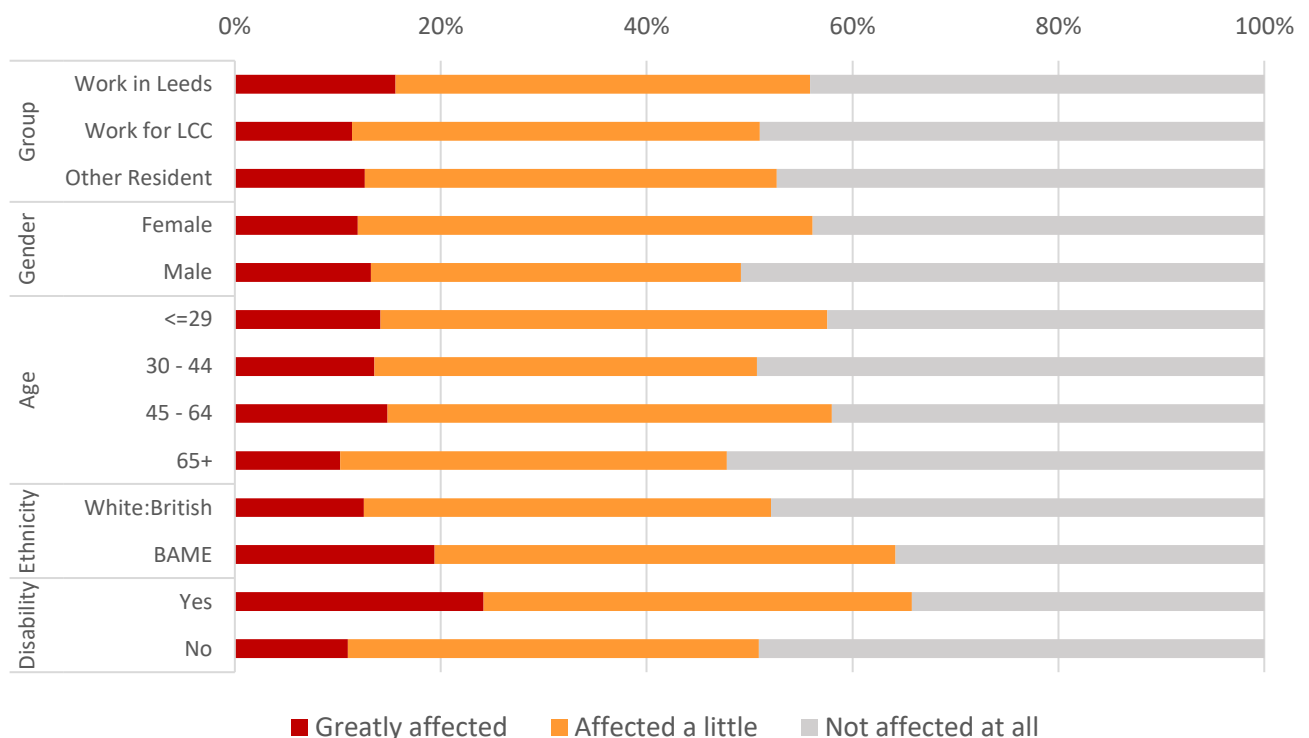


Figure 1. How much have the changes in services affected you personally? By different group shows the responses made by different groups.

- Female respondents were more likely to say they have been affected a little by service changes (56% compared to 49% for male)
- Younger people (aged under 30) and those aged 45-64 were more likely to say that they have been affected a little by service changes
- BAME respondents were much more likely to say they have been affected by service changes (64% compared with 52% for White:British)
- Disabled respondents were much more likely to say that they have been affected greatly by service changes (24% compared to 11% for non-disabled).

4.2. Comments on the changes to the way we deliver services

Participants were asked to provide further comments on how the changes to the way we deliver services have affected them. A total of 670 comments were made by 538 people. The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided Table 3 below.

The most common principal theme was environmental issues such as the cost of disposing of waste and the general appearance of the environment. The most common repeating single sub-theme was the increase in council tax.

Table 3. How the changes (to the way we deliver services) has affected you

Theme of Comment	Count	Examples
Environment	190	
Tipping charges	91	"Upset by the increased amount of fly tipping everywhere due to the £20 charge to remove large items by the council. Surely this must now be costing the council money?"
Litter / Grass cutting / General appearance	57	"The litter in the city seems to be increasing and the Council don't seem to be able to keep up with it. This affects the wellbeing of people who live in littered inner city areas"
Refuse collection issues	42	"Bin collections every 2 weeks on a street where we have to put out rubbish bags which attracts animals."
General reduction in services	129	
Reduction in service	91	"Opening hours at library, staff not replaced at sports centres, reduction in adult education classes"
Staff concerns/resources	23	"I feel I have been given extra areas of responsibility not currently in my job description and with no added payment."
Inefficiencies/wastage	15	"Very little but major infrastructure schemes either slow to progress or cancelled - disappointing"

Financial	171	
Council tax increase	113	"We are on a low income, so the increase in council tax has been noticed."
Financially impacted	30	"Any cost increases affect how much income I have overall, which is not much to start with"
Extra charges for services	28	"I have less money as I have to pay more for services"
Transport	54	
Road maintenance	46	"Road resurfacing and pothole repairs have not been as regular as previous years."
Parking charges	8	"Extra parking charges for evenings in city centre. Continued gridlock when driving anywhere and no real practical alternative. "
Social care issues	37	"I have children with additional needs and the support they need is just not available"
Anti-social behaviour/policing	12	"Anti-social behaviour is worse. Fly tipping worse. Area is disgusting. No visible police presence"
Other	77	

5. Dealing with the challenges of reducing funding and a growing city

The next section explained that the majority of the council's funding comes from central government. However, the council is able to raise additional income through council tax or increasing the price charges for some services.

Respondents were asked which option they agreed with most in response to the statement: 'Reduced funding from the government will impact on our ability to deliver the services we (the council) currently provide, unless we find other ways of raising money'. Responses are shown in Table 4 below.

Table 4. How should we deal with the challenges of reduced funding?

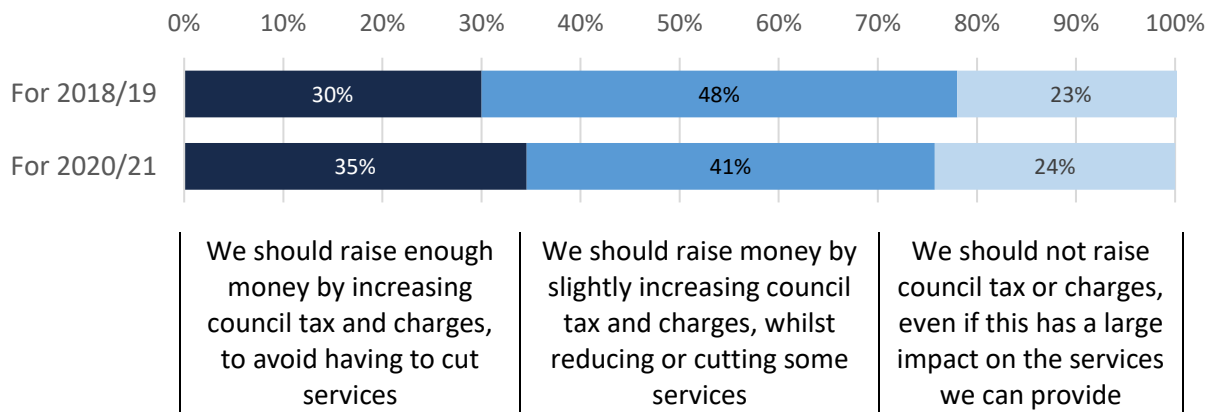
Which option do you agree with most?	Valid %	Count
We should raise enough money by increasing council tax and charges, to avoid having to cut services	35%	526
We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services	41%	627
We should not raise council tax or charges, even if this has a large impact on the services we can provide	24%	369
Did not respond to this question	-	15
Grand Total	100%	1537

Over three quarters of respondents (76%) agreed we should raise money through increasing council tax and charges, with over a third (35%) saying we should raise enough to avoid having to cut services and 2 in 5 (41%) of all respondents saying this should be balanced with cuts to services.

Almost a quarter of respondents (24%) agreed with the statement that we should not raise council tax or charges, even if this has a large impact on the services we can provide.

The same question was asked during the budget consultation for 2018/19. Figure 2 overleaf shows the different responses between the IBP for 2018/19 and the IBP for 2020/21.

Figure 2. Comparison with results from two years before (IBP for 2018/19)



Comparing the responses, it can be seen that the proportion of respondents who agreed that we should not raise tax or charges, even if this has a large impact on services, has stayed much the same (+1%) at around a quarter (24%).

Of those that said we should raise money by increasing council tax and charges, a higher proportion (+5%) said that we should raise enough to avoid cutting services (35%).

5.1 Responses by different demographic group:

Figure 3. How should we deal with the challenges of reduced funding? By different group

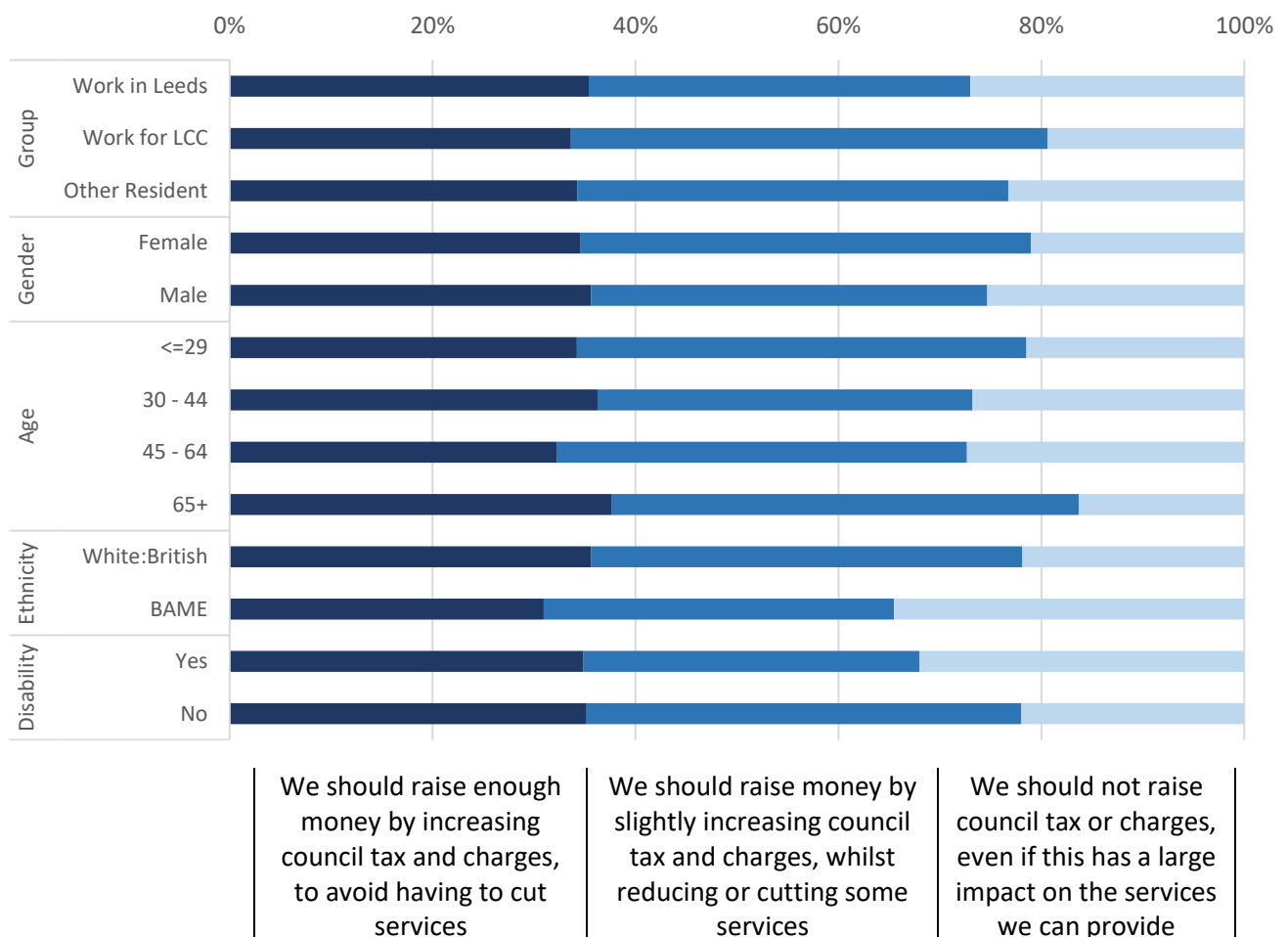


Figure 3 shows the responses made by different groups.

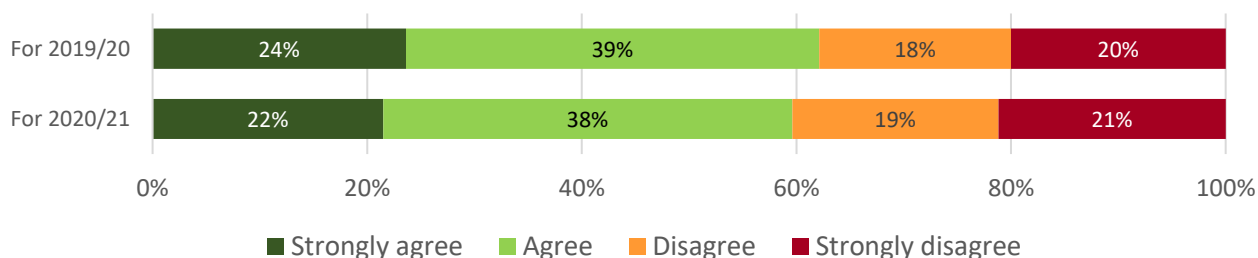
- Respondents who work for the council are less likely than other people who work in Leeds to say that we should not raise tax and charges, even if this has a large impact on services (19% compared to 27% for non-council workers)
- Female respondents were slightly less likely to say we should not raise tax and charges, even if this has a large impact on services (21% compared to 25% for males)
- Older people aged over 65 were much less likely than other age groups to say that we should not raise tax and charges, even if this has a large impact on services (16%)
- BAME respondents were much more likely to say that we should not raise tax and charges, even if this has a large impact on services (35% compared to 22% for White:British)
- Disabled respondents were much more likely to say we should not raise tax and charges, even if this has a large impact on services (32% compared to 22% for non-disabled).

6. Council Tax

The consultation informed participants that we propose to increase the core council tax in Leeds by 1.99%, plus an additional 2% to support adult social care services. They were then asked how much they agree or disagree with our proposed council tax increase of 3.99%.

In total 3 in 5 respondents agreed with our approach (60%). Around 1 in 5 (21%) strongly disagreed with the proposal to increase council tax.

Figure 4. Comparison with results from the previous year (IBP for 2019/20)



The same question was included in the budget consultation for 2019/20, although the proposal differed slightly in that it was to increase the core council tax in Leeds by 2.99%, plus an additional 1% to support adult social care services. Comparison shows no significant change in support for the proposed increase in council tax: 62% for 2019/20 (results in Figure 4 have been rounded up to remove decimals), reducing slightly to 60% for 2020/21.

6.1 Responses by different demographic group:

Figure 5. Level of agreement with council tax proposals by different groups

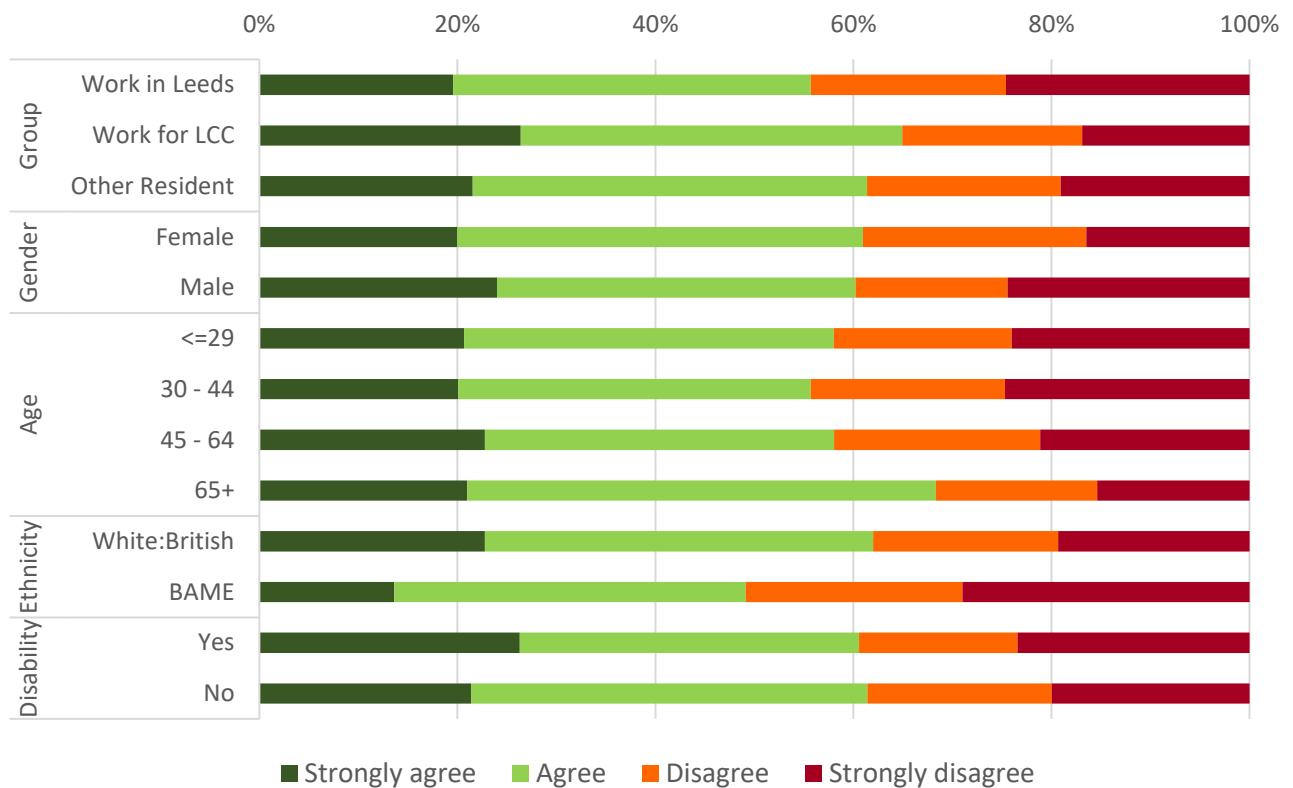


Figure 5. Level of agreement with council tax proposals by different groups shows the responses made by different groups.

- Respondents who work for the council were more likely than other people who work in Leeds to agree with the proposed increase in Council Tax (65% compared to 56% for non-council workers).
- Older people aged over 65 were much more likely than other age groups to agree with the proposed increase in Council Tax (68%).
- BAME respondents were much less likely to agree with the proposed increase in Council Tax (49% compared to 62% for White:British).

6.2 Comments from those who disagree with our approach to raising council tax in 2020/21

Those that disagreed with our approach to increase council tax were asked why. In total there were 682 comments made from 554 respondents. The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 5.

The highest number of comments said that the increase should be sourced through other means, closely followed by those who said that the increase will have a negative financial impact on themselves.

Table 5. Reasons given for disagreeing with our approach to raise council tax

Theme of Comment	Count	Examples
Financial Impact	223	
Can't afford the increase	92	"We can't afford it. My husband's salary isn't rising so how can we pay more taxes? We struggle so badly already on one income"
Increase is higher than pay / pension increase	79	"Because my wage does not increase by 4% making me worse off"
Effect on low income households	30	"Because this will have the greatest effect on poorer households/those that can't afford. It should be raised in line with individual salary."
Pensioner struggling financially	22	"As a pensioner on a fairly low income I would struggle to pay a 3.99% increase on my current council tax"
Use other means	169	
Reduce wastage / Efficiency savings	83	"I think the council wastes a lot of money. That money could be raised by improving efficiency within the council."
Cut cycle lanes / improvements	27	"Far too much is wasted on politically correct projects such as the cycle highway and road changes which have contributed to traffic grid lock in the city."
Cut wages / staff	25	"I consider further cuts to back office roles is more appropriate. Additionally the payment of overtime to front line services should be restricted"
Cut services instead	14	"We pay enough money already - you should look to make cuts in services or processes that aren't running efficiently first before automatically upping the council tax."
Fewer vanity projects	11	"Because you can use the money for 'vanity' projects. Too much of our money is wasted on these pointless projects."
Tackle fraud / use enforcement	9	"I would rather you imposed heavier fines on people who cause misery for others, e.g. people who litter, fly tip, do not pay council tax at all, act fraudulently etc."
Miscellaneous	227	
Increase is too much	87	"I feel the percentage is slightly too high, a slightly (lower) percentage would be better."
Service provided should reflect increase	54	"I wouldn't mind paying more if the services I also pay for (bins etc.) are actually done and can be a reliable service."
It's not fair	32	"I don't want to pay more council tax and don't like that so much money is going on Adult Social services. I don't use these and don't want to pay for them."
Distribution is wrong	25	"I feel like that's a large increase just for adult social care services when it should be shared between other services too"
Central government issue	29	Cost of living and services all going up. Government should give more to local government.
Other	63	

7. Our approach to spending the money we receive

Participants were presented with a summary of how we plan to spend our revenue budget of £526.8m for 2020/21, split by directorate area and compared to 2019/20. They were also informed about the capital programme investment of £1.4 billion over the period 2019-20 to 2022-23. Respondents were then asked how much they agree or disagree with the proposal for how we spend the revenue budget.

Table 6. To what extent do you agree with our proposal for how we spend the revenue budget?

To what extent do you agree..?	Valid %	Count
Strongly agree	10%	156
Agree	59%	897
Disagree	23%	347
Strongly disagree	7%	108
Did not respond to this question	-	29
Total	100% (rounded)	1,537

In total 7 out of 10 respondents said they agree with our proposed revenue budget (70%).

7.1 Responses by different demographic group:

Figure 6: Levels of agreement with our revenue budget

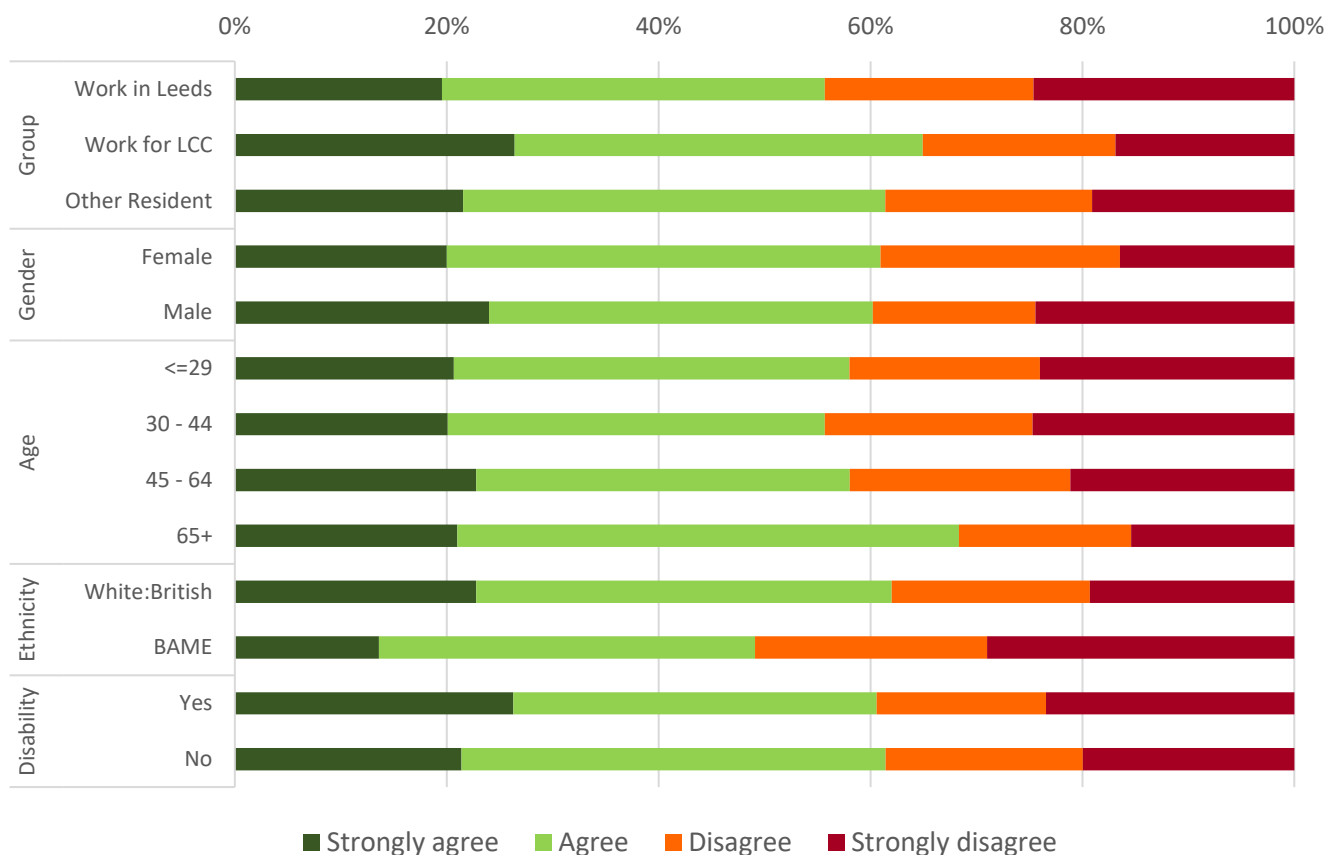


Figure 6 shows the responses made by different groups.

- Respondents who work for the council were much more likely than other people who work in Leeds to agree with our proposed revenue budget (78% compared to 66% for non-council workers)
- Female respondents were much more likely to agree with our proposed revenue budget (74% compared to 67% for male)
- BAME respondents were much less likely to agree with our proposed revenue budget (65% compared to 71% for White:British)

7.2 Comments around our approach to how we spend our revenue budget

Participants were then invited to make any comments around our overall approach to how we spend our revenue budget. In total there were 936 comments made from 739 respondents, which were coded and grouped into dominant themes in Table 7 below.

Table 7: Comments around our proposed revenue budget

Theme of Comment	Count	Examples
City Development	223	
Prioritise development of the city	52	<i>"More on city development. Always lagging behind Manchester".</i> <i>"More should be on City Development, to boost the economy of the city, increasing business rates and the income the council can receive."</i> <i>"The city also needs to invest in attracting businesses and development to the city."</i> <i>"Leeds Transport improvement seems to be virtually nil. We are 4th largest UK city and have no modern transport system planned. Moving around the city is becoming a nightmare. Why do we not have an approach to address Trams, Underground as other Cities"</i> <i>"Where possible more should be spent on improving the failing transport network supporting Leeds."</i> <i>"But there seems to be too much emphasis on the city development and lack of basic services in the community."</i> <i>"I think you need to cut back on things like the city of culture 2023 that you are spending millions on. This scheme seems to be focused on the city centre rather than communities."</i>
Need reliable / affordable public transport	42	
Spend less on City Development	36	
Spend more on transport	31	
Stop vanity projects	16	
Fewer cycle lanes	14	
Need long term planning and funding	13	
Wasting money on traffic solutions	10	
Businesses should fund more	4	
More park and ride	3	
Enough retail developments	2	

Communities and Environment	161	
Increase funding for Communities and Environment	70	<i>"Nowhere near enough on community and environment... areas look shabby and neglected; it gives a feel that communities don't care when we do".</i> <i>"Spend money on cleaning up the city and making areas more pleasant."</i> <i>"#1 priority is the environmental crisis. Leeds needs to take the lead on this."</i> <i>"Given the climate emergency I believe more should be spent on city development and maintenance."</i> <i>"You should spend much more on greening the city and suburbs and plant trees on every street and green space."</i> <i>"Environment should be higher; the air is killing us all."</i> <i>"Cut back on communities and environment as where this is where most of the money is wasted."</i>
Prioritise the climate emergency	57	
Focus on cleaner air	11	
Spend less on the environment	6	
Improve recycling and reduce waste	5	
More green space needed	5	
Spend more on community safety	5	
Ignore 'climate emergency'	2	
Budget in General	137	
Consultation lacks detail	59	<i>"Don't have enough info to comment. The only sense I can make of this is that, proportionally, R&H and CD are getting less of an increase than other areas."</i> <i>"Money should not be wasted on those who make poor lifestyle choices... People need to learn from their mistakes."</i> <i>"People have to take responsibility - we should not be subsidising for people to be then able to have the latest phone, TV package etc... People need to prioritise what they NEED rather than what they WANT."</i> <i>"Need to consider reallocating more spending to the Leeds suburbs from Leeds city centre. We, in the suburbs, feel like the poor relation."</i>
Agree	37	
Disagree	14	
Encourage more self-reliance	11	
Fairer distribution of resources	8	
Government should pay more	8	
Housing	119	
Prioritise housing	61	<i>"More funding is needed in providing housing, there is a known shortage, not just Leeds, but across the UK. More buildings (empty and neglected) need to be utilised into housing accommodation owned by the council not private housing."</i> <i>"Increase in provision of social rented housing should be a high priority"</i> <i>"We should spend more on investing in our housing stock as the cost of disrepair is quite large and will not ever go away while we have sub-standard stock city wide."</i>
More affordable / social housing	23	
Build more housing	17	
Spend less on housing	9	
Maintain housing stock	4	
Restore / use empty properties	3	
Use brown field sites	2	
Adults and Health	64	
Spend less on Adults and Health	40	<i>"More adults should accept responsibility for their family members!"</i> <i>"Far too much being spent on Adults & Health when you consider what is also being spent by the NHS."</i>
Spend more on Adults and Health	24	

Children and Families	64	
Prioritise Children and Families	48	<i>"More needs to go to supporting child poverty and helping families."</i>
Spend less on Children and Families	16	<i>"Spend more on kids, educate kids...it will save money in the longer term on health and adult social care. Educate on money, domestic abuse, health... think long term not simply short."</i>
Efficiencies	58	
Council efficiency / salaries	41	<i>"You should ensure you get best value for money. Too many people on the gravy train."</i>
More from private businesses	11	<i>"Stop wasting money, cut everything that is not essential."</i>
Don't sell council assets	5	<i>"Too much money is spent on gold plated pension schemes get rid of them and move to money purchase schemes as in the private sector."</i>
Sell off assets	1	<i>"It's time to stop selling council houses, all council houses should be kept within the council."</i>
Vulnerable People	58	
Prioritise tackling homelessness	30	<i>"There should be consideration for those people sleeping rough. In the past few years the number has increased dramatically."</i>
Prioritise the vulnerable	25	<i>"...those most vulnerable and in need should be supported by the local authorities."</i>
More for alcohol and drug services	3	<i>"Areas of high deprivation and poverty should take priority. It's terrible that these areas have been left to decay."</i>
Other	52	

7.3 Comments and suggestions on how we can deliver services differently to make the best use of resources

A further question asked participants if they had any comments or suggestions on how we can deliver services differently to make the best use of the resources we have available. A total of 879 comments were made by 769 participants. Many of these comments were general statements and opinions rather than suggestions on how we can deliver services differently. These were removed from the analysis resulting in a total of 729 comments.

The comments have been grouped into principal themes, with sub-themes also detailed, and examples provided in Table 8 overleaf.

Table 8: Comments and suggestions on how we can deliver services differently to make the best use of resources

Theme of Comment	Count	Examples
Efficiency Savings	125	
Reduce waste	29	<i>"Value for money is the key. One of the things I have noticed for example the bin service is no longer value for money. Managers need to do more in making sure services are delivered better."</i>
Better use of technology	20	<i>"Self-serve capabilities and online digital services should be utilised to reduce demand on departmental community based building and estates. More services could be provided through the council website, which at present is outdated and basically a forms repository."</i>
General comments on efficiencies	19	<i>"Look at analysing the efficiency of services and how they could run better and save money."</i>
Better coordination / cooperation between departments	16	<i>"More joint working across council departments"</i>
Get it right first time	11	<i>"Potholes in roads should be repaired properly in the first instance rather than just filling the hole with asphalt and then having to do it again within weeks!"</i>
Improved procurement / contract management	7	<i>"Having worked in the local authority a number of years ago, I'm aware that there is a ridiculous amount of unnecessary costs - such as using specific providers to order goods or services from rather than staff being able to shop around."</i>
Spend money wisely	6	<i>"Look at irresponsible spending. Start treating your budgets as your own money and stop wasting it."</i>
Less bureaucracy / red tape	6	<i>"Less bureaucracy and more spent on actual services."</i>
Project / Procurement management	6	<i>"Shop around for best deals, stop wasting money on silly schemes that achieve little or nothing beneficial"</i>
Other	5	
Roads, Transport & Development	113	
Improve public transport	46	<i>"Take control of the bus services. Electric buses. Have days where it's free to travel into Leeds if you use public transport"</i>
Less development	27	<i>"Stop digging up parts of Leeds Centre over and over again to no avail."</i>
Less cycles lanes	21	<i>"Stop wasting money on cycle lanes that disrupt the flow of traffic and cyclists very rarely use."</i>
Cut vanity projects	19	<i>"Cut out any vanity projects that are being considered. Infrastructure is crumbling and inadequate, need long term thinkers in charge....."</i>

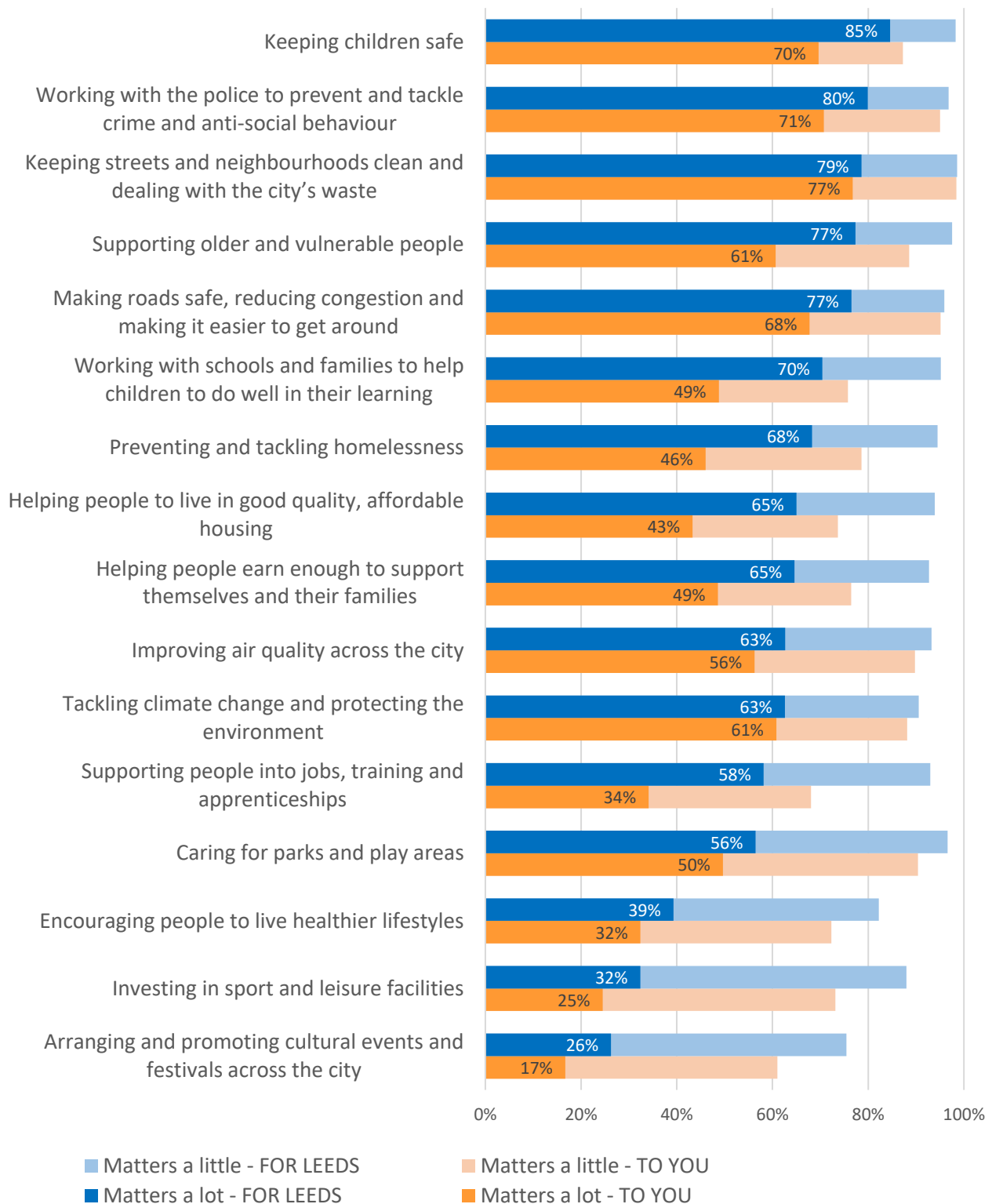
Smarter Working	99	
More partnership working	37	<i>"Work in conjunction with other public services bodies to make sure we are not all delivering the same services."</i>
Use in-house services	22	<i>"Employ more staff, so work is not outsourced to contractors which costs more money"</i>
Income generation initiatives	21	<i>"Can the council have an entrepreneurial arm to raise some funds? Like many universities do. E.g. Providing paid for training to local business?"</i>
Use volunteers	19	<i>"Have a program of volunteering for some jobs to help people gain work experience."</i>
Environmental	69	
Address climate / air quality issues	23	<i>"Investing in cycling, walking, public transport, and green spaces with trees would improve air quality, reduce traffic, improve people's physical and mental health, and reduce healthcare costs"</i>
Improve / build social housing	15	<i>"Yes use the money you are recouping from land sales to private builders and invest in building more social housing"</i>
Improve recycling service	13	<i>"Make second bins available more freely and provide more local recycling, and provide skips at regular intervals in areas where fly tipping is an issue."</i>
Sale / better use of land & buildings	11	<i>"Proactively sell council assets that have become obsolete, promote and support small developers to purchase brownfield sites for affordable houses."</i>
Scrap tipping charges	7	<i>"Arrangements should be made to discourage fly tipping by eliminating charges for disposal at Council sites."</i>
Staffing / General	68	
Reduce management	14	<i>"Too many middle managers that don't do anything. Council structure is poor and untenable and city residents shouldn't have to pay for poor management"</i>
Elected members' pay / expenses	11	<i>"Perhaps Council executives could be payed commensurate with what they actually achieve."</i>
Better use of staff / resources	11	<i>"By doing better assessment so that the right people are put in the right service."</i>
Reduce staff (general)	10	<i>"Get rid of non-jobs. People that just attend meetings and don't actually deliver anything"</i>
Employ the right staff	9	<i>"Making sure all departments fulfill their job description accurately"</i>
Reduce top pay	7	<i>"Stop paying big money to your mates at the top of the tree"</i>
Reduce number of councillors / councils	6	<i>"Have fewer councillors and parish councils especially"</i>

Consultation & Engagement	64	
Listen to what the public want	20	<i>"You need to concentrate on making lives better, transport links, schools, elderly people, listen to people more"</i>
Engage with communities / local groups	16	<i>"Support community initiatives to help the environment. Engage more people on community service in environment improvements."</i>
General	10	<i>"I believe that if possible there should be extensive feedback from the general public in all matters. Especially from those who rely on it the most."</i>
Provide more information / detail	7	<i>"Be more transparent how decisions are arrived at and be open to discussion with those affected. I have found this is not the case."</i>
Local empowerment	7	<i>"Set up a community board of members to discuss ideas, and gain a wider range of views to what people want / what an area needs"</i>
Local initiatives / community activities	4	<i>"More actively promote, support and help resource voluntary groups to improve their local environments, e.g. litter-picking and prevention, tree planting and adoption of wild spaces and environments."</i>
Charges / Fees	40	
Charge or increase fees	22	<i>"Charge for garden waste collection. Source more external funding."</i>
Enforcement income	18	<i>"I think more community enforcement wardens should be employed to enforce dog fouling, littering and other minor offences. They would fund themselves through money raised from fines"</i>
Other	27	
Reduce benefits	11	<i>"Leeds CC and the government are always penalising working people with increases in costs, and those that do not work get everything free or reduced, this is not how you create a working city."</i>
Fewer events	9	<i>"A festival might have happened last year and was enjoyed but with the money available it might not be the correct way to spend money this year."</i>
Address homelessness	7	<i>"I would like to see more help for homeless and rough sleepers."</i>
Miscellaneous	124	

8. Budgeting to meet our service priorities

Respondents were asked to rate some of our service priorities by how much they matter to them personally, and by how much they think they matter for the city of Leeds (and the people that live, work and visit here). Figure 7 shows the results for both the city (in blue) and for respondents personally (in orange), listed in order of how much they mattered a lot for the city of Leeds.

Figure 7. How much of a priority are our services for Leeds and to you personally?



The services that the highest proportion of respondents rated as mattering a lot to the city of Leeds:

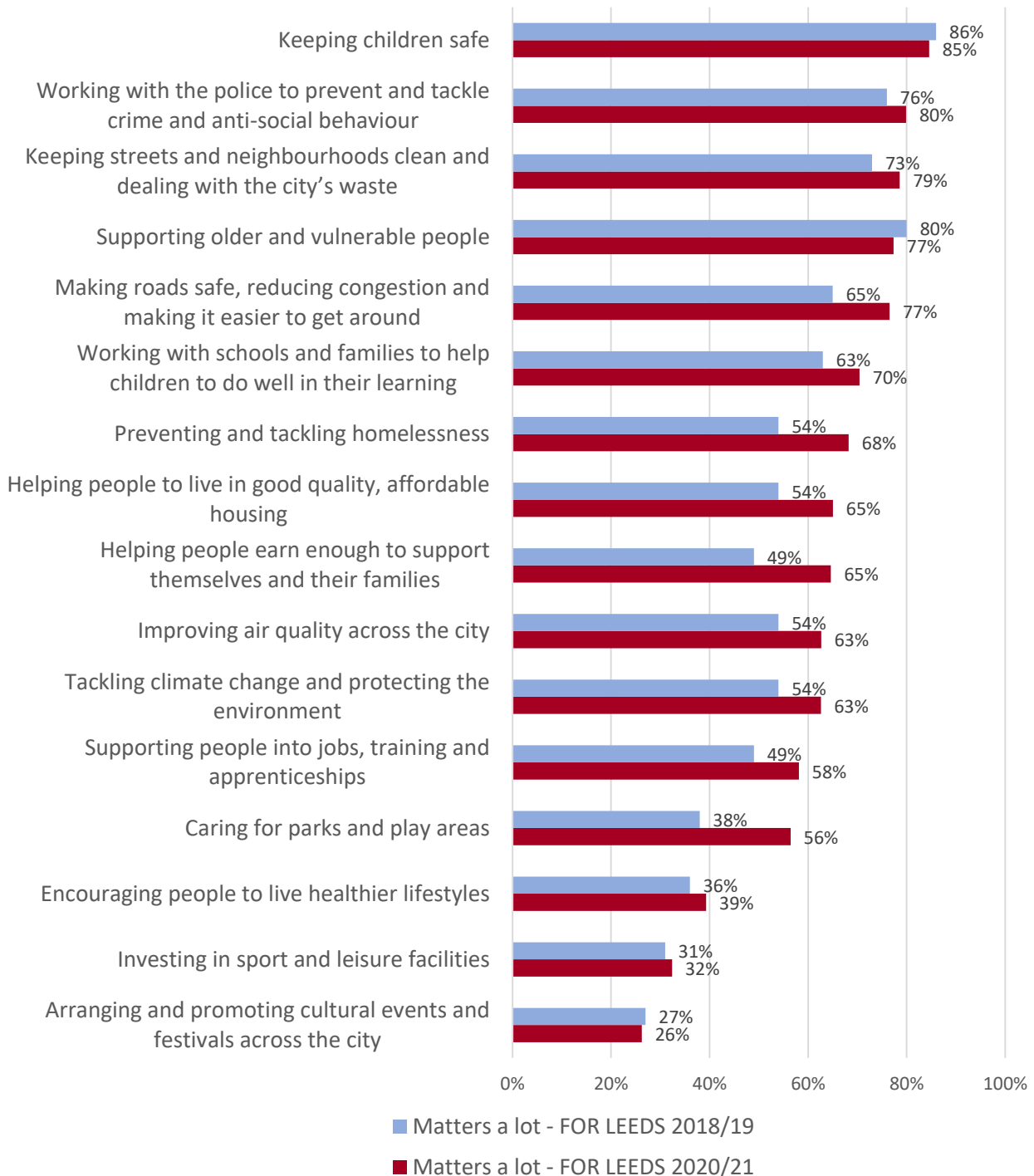
1. Keeping children safe (85%)
2. Working with police to prevent and tackle crime and ASB (80%)
3. Keeping streets and neighbourhoods clean and dealing with waste (79%)
4. Supporting older and vulnerable people (77%)
5. Making roads safe, reducing congestion and making it easier to get around (77%)

The same five services were identified as the highest priorities for respondents personally, though in slightly different order of ranking; in addition, 'tackling climate change and protecting the environment' ranks in joint 5th.

1. Keeping streets and neighbourhoods clean and dealing with waste (77%)
2. Working with police to prevent and tackle crime and ASB (71%)
3. Keeping children safe (70%)
4. Making roads safe, reducing congestion and making it easier to get around (68%)
5. Supporting older and vulnerable people (61%)
5. Tackling climate change and protecting the environment (61%)

Figure 8 overleaf compares service priorities for the city of Leeds from the IBP for 2018/19 (in TBC) with that for 2020/21 (in blue). Please note that in 2018/19, a single priority on the environment was included: 'Protecting the environment and improving air quality'. For this year's IBP, the question has been split out into two priorities to better understand respondents' opinions on each: 'Tackling climate change and protecting the environment' and 'Improving air quality across the city'. In Figure 8, results from the 2018/19 single priority have been repeated to compare against the two new separate priorities.

Figure 8. Comparison with service priorities for the city of Leeds between the IBP for 2018/19 and the IBP for 2020/21



- It can be seen that in general respondents are now more likely to say that things matter a lot to the city.
- Supporting older and vulnerable people is now ranked lower (4th compared to 2nd in 2018/19)
- Preventing and tackling homelessness is now ranked higher (7th compared to 10th in 2018/19)
- Helping people earn enough to support themselves and their families is now ranked lower (9th compared to 7th in 2018/19)

8.1 Responses by different demographic group:

Figure 9. Services that matter a lot to the city of Leeds, by different groups

Priority service	Group			Age Band				Gender		Ethnicity		Disability	
	Work in Leeds	Work for LCC	Other Resident	<=29	30 - 44	45 - 64	65+	Female	Male	BAME	White: British	Disabled	Non-Disabled
Keeping children safe	80%	92%	86%	83%	83%	85%	87%	89%	81%	83%	85%	87%	85%
Supporting older and vulnerable people	73%	80%	80%	74%	75%	77%	83%	83%	72%	75%	78%	85%	77%
Preventing and tackling homelessness	68%	69%	69%	70%	70%	68%	66%	76%	60%	67%	69%	68%	69%
Working with schools and families to help children to do well in their learning	66%	75%	73%	70%	71%	68%	74%	75%	67%	71%	71%	71%	71%
Helping people to live in good quality, affordable housing	63%	70%	66%	74%	65%	62%	67%	74%	57%	64%	66%	73%	65%
Tackling climate change and protecting the environment	61%	66%	63%	71%	61%	61%	65%	70%	56%	62%	63%	56%	65%
Encouraging people to live healthier lifestyles	39%	38%	40%	36%	36%	41%	41%	42%	37%	40%	39%	34%	41%
Helping people earn enough to support themselves and their families	61%	71%	65%	71%	66%	63%	63%	74%	56%	63%	65%	70%	64%
Supporting people into jobs, training and apprenticeships	54%	60%	61%	59%	53%	57%	66%	65%	52%	59%	58%	61%	58%
Working with the police to prevent and tackle crime and anti-social behaviour	77%	77%	83%	72%	77%	81%	84%	83%	77%	74%	81%	83%	80%
Arranging and promoting cultural events and festivals across the city	28%	29%	24%	30%	29%	26%	22%	29%	23%	33%	25%	26%	26%
Improving air quality across the city	61%	62%	65%	63%	61%	61%	69%	69%	57%	63%	63%	56%	64%
Keeping streets and neighbourhoods clean and dealing with the city's waste	76%	72%	83%	65%	78%	78%	86%	80%	76%	79%	78%	83%	79%
Making roads safe, reducing congestion and making it easier to get around	76%	77%	77%	77%	81%	73%	77%	77%	77%	71%	77%	70%	78%
Investing in sport and leisure facilities	32%	26%	35%	27%	35%	32%	33%	33%	33%	38%	32%	37%	32%
Caring for parks and play areas	55%	48%	61%	48%	57%	57%	60%	60%	53%	57%	56%	55%	57%

Figure 9 on the previous page shows analysis of responses to how much our services matter a lot to the city of Leeds, by different groups. Conditional formatting has been included per row, in order to highlight different results to each priority:

- Council staff were much more likely than other Leeds workers to say that keeping children safe, working with schools and families, and helping people earn enough matter a lot to Leeds.
- Younger respondents were much more likely to say that housing, climate change and the environment, and helping people earn enough matter a lot to Leeds.
- Older respondents were more likely than others to say that supporting older people, supporting people into jobs, working with the police around crime, keeping the streets clean and dealing with waste, and caring for parks matter a lot to Leeds.
- Women were generally very much more likely than men to rate priorities as mattering a lot to the city of Leeds.
- BAME people were more likely than White: British people to say that arranging cultural events and festivals, and investing in sport and leisure facilities matter to Leeds.
- White: British people were more likely to say that working with the police around crime matters a lot to Leeds compared with BAME residents.
- Disabled people were much more likely than non-disabled people to say that supporting older and vulnerable people, housing, and helping people earn enough matter a lot to Leeds.

8.2 Comments around our issues and priorities

Respondents were asked if there are any other issues that they think should be a priority for the council. In total there were 1191 comments made by 660 respondents. These have been grouped into principal themes, with sub-themes also detailed, and examples provided in the tables below.

Many respondents repeated themes relating to the existing priorities that they had been asked to rate. These are listed in Table 9 below. New issues not already featured are listed in Table 10.

Table 9. Comments on issues people think should be a priority that are already featured

Theme of Comment	Count	Examples
Transport and roads	192	
Public transport	133	"Taking the bus companies to task and re-allocating franchises when operators (especially First Bus) fail to deliver."
Infrastructure/condition of roads	46	"Reducing congestion on the roads. City is gridlocked in rush hour. Should take this into account when granting planning permission for hundreds of new houses in areas that cannot cope with more traffic."
Cycle friendly	13	"Providing more safe cycle routes - especially for children getting to school. Providing more car free zones."
Social care & supporting the vulnerable	55	"Providing in-house good quality nursing and care homes, instead of closing them and relying on private companies to provide the services. Provision of safe havens/refuges for those escaping domestic abuse."
Crime and anti-social behaviour	47	"Initiatives to keep teenagers off the streets and stop them entering a life of crime and drugs"
Climate change/air quality	44	"The climate and ecological emergency needs to underpin every priority and lens with the council, or what is the point?"
Keeping streets clean and dealing with waste	30	
Littering & dog fouling	18	"In some of these categories, people should be educated to take responsibility for their own area, e.g. reducing litter, caring for public spaces"
Recycling & refuse collection	12	"Fly tipping. Reduce bulk waste collection charges. Don't charge a fee for replacing a stolen wheelie bin."
Homelessness & begging	25	"Homelessness is a key issue, and somewhere that Leeds really sticks out as having a chronic issue compared to other cities. Why is this?"
Housing	22	"Helping people to live in good quality, affordable housing"
Education	12	"New public buildings such as Libraries. Giving equal opportunity to every student in the entire city."
Children / youth services	12	"Everything to do with children should be encouraged and funded, as they are the future of this city."
Healthy lifestyles	8	"Health promotion on bus stops, billboards, back of busses."

Table 10. Issues that should be a priority that are not already featured

Theme of Comment	Count	Examples
Increase council efficiency and prevent waste	31	"Providing value for money in all areas of its operations by comparison with external benchmarks"
Tackle inequality and discrimination	16	"LGBT inclusion but also creating safe spaces for LGBT only people to be truly safe to be themselves and grow together."
Increase enforcement and tackle fraud	14	"Making sure rents & council tax are paid promptly. Fly tipping should be addressed asap"
Listen to the public and engage communities	14	"Community engagement in all decisions affecting them."
Protect and create more green space	12	"More smaller open spaces for public to visit, meet and rest, not everyone lives near a park"
Prevent inconsiderate parking	11	"Stopping vehicles from parking over pavements and dropped kerbs to help disabled people and people with wheelchairs"
Protecting green belt land	9	"Preserving the green belt"
Focus on 'council' issues only	7	"Most of the things listed above are additions to central government spending, e.g. working with police. Focus less on these and more on 'council only' expenses"
Community/social events	6	"Community activities and events that are relevant to smaller areas rather than city wide"
Less cycle lanes	5	"Stop building cycle lanes and invest in methods to speed up Leeds traffic."
Miscellaneous	122	"Get rid of half of the things above and take back to basics. I don't require half of the above but have to pay for it all, and I pay the most"
No suggestion	38	"You seem to have covered everything I can think of. It is all important though."

Council Budget Consultation 2020-21

Introduction

Leeds City Council is currently considering its budget for the next financial year (2020-21) as we continue our journey to become the Best City and the Best Council in the UK.

We want to hear your views about how the council allocates the money we have to fund the services that you, your families and communities value.

Over the last ten years budgets for local councils in England have reduced a lot, and in Leeds the council has had its funding by central government reduced by nearly two thirds – that's about £266 million. This has meant we have had to find new and creative ways to deliver our services, and in some cases have had to ask residents to pay a little more or access services in a different way.

This year that same challenge remains. The demand for council services continues to increase while the money we have to deliver them reduces. It is in that context that these proposals focus on how we can maintain high quality council services for everyone, while continuing to protect the vital support we offer to our most vulnerable residents and communities.

Instructions

The survey should take around 10 to 15 minutes to complete. The final day you can take part is Tuesday 28th January 2020.

Councillors will see the results of this consultation before they make a final decision on the budget in February, and your views will help to make sure the final decision is in the best interests of the city and its residents.

To help you consider your responses we will provide a summary of the key points from our proposed budget throughout the survey. If you'd prefer to look at the Initial Budget Proposals in full, you can read this in the Agenda pack (page 295) for the 7th January Executive Board meeting [here](#).

Privacy Notice

Your response to this public consultation is being collected by Leeds City Council (as data controller) and will be used to help us make decisions about our budget proposals.

By submitting your response, you are giving your consent for us to use the information you have provided. When results of the consultation are shared publicly or with other organisations, your information is anonymised so you cannot be identified.

We will keep your information safe and secure in line with UK data protection law. Your data will be processed by the relevant services (departments) within Leeds City Council. Our software supplier, SmartSurvey Ltd, will also process your data on our behalf but will never

use these for its own purposes. We will store your responses for up to 2 years.

You have rights under UK data protection law including withdrawing your consent for us to use your information. Visit the [ICO website](#) (data protection regulator) to learn more. General information about how Leeds City Council uses your data can be found [here](#).

We use cookies to help improve your experience of using our website. See our [cookies page](#) for more information. If you continue without changing your cookie settings we assume that you are happy with our use of cookies.

Please confirm the following... *

- ☐ I give my consent (permission) for the information entered in this form to be used as described in the privacy notice above.

How are we doing so far?

In this current financial year, the council has had to make almost £25 million in savings. Most of this has been achieved through reductions in back office support services, closer working across council departments, savings in procurement and purchasing, and managing demand for services like social care through prevention and early intervention.

However there have also been some changes to the way front line services are delivered, some prices for council services have increased and a small number of new charges have been introduced. In making these changes, we have tried wherever possible to protect those who are most vulnerable and avoid affecting those who are unlikely to be able to afford to pay.

Thinking about the last 12 months, to what extent have any changes we've made to the way we deliver services, including new or increased charges, affected you personally?

- ☐ Greatly affected
- ☐ Affected a little
- ☐ Not affected at all
- ☐ Unsure / don't know

Please tell us more about how these changes (to the way we deliver services) have affected you.

Where does the money come from?

The majority of the council's funding comes in the form of a 'settlement' from central government which includes the money raised through business rates. This is supplemented by some one-off government grants which have to be spent on specific projects or services.

At a local level, the council can raise additional income through council tax. Leeds currently has the 2nd lowest rate of council tax amongst England's core cities (the 8 'great cities' excluding London), and is at the mid-point of the 5 West Yorkshire districts. In some cases the council also has to increase the price we charge for certain services so that we are able to keep delivering them.

Reduced funding from the government will impact on our ability to deliver the services we currently provide, unless we find other ways of raising money. Which one of these options do you agree with most?

- ☐ We should raise enough money by increasing council tax and charges, to avoid having to cut services
- ☐ We should raise money by slightly increasing council tax and charges, whilst reducing or cutting some services
- ☐ We should not raise council tax or charges, even if this has a large impact on the services we can provide

Where does the money come from?

The budget proposals for 2020-21 include some new approaches to council tax to tackle some of the social problems in our communities. For example, they include a council tax premium of 200% for properties that are left empty for more than two years. This will help to encourage more empty homes back into use to support the council's efforts to tackle homelessness and housing insecurity.

For 2020-21, in order to help balance the budget and minimise any impact of reductions in government funding on services, we are proposing to increase council tax in Leeds by 1.99% together with an additional 2% specifically to help fund adult social care services (known as the 'adult social care precept'). The total proposed council tax increase for next year is therefore 3.99%.

How much do you agree or disagree with our approach for increasing council tax in 2020-21 by 3.99%, an increase to the 'core' rate of 1.99% plus 2% to support adult social care services?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

Please tell us why you don't agree with our approach for increasing council tax in 2020/21:

How should we spend our money?

The costs of running a business are managed through a revenue budget, which covers the day to day running costs, and through capital spend, which is the longer term investment to look after the assets we already have and create new ones.

Our net revenue budget is funded from the government support grant, council tax and business rates, and covers the day to day spending for all our services. Our Initial Budget Proposals set this at £526.8 million for 2020-21.

This chart shows how much of our money is allocated to each of our directorates (our groups of services). Almost two thirds (61.6%) will fund adult social care and children's services, reflecting our priorities around supporting the most vulnerable people across the city.

Where our money is spent...



Levels of spending for Resources & Housing and for City Development will increase slightly to 16.1% (+0.4%) and 7.3% (+0.5%) respectively, following changes to how these areas are funded. This will help us provide homes that meet peoples' needs and minimise homelessness, and help us improve the city's transport and digital infrastructure and tackle climate change.

Over the period 2019-20 to 2022-23 our capital programme includes investment plans totalling £1.4 billion. Around two thirds of this funds key infrastructure that supports the delivery of front line council services, or schemes that generate additional income or save costs. The remaining third is for investment in capital schemes which boost the prospects of the city and help to improve the lives of the people living here.

To what extent do you agree or disagree with how we propose to spend our revenue budget for 2020-21?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

Please use this space to make any comments around our overall approach to how we spend our revenue budget:

Do you have any comments or suggestions on how we can deliver services differently to make the best use of the resources we have available?

What should our spending priorities be?

We provide a wide range of services, both on our own and in partnership with other organisations. Some have to be delivered to a certain level by law, but for others we can choose what kind of service to provide and to what level.

We have to balance the priorities that affect most people in Leeds, such as bin collections and roads, with the issues that impact only some people, such as caring for older people and keeping vulnerable children safe.

These are some of our service priorities. Please rate each one by how much it matters to you personally, and also how much you think it matters to the city of Leeds and the people that live, work and visit here. (Please select one option for you and one for the city, for each priority)

	For you personally	For the city of Leeds
Arranging and promoting cultural events and festivals across the city		
Making roads safe, reducing congestion and making it easier to get around		
Helping people earn enough to support themselves and their families		
Preventing and tackling homelessness		
Encouraging people to live healthier lifestyles		
Working with schools and families to help children to do well in their learning		
Helping people to live in good quality, affordable housing		
Working with the police to prevent and tackle crime and anti-social behaviour		
Caring for parks and play areas		
Supporting people into jobs, training and apprenticeships		
Keeping children safe		
Tackling climate change and protecting the environment		
Supporting older and vulnerable people		
Improving air quality across the city		
Keeping streets and neighbourhoods clean and dealing with the city's waste		
Investing in sport and leisure facilities		

Are there any other issues that you think should be a priority for the council?

11. About you

We would like to know a little more about you so we can be sure we are hearing from a wide range of people from different backgrounds.

Answering these questions will also help us consider how our policies affect people from different backgrounds; we have a legal duty to do this under the Equality Act 2010.

Do you? (please tick all that apply)

- ☐ Live in Leeds
- ☐ Work in Leeds
- ☐ Visit Leeds
- ☐ Work for Leeds City Council
- ☐ Study in Leeds

Please tell us the first part of your post code. (e.g. 'LS8 1' or 'LS16 2')

How old are you?

- ☐ Under 18
- ☐ 18 - 29
- ☐ 30 - 44
- ☐ 45 - 64
- ☐ 65+

What best describes your gender?(If you are one or more of non-binary, transgender or have variations of sex characteristics, please enter the response that you most identify with)

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other (please specify):

What is your ethnic group?

- **White**

- ☐ English / Welsh / Scottish / Northern Irish / British
- ☐ Irish
- ☐ Gypsy or Irish Traveller
- ☐ Any other White background
- **Mixed / Multiple ethnic groups**
- ☐ White and Black Caribbean
- ☐ White and Black African
- ☐ White and Asian
- ☐ Any other Mixed / Multiple ethnic background
- **Asian / Asian British**
- ☐ Indian
- ☐ Pakistani
- ☐ Bangladeshi
- ☐ Kashmiri
- ☐ Chinese
- ☐ Any other Asian background
- **Black / African / Caribbean / Black British**
- ☐ African
- ☐ Caribbean
- ☐ Any other Black / African / Caribbean background
- **Other ethnic group**
- ☐ Arab
- ☐ Any other ethnic group

If you selected an 'Any other' option then describe your ethnic group:

Do you consider yourself to be disabled?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

Please indicate which best describes your sexual orientation:

- ☐ Heterosexual / Straight
- ☐ Lesbian / Gay woman
- ☐ Gay man
- ☐ Bisexual
- ☐ Prefer not to say
- ☐ Other (please specify):

Please indicate which best describes your religion or belief:

- ☐ No religion or belief
- ☐ Christian (including Church of England, Catholic, Protestant and all other denominations)
- ☐ Buddhist
- ☐ Hindu
- ☐ Jewish
- ☐ Muslim
- ☐ Sikh
- ☐ Prefer not to say
- ☐ Any other religion (please describe):

14. Final step

That is all the questions we have for you.

Please now click the Finish button below to save and send your responses to us.



Initial 2020/21 Budget proposals Summary of Scrutiny Board comments.



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Initial 2020/21 Budget Proposals

Introduction

1. At its meeting on 7th January 2020, the Executive Board set out, for consultation, its Initial Budget Proposals for 2020/21. The proposals were subsequently submitted to each of the Council's Scrutiny Boards for consideration, review and comment.
2. Consideration of the Initial Budget Proposals for 2020/21 by Scrutiny took place over a series of meetings in January 2020, as follows:
 - Adults, Health and Active Lifestyles – 7th January 2020
 - Infrastructure, Investment and Inclusive Growth Scrutiny Board – 8th January 2020
 - Environment, Housing and Communities Scrutiny Board – 9th January 2020
 - Strategy and Resources Scrutiny Board – 20th January 2020
 - Children and Families Scrutiny Board – 22nd January 2020
3. Across all Scrutiny Boards, the examination of the initial budget proposals was undertaken in conjunction with a review of the in-year financial health of the authority (as at month 7) and benefitted from input from Executive Board Members, Directors and other Senior Council Officers.
4. The general role of Scrutiny is clearly a key element of the Council's internal checks and balance arrangements and in addition to this, the monthly Financial Health Monitoring reports to Executive Board also allow for public accountability and tracking of any variances across the budget, including any proposed remedial actions.
5. It is also proposed that consideration be given to reviewing the way in which Scrutiny Boards are engaged with (including at an earlier stage of formulation) and consulted as part of the annual development of the Budget.

Comments and observations from Scrutiny Boards

6. No specific recommendations to amend the initial Executive's budget proposals have been made by Scrutiny Boards.
7. However a number of issues featured in Scrutiny deliberations which are worthy of being highlighted to Executive Board in formulating the final Budget proposals to be recommended to Full Council.
8. A summary of the main issues and areas highlighted by the Scrutiny Boards are detailed below:

Adults, Health and Active Lifestyles

9. The Board is concerned at the continuing financial pressures across the internal Adult Social Care and Public Health budgets; and more broadly across the local health and social care system. The Board noted the initial budget proposals recognise Leeds' increasing demography and consequential demand pressures; and specifically that:
 - Proposals are included to in-source private hire routes; The Board noted the service requirements for Client Transport services and Meals-on-Wheels could be better met through in-



Initial 2020/21 Budget Proposals

house provision of appropriate vehicles, which in turn would provide savings to the authority (with certainty of price and provision), while also providing a price stimulus within the local market.

- Additional resources are planned through a real term increase in the Public Health Grant and through the NHS contribution to adult social care through the Better Care Fund.

10. Whilst noting it was predicted that a large proportion of additional funding would rest with NHS partners upon receipt and may not provide a substantial uplift for the local authority and that any additional funds were likely to be allocated to areas with existing pressures – for example projected increases in the price of certain drug treatments during 2020/21; and supporting people with complex needs moving away from long-term hospital care, the Board encouraged further work to be undertaken to establish, with greater, precision how the additional funds would be allocated once the detail of the grant is known.

11. Within that context the Board were also advised that for Leeds, the Public Health Funding Targets identified when the Public Health function transferred to local authorities, did not match the identified needs of the City.

12. The Board was informed that the Council is £14.4m below the original Department of Health target – consisting of a £7m target gap and £7.4m of subsequent cuts.

13. The Board is concerned at the additional impact that this low initial benchmark and subsequent cuts to Public Health spending have and are continuing to have on Citizens.

Infrastructure, Investment and Inclusive Growth

14. The Board noted that the initial 2020/21 budget proposals contained fewer variants than in previous years since the start of the national period of austerity.

15. The Board recognises the clear Climate Emergency challenge facing the City and that a key part of the response to that is ensuring the city delivers sustainable development in order to balance the social, economic and environmental needs of the city. The Board encourages use of creative and innovative schemes in order to achieve this within the current context of the ongoing financial constraint.

Environment, Housing and Communities

16. In considering the Budget 2020/21 proposals, the Board notes that in terms of the assumptions made in the Initial Budget, the Council had received £130k less than predicted in the financial settlement now published by central Government.

17. The Board welcomed the introduction by central Government of the £8.72 per hour minimum wage increase, whilst noting this remained below the £9 p/hr by 2020 previously promised and the likely £0.5m cost to the services contracted by the Council.



Initial 2020/21 Budget Proposals

Strategy and Resources

18. The Executive function for setting, supporting and monitoring the Council's Financial Strategy falls within the remit of the Strategy and Resources Scrutiny Board. As such, the Board has particular regard to the Council's broader strategic approach towards meeting the statutory requirement of setting a balanced annual budget and also achieving financial sustainability.
19. The Scrutiny Board notes that the budget proposals for 2020/21 are based on the assumption that the Council will deliver a balanced budget position against the approved 2019/20 budget.
20. The Board encourages the Executive to continue with (and where necessary further develop) approaches for managing potential financial and other risks. The Board is pleased to note that robust and transparent governance arrangements continue to be at the foundation of the budgetary control arrangements in place.
21. With regard to some of the projected variances reported in Month 7, the Scrutiny Board particularly notes the significant staffing underspend within City Development (£1.661m) primarily linked to recruitment difficulties within Asset Management and Regeneration and also Highways and Transportation, which the Council is working to address.
22. The Scrutiny Board also acknowledges that the Council is continuing to assess the impact of the recent 1% increase in the rate of borrowing from the Public Works Loan Board (PWLb). Further to

the concerns raised by the Scrutiny Board on this matter in November 2019, it was also noted that there had been no response to the joint letter sent to Government on 2nd December 2019 by the Scrutiny Board Chair and the Executive Board Member for Resources.

23. Having now received confirmation from Government that the 75% Business Rate Retention Pilot will not be continuing, the Board notes the successful outcome of the Council's application submitted on behalf of 13 of the members of the current North and West Yorkshire Pool to form a new pool operating under the national 50% scheme in 2020/21.

Children and Families Scrutiny Board

24. The Board considered the context of the projected 2019/20 overspend within the continuing financial challenges; particularly noting that there had been no net increase in the Budget. The Board had regard to the demand led and demography challenges associated with Children Looked After and Transport.
25. In reviewing the report, the Board particularly notes the savings proposals linked to the ongoing review work surrounding passenger transport provision and received assurance that that the innovative approach being adopted to provide bespoke family needs based transport for children and young people with SEND would continue.
26. The Board is also pleased to acknowledge the key role and influence of the Children and Young People's



Initial 2020/21 Budget Proposals

Plan in shaping the development of the
Budget proposals for the Directorate.

2020/21 Budget Consultation - Feedback on behalf of VITAL (the Voice of Involved Tenants across Leeds) and Chairs from the Housing Advisory Panels (HAPs)

As part of the wider budget consultation process, VITAL considered the initial 2020/21 budget proposals at their meeting on the 8th January 2020. Comments from VITAL in response to the proposals would be:

- VITAL request the service consider ways to share more widely the budget consultation with tenants as a distinct audience and recipients of council services so that there's greater awareness amongst tenants about this consultation in future years.
- VITAL support the continuation of additional resources for the Contact Centre, helping ensure current performance levels are maintained and that the tenants experience of accessing the service by phone is a good one.
- VITAL will consider earlier engagement with the council about shaping budget priorities earlier in the year (July-Sept), increasing the opportunity for tenant influence in future years.

HAP Chairs on behalf of the 11 local Housing Advisory Panels would also like to respond to the 2020/21 budget consultation process with the following comments.

For a number of years HAPs have supported projects that help deliver local and citywide priorities. For example, HAPs have funded physical improvements to communal spaces, security lighting, recycling and waste improvements and various landscaping, signage and parking improvements. HAPs have also funded activities that support tenants and residents' health and well-being and projects that aim to support or increase residents digital skills and/or employability whilst also trying to help tackle isolation. Typically funding some 300 local projects a year that help bring communities together and making them nicer places to live.

The funding resources given to HAPs also:

- a) Help us respond to local tenant feedback - HAP budgets being a way of getting small or modest things done to improve the environment that matters to tenants. These may be improvements raised by tenants themselves or are generated from wider tenant engagement activity like estate walkabouts.
- b) Develop and maintain our relationships with community groups – from large organisations through to small tenants, residents and voluntary groups that offer activities and provide support to residents at a very local level in response to local needs and issues.
- c) Support the activity of other council teams - especially Communities Teams as HAPs jointly fund activity, inside and outside of Priority Wards and Neighbourhoods and Parks & Countryside, who generate income from HAP activity to re-invest in wider services.

Given the above, and the proposed rental increase of 2.7%, HAP Chairs would like the Council to consider an increase in HAP funding at least in line with the rise in rental income, to continue to allow HAPs to deliver projects in response to local needs and make a positive contribution to local communities.

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2020/21 Budget Amount £	Decision Maker
Purchase of additional commercial assets to support the revenue budget	Do nothing would mean further savings would have to be identified	No suitable investment opportunities arise	Director of City Development will consult with Lead member and S151 Officer before entering into commitments	N/A	TBC	An increase of £750k from 2019/20 base revenue budget (budgeted return on investment of £3.3m now £4.05m)	Director of City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2020/21 Budget Amount £	Decision Maker
Increase commuter car parking tariff by 50p per day at Woodhouse Lane car park	The additional revenue generated will be used to fund other pressures within car parking services	Price increases could lead to a reduction in demand	Statutory obligation to advertise tariff increases	To be undertaken as a part of the decision process	March 2020	£0.1m additional income	Chief Officer – Environmental Services
Reduce current level of subsidy to Community Centres by - transferring assets to community organisations - considering an increase in prices	Continue to review arrangements to reduce the net cost of community centres	- Loss of control by the Council, need to ensure third party plans provide level of service needed - Demand risk of a price increase	- Consultation ongoing with regards to Community Asset Transfers - To be undertaken as a part of the decision process	- Completed in respect of each Community Asset transfer decision - To be undertaken as a part of the decision process	Throughout the year as specific proposals are developed	£0.1m reduced costs	Chief Officer – Communities
Communities staffing restructure	To review current management structure to deliver staffing efficiencies	Final structure doesn't deliver sufficient savings	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2020	£0.075m reduced costs	Chief Officer – Communities

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2020/21 Budget Amount £	Decision Maker
Waste Management staffing restructure	To review current management structure to deliver staffing efficiencies	Final structure doesn't deliver sufficient savings	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2020	£0.05m reduced costs	Chief Officer – Environmental Services
Review Welfare & Benefits staffing structure to respond to reduction in Housing Benefit caseloads	To review the current staffing structure to deliver efficiencies	Final structure doesn't deliver sufficient savings	To be undertaken as a part of the decision process	To be undertaken as part of the decision process	March 2020	£0.2m reduced costs	Chief Officer - Customer Access
Inflationary increase in bereavement charges (3%) to offset cost increases	The proposed price increase will ensure there continues to be no subsidy for this service	Price increases could impact on demand levels	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2020	£0.21m additional income	Chief Officer – Parks and Countryside

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2020/21 Budget Amount £	Decision Maker
Housing Services – DDN to spend the Homelessness Reduction Act funding	Additional funding of £317k has been received from MHCLG	Funding has only been notified for 1 year	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	Apr 20	£525k (grant funded spend)	Chief Officer – Housing Services
Shared Services – Proposal for automation of invoice processing. (Solution will dictate whether a separate decision is required)	To improve the efficiency of back office processes to prioritise funding for front line services	Delays to implementation impact on the savings assumed.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£150k	Chief Officer Financial Services

**Proposed Council Tax Support Payments to Parish/Town
Councils**

	£
Aberford and District	340
Allerton Bywater	2,042
Alwoodley	789
Arthington	36
Bardsey cum Rigton	640
Barwick in Elmet and Scholes	1,275
Boston Spa	1,467
Bramham cum Oglethorpe	616
Bramhope and Carlton	800
Clifford	558
Collingham with Linton	756
Drighlington	1,130
East Keswick	287
Gildersome	1,374
Great and Little Preston	573
Harewood	19
Horsforth	4,649
Kippax	2,636
Ledsham	92
Ledston	126
Micklefield	3,538
Morley	12,640
Otley	15,400
Pool in Wharfedale	792
Rawdon	1,507
Scarcroft	141
Shadwell	322
Swillington	2,044
Thorner	798
Thorp Arch	230
Walton	77
Wetherby	7,981
TOTAL	65,675

Equality Impact Assessment: Best Council Plan 2020 to 2025 and Budget 2020/21

Introduction

This paper outlines the equality analysis and strategic equality assessment of the proposed Best Council Plan 2020 to 2025 and proposed Budget and Council Tax for 2020/21 (as detailed in the accompanying reports to the Executive Board meeting 12th February 2020 recommending proposals to Full Council at its meeting 26th February 2020). The lead person for this equality impact assessment was Neil Evans, Director of Resources and Housing. Members of the assessment team were:

Coral Main	Head of Business Planning & Risk
Richard Ellis	Head of Finance
Lelir Yeung	Head of Equality
Graham Sephton	Head of HR
Tim Rollett	Intelligence and Policy Manager
Pauline Ellis	Senior Policy and Performance Officer
Pat Fairfax	Policy and Performance Manager
Joanna Rowlands	Financial Inclusion Manager
Ruth Addison	Senior Intelligence Officer

Overview

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. It is a rolling multi-year document that is reviewed and refined annually as needed. The Best Council Plan proposed update covers the five-year period from 2020 to 2025.

The Best Council Plan 2020 to 2025 and the Budget 2020/21 have been developed in the context of the approach agreed by the Executive Board on 7th January 2020 through the Best Council Plan update proposals and the Initial Budget Proposals. In accordance with the council's budget and policy framework and as agreed by Executive Board in January, these proposals were subsequently submitted to all Scrutiny Boards for review and consideration, and have also been used as the basis for wider public consultation.

It is proposed that the broad strategic direction of the current Best Council Plan; 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. The new proposals 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 collectively becoming the three 'pillars' that underpin the Best City ambition and supporting priorities.

The 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 24th July

2019, the Council's Initial Budget Proposals which were agreed by the Executive Board in January 2020 and the 2020/21 final Local Government Finance Settlement, published on 6th February 2020.

The financial climate for local government continues to present significant risks to the council's priorities and ambitions. The council continues to make every effort possible to protect frontline service delivery, and whilst we have been able to balance the budget each year since 2010, have continued to deliver a broad range of services despite declining income, and have avoided large scale compulsory redundancies, it is clear that the position continues to be difficult to manage. Resource implications will impact on all communities but those who have been identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black, Asian and Minority Ethnic (BAME) communities;
- People from new and emerging communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

Scope

The Equality Act 2010 requires public bodies to give 'due regard' to equality. The council is committed to ending unlawful discrimination, harassment and victimisation and to advancing equal opportunities and fostering good relations.

In order to achieve this we need to ensure that equality and diversity are given proper consideration when we develop policies and make decisions. The council has an agreed process in place to do this through the use of equality impact assessments.

Best Council Plan

The Best Council Plan 2020 to 2025 is intended to provide long-term strategic direction rather than being a detailed delivery or action plan. It includes:

- An updated Foreword from the Leader and Chief Executive, articulating the council's ambitions, role and future direction;
- An Introduction to the Plan explaining the Best City and Best Council ambitions.
- A 'Plan on a Page' setting out our vision, ambitions, desired outcomes, eight 'Best City' priorities (Inclusive Growth, Health and Wellbeing, Child-Friendly City, Age-Friendly Leeds, Safe, Strong Communities, Housing, Sustainable Infrastructure, Culture), an overview of the key means of delivering the Best Council ambition (e.g. leadership, partnership working, use of resources etc.) and the five council values underpinning everything we do and how we work.
- A 'Best City' section that provides an introduction to each of the priorities and signposts the reader to the key supporting strategies for further information.
- A set of 'Best City' and 'Best Council' key performance indicators.
- A set of Best Council annexes that explain the strategies for the council's key resources: e.g. our people, our money, our land and buildings. *Please note: these annexes are in development at the time of writing and will be added to the published Best Council Plan in the first half of the financial year 2020/21.*

Budget

The council has so far responded successfully to the funding challenges since 2010 by reducing a number of areas of expenditure, most significantly on employees and through better procurement and demand management, and by increasing income as outlined in the Medium-Term Financial Strategy. Also, through targeting resources into preventative services the council has ensured that the implications of demand and demographic pressures, which have resulted in significant cost pressures in other local authorities, have been contained within Leeds. The council is committed to responding to the challenges of inequality in Leeds within the pressures of the financial context in which we are now operating and ongoing uncertainty with regard to the Government's future spending plans.

After taking into account the impact of the anticipated changes in funding and cost pressures, it is forecast that the council will need to generate savings, efficiencies and additional income to the order of £28.4 million in 2020/21 to balance to the anticipated level of resources available. The council remains committed to protecting front line services as far as possible, especially those that provide support to the most vulnerable, and is planning to meet the challenge of the estimated budget gap for 2020/21 through a combination of efficiencies, changes to service and increased income (generated through fees, charges and traded services). Details of these proposals can be found in the directorate reports appended to the Budget 2020/21 report to February's Executive Board.

Impact of budget proposals on employees

Following government's 2015 Spending Review, it became clear that the council's funding position would give rise to the need for further reductions in staff. At that time it was estimated that the council would need to downsize by between 1,000 and 2,000 full time equivalent (FTE) posts by the end of March 2020. Accordingly the council re-issued a Section 188 notice (notice to collectively consult to avoid redundancies issued under S188 of the Trade Union and Labour Relations (Consolidation) Act 1992). Given the scale of this challenge, it was the council's view that this level of reduction could not easily be achieved without compulsory redundancies.

Since May 2016, the council has held extensive discussions with Trade Unions. This engagement has been both positive and constructive and has collectively explored opportunities to manage staff reductions down in a way that avoids compulsory redundancies.

As a result, through a combination of normal turnover, voluntary retirement and severance, and through greater staff flexibility, the required savings have been achieved. Whilst it still may be necessary in some circumstances, the council will continue to strive to avoid compulsory redundancies.

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 FTEs or 3,045 headcount to March 2019.

The Budget Proposals for 2020/21 provide for an estimated net increase of 380 FTEs by 31st March 2021. Of the gross additional 478 FTEs, 399 are funded through capital or external grant, income generation or other means including staffing reductions such that an increase of 79 FTEs will impact on the revenue budget. In the context of future staffing reductions that will be required to meet the estimated revised budget gap of £128.3m for 2021/22 to 2024/25, it is the council's intention to issue an updated S188 notice in February 2020.

Fact finding – what we already know

Demographics: A Changing Population

- The population of Leeds was estimated to be 789,200 people in 2018 (ONS MYE¹) - an increase of 0.6% (4,300 people) in the year since the previous 2017 mid-year estimate and of almost 40,000 compared to the 2011 Census.
- Based on the ONS 2018 MYE, there are estimated to be:
 - 152,400 children and young people aged 0-15
 - 514,400 people of working age (16-64)
 - 122,400 older people aged 65 and over
 - 50.9% (402,100) are female and 49.1% (387,100) are male
 - One in ten people (10.0%) are in the 20-24 age band reflecting the large student population.
- Between 2008 and 2018 it is estimated that²:
 - The Leeds population increased by 6.4% (47,500 people).
 - The working age population had a smaller percentage increase (3.0%) than both the population of children and young people (13.7%) and the population aged 65 and over (13.1%).
 - The population of older people aged 65 and above increased by 14,200 people. Although the 65 and above age group still has more women than men, there has been a bigger increase in the number of men, with 8,400 more men aged 65 and over resident in Leeds in 2018 than in 2008 (compared to 5,800 more women).
 - There was a very significant increase in the number of primary school age children in Leeds, with an increase of 18,900 (20.7%) in the 0-10 age group.
- Over the next 10 years (2018 to 2028), the peak of those primary age increases will start feeding into secondary school, with a large increase in the number of teenagers in Leeds. There are projected to be 12,500 more young people aged between 11 and 17 by 2028 (21.5%)³.
- In the next 10 years, the increase in the older population is projected to be even bigger, with 20,000 more people aged 65 and over resident in Leeds in 2028 than in 2018³.
- The Leeds population overall is predicted to continue to grow, reaching 830,500 by 2028; a 41,300 (5.2%) increase from 2018. The working age population will have a smaller percentage increase (2.6%) than both the population of 0 to 15 year olds (6%) and those aged 65 and over (15.3%)³.

¹ Office for National Statistics (ONS) 2018 Mid-Year Estimates. Figures rounded to the nearest 100.

² Office for National Statistics (ONS) Mid-Year Estimates 2008 to 2018. Figures rounded to nearest 100.

³ Office for National Statistics (ONS) 2016-based projections. Figures rounded to the nearest 100.

- Leeds continues to become more ethnically diverse. The national 2011 Census showed that 18.9% of Leeds population was from a BME⁴ background.
- According to the most recent 2019 School Census⁵:
 - The proportion of the school population from BME backgrounds has nearly doubled since 2005, increasing from 17.9% in 2005 to 34.6% in 2019.
 - The greatest ethnic diversity is in younger age groups, with 36.1% BME pupils in primary schools and 32.1% BME pupils in secondary and post-16 settings.
 - In 2019, 20.3% of Leeds school pupils speak English as an additional language, with the top 5 main languages being Urdu, Polish, Romanian, Panjabi and Arabic.
- According to the national 2011 Census:
 - The population aged 65 and older is less ethnically diverse than younger age groups, but the proportion from BME backgrounds will increase as people who settled in Leeds as young adults grow older.
 - There is no direct count of disability for the whole population, but the Census 2011 collected information about 'long term health problems or disability'. In Leeds 83.3% of people said that their day-to-day activities are not limited by long term health problems or disability, 7.9% said they are limited a lot and 8.9% said that they are limited a little.
 - The religious profile of the city is changing. In the 10 years between the 2001 Census and 2011 Census, the proportion of people who said they are Christian decreased from 68.9% to 55.9%. The proportion with no religion increased from 16.8% to 28.2%. Compared to England and Wales, Leeds had higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%). The Muslim community had the youngest age profile.
 - The 2011 Census collected information on civil partnerships for the first time, reflecting the Civil Partnership Act 2004 which came into effect in the UK in December 2005. In Leeds, 41.5% of adults were married, which is lower than the England and Wales rate of 46.6%; 0.2% of adults were in a registered same-sex civil partnership, which is the same as the England and Wales rate; 40.8% of adults were single (never married or never registered in a same-sex civil partnership), which is much higher than the England and Wales rate of 34.6%; 17.5% of adults were separated, divorced or widowed, which is slightly lower than the England and Wales rate of 18.6%.

Poverty and Inequality

The key message in the Best Council Plan is that for Leeds to be the Best Council in the Best City, we need to tackle poverty and reduce inequalities. The council's

⁴ BME covers all ethnicities apart from White British

⁵ January School Census 2019

approach to equality improvement recognises poverty as a barrier that limits what people can do and can be. The approach recognises that a number of protected characteristics are disproportionately represented in those people living in poverty.

Our latest socio-economic analysis (notably the 2018 Leeds Joint Strategic Assessment, analysis based on the 2019 Index of Multiple Deprivation and the 2019 update of the council's Poverty Fact Book) show that a range of inequalities persist across the city and, linked with deprivation levels, are particularly concentrated in specific localities with long-term related challenges such as access to employment, housing, language and literacy, skills, health and care responsibilities. The slow economic recovery alongside reductions in public spending has significantly impacted the poorest members of society.

The Indices of Multiple Deprivation (IMD) 2019 show the geographic concentration of deprivation in the communities of Inner East and Inner South Leeds, confirming the wider analysis of poverty and deprivation undertaken in the Joint Strategic Assessment 2018. Based on the IMD 2019:

- Leeds has 114 neighbourhoods in the most deprived 10% nationally. This is 24% of Leeds neighbourhoods. Leeds is ranked at 33 out of 317 local authorities on the proportion of neighbourhoods in the most deprived 10%. All the other Core Cities, apart from Bristol, have a higher proportion in the most deprived 10% (e.g. Liverpool has 49% and Manchester has 43%).
- However, if we look at the number of people experiencing deprivation, Leeds is ranked as 3rd or 4th most deprived out of 317 local authorities. There are two measures which identify local authority districts with large numbers of people experiencing deprivation. These are the income scale and the employment scale:
 - Income scale – this counts the number of individuals (adults and children) experiencing income deprivation in the local authority area. Leeds had the 4th highest number (Birmingham had the highest number, Manchester the 2nd highest and Liverpool the 3rd highest number).
 - Employment scale - this counts the number of individuals experiencing employment deprivation in the local authority area. Leeds had the 3rd highest number (Birmingham had the highest number and Liverpool the 2nd highest).
- For further information on the IMD 2019 and the Joint Strategic Assessment 2018, please visit the Leeds Observatory [here](#).

In 2017/18 almost a fifth of the Leeds population – over 170,000 people across the city - were classified as being in 'relative poverty'. (Relative Poverty measures individuals who have household incomes 60% below the median average.) [Source: [DWP households below average income](#), published March 2019].

- In 2017/18 there was an increase in the number of people in employment living in poverty. For the same period nationally, 5.4 million people were living in households where at least one member of the household is in work, yet they live in poverty. This is symptomatic of a labour market which is characterised by low pay, temporary, part-time and zero hour contracts.

- During 2017/18, in-work poverty was estimated to affect over 70,000 Leeds adults⁶. Almost 30,000 Leeds residents in full-time work earn less than the Real Living Wage of 2019⁷ and over 10,000 Leeds workers are on zero hour contracts⁸.
- In 2017, 11% of Leeds households were in fuel poverty (almost 37,000 households). [Source: Department for Business, Energy & Industrial Strategy, 2017 results published in June 2019. Details are available online [here](#)].
- Over 33,000 (20%) Leeds children below the age of 20 were estimated to be living in poverty in 2016⁹.

Financial Hardship

Poverty is an issue that impacts on equality, and financial exclusion is a barrier to an equal society. We know that poverty and financial exclusion disproportionately affect people within specific equality groups, particularly single parents, and people with mental health problems. Through research commissioned by Leeds City Council into Financial Exclusion and Poverty in Leeds, it was found that families with children were much less likely to save and therefore less resilient to any changes in their finances. Survey results of 600 deprived area households found that 47% of lone parent households in deprived areas said they never save, compared to 38% of all households surveyed. [Source: [Research into financial inclusion in Leeds](#), University of Salford, 2018].

The Debt Charity StepChange publishes an annual Yearbook with statistics on personal debt in the UK. 36% of StepChange's new clients advised in 2018 that they had an additional vulnerability, including mental health or physical health problems, learning difficulties, visual or hearing impairments. 57% of vulnerable clients were in arrears on their household bills when they contacted StepChange for advice, compared to 39% of all clients. Amongst the calls to StepChange's helpline, 68% were for advice on Credit Card debt, 47% on Overdrafts and 18% on Payday loans. In terms of being behind on priority bills, 30% of clients reported being in arrears with their Council Tax, 23% were behind on their Water bill, 16% were behind on Electricity and 12% behind on Gas.

Below we have provided statistics to show the scale of financial hardship across Leeds:

- In 2018/19 the council saw over 4,000 awards to people accessing its Local Welfare Support Scheme for both emergency (food and fuel) and basic needs provision (household goods), totalling almost £537,000 in direct awards.
- Using the latest data from September 2019, welfare reform, including the under-occupancy charges affects over 4,200 Leeds households. The Benefit Cap is set

⁶ The DWP's estimates for Absolute and Relative Poverty are only available at a national level. An estimate for Leeds is therefore calculated using nationally informed assumptions against the Leeds population figure for the same year. As the latest DWP data refers to 2017/18, the ONS mid-year population estimates for Leeds at 2017 of 781,846 have been used in the estimates above. For example it is reported by the DWP that there are 14 million people living in relative poverty in the UK, after housing costs. This was 22% of the UK population in 2017. Therefore, because Leeds is statistically considered to mirror the UK trend in terms of demographic profile, it can be assumed that 22% of the Leeds population in 2017 was living in relative poverty. This equates to 172,666 people in Leeds.

⁷ The 30k estimate was made using the ASHE survey sample of job counts. The ONS state that these are intended to provide a broad idea of the numbers of employee jobs but they should not be considered accurate estimates and caution should be applied when using these numbers. Job count data is based on survey data within a standard variance level of +/-5%. Therefore the same caution should be applied when referencing the estimates for Leeds. See: [Leeds Observatory: People in Leeds earning below the Living Wage Foundation's Real Living Wage](#)

⁸ Leeds figures are estimated using the national percentage rates on Employment figures from the APS, April 2019. See [table 3.9](#): Estimates of people on Zero Hours Contracts.

⁹ Children in Low Income Families Local Measure (Source: HMRC data published Dec 2018, representing Child Poverty in Leeds 2016)

to £20,000 per annum and affected over 550 households during September 2019. Almost 13,000 households in Leeds have to pay 25% of their Council Tax due to changes to Council Tax Support. (Please refer to the Leeds Observatory section on 'Welfare and Benefits' [here](#) for further data and information.)

- Leeds moved to the full service digital platform of Universal Credit (UC) in October 2018. 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 to UC instead.
- Latest data on legacy benefits revealed over 50,000 people were claiming out-of-work benefits (February 2019) and 32,000 were claiming in-work tax credits (April 2019).
- Over 28,000 people were claiming UC in Leeds in October 2019: 53% were female, 47% male. The age breakdown reveals 20% of claimants were aged 16 to 24, 63% were aged 25 to 49 and 17% were aged 50+.
- Latest household data for UC is for August 2019 and revealed 22,325 households were claiming UC in Leeds. Of these, 30% were lone parent households.
- Mirroring national trends, the city has also seen the emergence and significant growth of foodbanks, supported by the establishment of the Leeds Food Aid Network to coordinate emergency food provision across the district. Almost 34,000 people in Leeds have needed assistance with food via a foodbank in 2018/19. This is up 21% on 2017/18.
- The Leeds Suicide Audit (September 2019) reported that financial difficulty was observed in 35% of suicides, which equated to 72 individuals. Over half of these cases were experiencing debt.
- Citizens Advice Leeds (CAL) works across Leeds at over 35 outreach locations including GP surgeries, One Stop Centres and mental health services. In 2018/19 CAL provided advice to 33,605 people with almost 70,000 advice enquiries. Of the 33,605 clients: 26% reported experiencing mental health issues; 38% had incomes of less than £600 per month. Of the 70,000 enquiries: 27% were related to Benefits and Tax Credits; 3% for Universal Credit; 18% were for Debt advice.

Third sector

The council recognises and values the critical and significant role that the third sector plays in the life of the city and the importance of a diverse sector as articulated in the Leeds Third Sector Ambition Statement. The council has a long tradition of working in collaboration with the third sector in order to deliver the best possible outcomes for the people of Leeds.

The council demonstrates its commitment to the sector in many ways:

Partnership and engagement relationships: The council invests financial and staff resource in the development and maintenance of partnership and engagement relationships with the sector, including city-wide strategic bodies and a network of locality, service, thematic, community and equality-focused third sector forums. This facilitates strategic engagement with the sector, dialogue between the sector, council and a range of partnerships and forums and enables the council to have better reach into communities through the third sector, resulting in more effective co-production and

collaboration on key city and locality agendas. For example, the council provides executive support and plays a leading role in the Third Sector Partnership. This is a key part of the city infrastructure through which the third sector, council, NHS, universities and other public sector partners work together to ensure that collectively the conditions are created for a thriving third sector, so organisations can deliver better outcomes for the people of Leeds. The Partnership is chaired by the Executive Member for Communities, Cllr Debra Coupar, and is attended by representatives from all council directorates.

Investment in Third Sector infrastructure support: The council invests in third sector-based infrastructure which provides a range of support to frontline third sector organisations, including: financial management, fundraising, training, legal, constitutional issues and governance, organisational development, volunteer management and brokerage. This investment has a particularly important role in ensuring that there is support for small and emerging groups and those groups from minority and marginalised communities and priority neighbourhoods.

Investment in the wider sector: The council makes a significant financial investment in the sector each year.

An Annual Analysis of the council's investment in the Third Sector is produced and presented to the Third Sector Partnership. This allows council colleagues and partners to track trends, scrutinise and build an overview of where investment is made.

In 2018/19 £127.2m was invested in the sector through transactions with 1,309 individual third sector organisations. Of these:

- 665 organisations received payments of less than £1,000 (predominantly small, local, community and sports organisations).
- 204 organisations received payments of between £1,000 and £5,000 (again these were predominantly payments to support smaller, local, and community-based activities).
- 25 organisations / consortiums received £81.7m between them (principally agencies focusing on health, social care and the children's agendas; is also included some organisations acting as lead bodies for consortiums).
- 154 faith organisations received £19.4m for their secular work in communities. (15.2% of total third sector investment)
- Members Improvement in the Community and Environmental (MICE) allocation totalling £96,605 was invested in third sector-led, community-based initiatives.

The total investment in the sector by the council has been broadly maintained despite the significant funding reduction experienced by the council since 2010. This is a positive picture but the council, along with third sector partners, continues to review the analysis of the council's financial relationship with the sector in order to understand whether the approach is supporting our shared ambitions for the sector and the city.

At Third Sector Partnership in November 2019, the council's Analysis of Investment in the Third Sector in Leeds was complemented by presentations from NHS Leeds Clinical Commissioning Group, National Lottery Communities Fund and Leeds Community Foundation. This enriches and strengthens the understanding of the strength and impact of the sector in Leeds.

Dialogue with the third sector around the budget pressures, the future direction of travel and investment in the sector: There is ongoing dialogue with the third sector regarding the budget challenges and future plans, for example:

- Leeds Third Sector Partnership receives updates on the council's financial position. In November 2019, the council's Chief Officer, Financial Services provided an overview of the financial position and the predicted challenges that will need to be addressed in the council budgets 2020 to 2024.
- Council directorates have well-established ongoing arrangements and dialogue with their third sector partners and other interested third sector stakeholders. This shapes and informs their approach to the budget challenges and their priorities. The Compact for Leeds sets out well understood expectations that they are in regular detailed discussions with organisations that will be impacted by any budget reductions or changes.

Ongoing commitments and developments: The council continues to drive forward and support a range of initiatives to ensure that Leeds has a thriving third sector and strong civil society that can deliver for all of the people of Leeds. For example:

- In January 2019 the Third Sector Partnership approved the Leeds Pledge to Strengthen Civil Society, which aims to mobilise the financial and in-kind commitment of partners across the public, private and third sector to play their part for Leeds. In November 2019 the council's Executive Board endorsed and committed to implement the ambitions in the Pledge.
- The Leeds Commissioning Code of Practice sets out a transparent framework which informs commissioning practice and ensures that the interests of all stakeholder communities are integral to the drafting of specifications for tenders and the focus of grants. The process is subject to a public and third sector co-produced annual review.
- The annual Lord Mayor's Small Groups and Charities Event is co-produced annually with Voluntary Action Leeds. This celebrates the work of small groups, volunteers and active citizens, but also provides them with an opportunity to link into a range of organisational and funding support and advice.
- The council facilitates the cross sector Funding Leeds Partnership, which has been leading on ambitions to maximise external investment into Leeds through the third sector by making funding information and support accessible. This includes:
 - The development and promotion of a programme of training, funding fairs and workshops to enable front line third sector organisations to access information about funding opportunities and to develop skills and access support to maximise their success in bidding for funding.
 - The council funds the Funding Leeds platform: a comprehensive database of funding opportunities with information about local support that is available online and free to access.
- The council is further developing its employer-supported funding support programme which encourages council staff to volunteer to use their transferable skills and experience to help smaller community organisations to produce better funding bids, with a specific focus on support to minority and marginalised communities.

- The People's Commissioning arrangements in the council provide a vehicle to ensure that investment, including in the third sector, is coherent and coordinated.

Council colleagues and third sector partners will continue to broker further discussions as necessary on budget, global, national, local and other emerging challenges that impact on Leeds, in order to drive new ways of working and contribute to the delivery of the city ambitions; specifically to ensure that there is a diverse and thriving sector that continues to involve, engage with and meet the needs of all communities.

The council's workforce profile

In recent years in response to the financial challenges, the council has significantly reduced its workforce. Working closely with the trade unions and with the take-up of our voluntary leaver scheme we have managed to reduce staffing with relatively few compulsory redundancies. Reducing agency staff costs, overtime, sickness and introducing working from different locations has also brought costs down significantly. Reskilling and redeploying people whose roles are at risk is creating a more flexible and responsive workforce and avoiding the need for as many redundancies as initially estimated.

In-work poverty and low pay remain issues of national concern. In Leeds, work continues to tackle this, reflecting the commitments in the Low Pay Charter adopted by Council in April 2015.

- In April 2019 the council introduced the new National Joint Council (NJC) pay spine which had a minimum rate of £9.00 for new starter. All existing staff who transferred to the new pay spine received £9.18 or more which exceeds the Living Wage Foundation minimum.
- From 1st April 2020 the council's minimum hour rate will increase to £9.30 which will mirror the Living Wage Foundation's recommended minimum rate of pay. The changes will have a positive impact on in-work poverty, particularly for women, those under 25 and part-time workers. The council remains committed to annually reviewing pay in the overall context of the budget strategy. Increases are considered in terms of affordability, impact on pay structures and national pay settlements.

As at November 2019 there were 15,049 people employed in the council (excluding schools and casual staff). The workforce profile of all employees is shown below.

Profile area	Headcount	% of overall headcount
Gender		
Male (including Trans)	5,914	39%
Female (including Trans)	9,135	61%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Age / years		
16 – 25	1,076	7%
26 – 40	4350	29%
41 – 54	5652	37%
55 – 64	3588	24%
Over 65	383	3%
<i>Total</i>	<i>15,049</i>	<i>100%</i>

Profile area	Headcount	% of overall headcount
Ethnicity		
BAME	2,242	15%
Non BAME	11,282	75%
Prefer not to say	25	<1%
Not declared	1,500	10%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Disability		
Disabled	917	6%
Not disabled	12,508	83%
Prefer not to say	83	1%
Not declared	1,541	10%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Carer		
Carer	1,455	10%
Not a carer	7,785	52%
Prefer not to say	108	<1%
Not declared	5,701	38%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Sexual orientation		
Heterosexual	8,672	58%
Lesbian, Gay, Bisexual +	460	3%
Prefer not to say	136	1%
Not declared	5,781	38%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Religion or belief		
Religion stated	9,942	66%
Prefer not to say	118	1%
Not declared	4,989	33%
<i>Total</i>	<i>15,049</i>	<i>100%</i>
Additional gender details		
Same as assigned at birth	2,475	16%
Not same as assigned at birth	45	<1%
Not declared	12,529	83%
<i>Total</i>	<i>15,049</i>	<i>100%</i>

To date the number of people leaving through turnover and the voluntary early retirement and severance scheme is not adversely affecting the workforce equality profile. We are working hard to encourage staff that have not specified/prefer not to

say to update their equality information so we have a more accurate picture of our workforce; though long-term in nature, this work is deemed high priority.

The council promotes equality and diversity and is committed to creating a representative organisation with an inclusive culture. A refreshed People Strategy 2020-25, a key addition to the Best Council Plan 2020 to 2025, keeps inclusion and wellbeing at the centre of our plans and we continue to use our annual staff survey to gain valuable feedback that helps us improve the overall experience at work for our employees.

The council has accreditation and recognition in the following areas:

- We achieved the Government's [Disability Confident Leader Status](#) in 2019
- We are a [Stonewall Top 100 Employer](#).
- We have held Mindful Employer Status since 2011.

Due regard to equality continues to be given to all key and major decisions which may impact on the workforce.

Apprentices

In order to develop the current and future workforce, the apprenticeship levy is being utilised to develop a wide range of staff. We have seen a significant increase in apprenticeship numbers since the levy was first introduced.

As at November 2019 figures now stand at 661 apprentices (a 301% increase over 3 years). These are a mix of new recruits and conversions of current employees onto apprenticeship training. We now have apprentices training in over 70 different standards across all Levels 2 to 7.

We continue to engage communities and underrepresented groups within areas of deprivation and diversity across the city in order to widen participation and encourage inclusiveness and accessibility for all.

For example, we work with 6 target high schools across the city to encourage and build awareness to school age students and their parents, with a specific focus on public sector and council apprenticeships. Work includes a selection of workshops that cover employment skills and awareness raising.

In addition to this, work has been carried out within community hubs to raise awareness with hub staff of apprenticeships and particularly council opportunities, to assist in their advisory capacity to communities.

Recent analysis of diversity data indicates the number of BAME apprentices is at 16% for the council, which compares favourably to BAME apprenticeship starts across the city as a whole (11.7%).

48% of new Leeds City Council apprentices are from the top 30% most deprived neighbourhoods in England.

The Apprenticeship team have recently joined the National Apprenticeship Ambassador network, and as such can draw on best practice from across public, private sector, large employers and SMEs. The team is also looking into joining the National Apprenticeship Diversity Champions network in 2020.

Equality Impacts and Improvement Work

The council has developed and agreed the Equality Improvement Priorities 2018–2022. These ensure that the authority meets its legal duties under the Equality Act 2010 and they complement the ‘Best City’ ambition set out in the Best Council Plan for Leeds to have a Strong Economy and to be a Compassionate City.

Equality analysis continues to be used to set the council equality improvement priorities and has also been used to inform, and is an integral part of, the Best Council Plan and Budget proposals. The Equality Improvement Priorities recognise that there are currently different outcomes and experiences for different groups and communities, highlighting the challenges the city will have to address in order to tackle inequalities and help people out of poverty. They are based on evidence of disproportionate outcomes, which we are seeking to challenge and change.

The council’s Equality Improvement Priorities still take into account the protected characteristics as required under the Equality Act 2010. We continue to recognise poverty as a barrier that limits what people can do and can be. We have, therefore, included priorities that specifically address poverty as we recognise that a number of the protected characteristics are disproportionately represented in those living in poverty.

There is not an equality priority for every protected characteristic but all characteristics are taken into account. We are committed to equality for all our citizens and believe that improving a service for one community will have a positive impact for all communities. We will continue our work across all the protected characteristics, whether or not there are specific equality improvement priorities which are explicitly focussing on them. We will consider all communities when we give due regard to equality at both strategic and operational activities.

Progress against the equality improvement priorities is reported annually. Full details of this improvement work can be found in the Annual Equality Progress Report 2018 - 2019, which can be accessed [here](#).

Current priorities include for example:

- Ensure people in Leeds can lead safer, healthier and happier lives and are free from the risks, threats and harms associated with domestic violence and abuse;
- Prevent and reduce levels of hate incidents by ensuring victims, witnesses and third parties of hate incidents are supported and offenders are brought to justice;
- Improve inclusion and diversity across Active Leeds Services;
- Increase digital inclusion, particularly for those in poverty to provide greater access to jobs, skills and learning;
- Reduce the gaps in learning outcomes for vulnerable learners;
- Improve equality outcomes across the six priority neighbourhoods with a focus on addressing inequality and poverty;
- Improve access to social care services for LGBT+ people, through training, quality assurance and redesign of policies and processes;
- Improving the walkability and accessibility of Leeds City Centre by developing and expanding a user friendly wayfinding system.
- Ensuring fair and equal access to taxi and private hire services for disabled people;
- Help people out of financial hardship; tackling the financial challenges of poverty, deprivation and inequality; and

- Develop a skilled and diverse council workforce.

The 2019-2020 Annual Equality Progress Report will be available during the summer of 2020.

Consultation and engagement

The financial strategy and budget proposals have been driven by the Best Council Plan ambitions and priorities. These have been shaped through past and ongoing consultations and stakeholder engagement, including significant consultations on Climate.

The Best Council Plan 2020 to 2025 and Budget 2020/21 proposals have been developed through consultation with a range of stakeholders, notably with the Executive Board, all Scrutiny Boards, the council's Corporate Leadership Team and other senior officers. They also draw on insights from the council's 2019 staff survey and priorities set out in existing council and partnership plans and strategies which have themselves been subject to extensive consultation and engagement. Summaries of discussions with all Scrutiny Boards are provided as appendices to the Best Council Plan 2020 to 2025 and Budget 2020/21 reports for consideration by the council's Executive Board and Full Council in February 2020.

Public consultation on the council's Initial Budget Proposals for 2020/21 took place between 7th and 28th January 2020. Though focused on the Budget, the survey presented findings from the previous year's consultation exercise and explored whether the public's views and perceptions of the council's priorities had changed in that time. As such, the results of that consultation exercise are relevant to the proposals to update the Best Council Plan.

The consultation was carried out through an online survey that was advertised on the council's website and social media sites, via email to partner organisations, Equality Hub members and the Citizens' Panel, and promoted to staff. Postal-only Citizens' Panel members received a letter explaining that paper versions of the survey had been withdrawn due to timings linked to the general election in December and were advised how to complete the survey online.

A total of 1,537 surveys were completed, making the results statistically robust, by respondents from a range of different demographic groups, broadly representative of the Leeds population. A summary of the public consultation results is included as part of the covering reports for the Best Council Plan 2020-2025 and Budget 2020/21 to February's Executive Board and Full Council, with the results in full appended to the Budget paper.

Summary and Next Steps

This is a high-level strategic analysis and equality impact assessment of the proposed Best Council Plan, Budget and Council Tax. It has not identified any specific gaps in the equality and diversity information used to carry it out.

The proposed Best Council Plan 2020-2025 and Budget 2020/21 recognise the challenges that the city and the council are facing: reduced funding, increased demands on public services and inequalities impacting upon people's educational attainment, health and employment. Having a clear, strategic vision centred firmly on tackling poverty and inequalities with a budget and wider financial strategy that supports this will help tackle these challenges.

The Best Council Plan and supporting Budget are aimed at tackling inequalities through a range of activity and interventions. This requires an understanding of the potential negative impacts on communities and protected characteristics covered by the Equality Act 2010 and action identified to mitigate against these. The revenue budget will impact on all communities and, as previously stated, those groups identified at being at the greatest potential risk of negative impact include:

- Disabled people – including all impairment groups;
- Black, Asian and minority ethnic (BAME) communities;
- People from new and emerging communities;
- Women;
- Older and younger people; and
- Low socio-economic groups (within this group, there is over-representation by disabled people and BME communities).

Other considerations also consider a range of factors including:

- Stakeholder status - for example, whether one is a service user, employee or elected member; and
- Potential barriers - for example, the built environment, location, stereotypes and assumptions, timing etc.

Equality impact assessments will continue to be carried out on specific proposals in relation to implementing the Best Council Plan and Budget during 2020/21 and beyond through the council's decision-making processes.

VIREMENT DECISIONS TO AMEND APPROVED BUDGETS

Supplementary Votes (releases from the General Fund Reserve)

Supplementary votes, i.e. the release of general fund reserves, will only be considered in exceptional circumstances. The following approvals are required:

Up to £100,000	Chief Finance Officer ⁽¹⁾
Up to £5m	Executive Board
No specific limit	Council

Delegated Virements

- 1 Virement between budget book service heads, within the appropriate budget document approved annually by council will only be permitted in accordance with the following rules and value limits, summarised in Table 1. The virement limits and rules are set annually by council as part of the budget approval process. Amendments were subsequently made to 2019/20 virement limits by council at its May 2019 meeting, and this appendix incorporates those amended limits for 2020/21.

The value limits apply to individual virements and are not cumulative.

- 2 Decisions taken in respect of virements will be executive decisions and should be taken in accordance with the requirements for delegated decisions in the council's constitution. Since by definition decisions which require virements do not fall within an existing budget, they should be treated as significant operational decisions unless they meet the threshold to be treated as key decisions. It is expected that any virement decisions arising from substantive operational decisions will form part of an overall decision making report, rather than being treated as a separate decision.
- 3 It should be noted that, whilst directors have delegated authority to approve virements up to £5 million, as with all executive delegations these are made save where the Leader or relevant Portfolio holder has directed, or where the director believes it is appropriate, that the matter should be referred to Executive Board for consideration.
- 4 Proposals to vary budgets arising as a result of the need to address a potential overspend (including shortfalls in income), recycling of efficiency gains and changed spending plans should satisfy the following criteria prior to approval by the decision taker as outlined within the attached table.

In considering proposals to vary budgets, the decision taker will take account of:

- The reason for the request for virement
- The impact on the council as a whole, including employment, legal and financial implications
- The impact on the efficiency of the service as a whole
- The sustainability of the proposals i.e. long term effects
- Whether the proposals are consistent with the council's priorities outlined within the Corporate Plan
- Whether the proposals are consistent with the Budget & Policy Framework
- The cumulative impact of previous virements

In addition, where a virement request exceeds £125k in value the decision-taker must seek the advice of the Chief Finance Officer as to the council's overall financial position prior to approval of the request.

- 5 Where *fortuitous savings* have arisen in any budget head, these should be notified to the Chief Finance Officer immediately they are known. Fortuitous savings are defined as those savings where their achievement has not been actively managed and may include, for example, savings in business rates or lower than anticipated pay awards. Any fortuitous saving in excess of £100k will not be available for use as a source of virement without the prior approval of the Chief Finance Officer.
- 6 Where wholly self-financing virements are sought to inject both income and expenditure in respect of, for example, approved external funding bids, there is no specific limit to the amount which can be approved by directors.
- 7 All virement and other budget adjustment schedules should be submitted to the Chief Finance Officer for information and action within the financial ledger.
- 8 The Chief Finance Officer reserves the right to refer any virement to members where there may be policy issues.

Other Budget Adjustments

- 1 There is a de-minimus level for virements of £10k, below which any variations to net managed budgets will be deemed other budget adjustments. Budget movements that are not between budget headings within the net managed budget will also be other budget adjustments.
- 2 The Chief Finance Officer may also approve budget adjustments of unlimited value where these are purely technical in nature. Technical adjustments to budgets are defined as those which have no impact upon the service provided or on income generated.

- (1) The role of the Chief Finance Officer (section 151 officer) is fulfilled by the Chief Officer Financial Services

Table 1**Maximum delegated limits for revenue virements**

Approval Type	Full Council	Executive Board	Chief Finance Officer	Directors*
	£	£	£	£
A) Supplementary Votes (i.e. release of general fund reserve)	No specific limit	5,000,000	100,000	None
B) Virements of the net managed budget into or out of budget book service headings:				
1. Within a directorate	No specific limit	5,000,000	None	5,000,000
2. Between directorates	No specific limit	5,000,000	None	5,000,000
C) Self-financing virements of the net managed budget (from External Funding)	No specific limit	No specific limit	None	No specific limit

* Any reference to a director within the constitution shall be deemed to include reference to all officers listed in article 12 of the constitution.
Decisions taken by directors would be subject to consultation with the Chief Finance Officer as required under delegated decision procedure rules.

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Directorate: Adults and Health

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2020/21 financial year.

2 Service Context

- 2.1 **Adult Social Care:** the national context for Adult Social Care continues to be one of demographic increases, increased life expectancy, increasing complexity of need and service user expectations, greater support for people to remain living independently in their own homes for as long as possible, a national drive to improve the quality of social care services and an increasing focus on the integration of health and social care services. These national trends, which are leading to increased cost pressures, have been evident for many years, but the economic climate is putting increasing pressure on public finances and the reductions in public spending have added to the financial challenges faced by Adult Social Care.
- 2.2 In an attempt to mitigate this financial pressure the Government, in its 2019 Spending Review, announced a continuation of funding that was due to cease in 2019/20 and additional funding for social care. The continuation of funding references the Winter Pressures monies and the final year of the Spring Budget funding. Both these sums were built into the directorate's baseline so are not additional funding. A new social care grant was announced that allows local authorities to support social care in both adult and children's social care. The 2019 Spending Review also determined that a consultation would be undertaken to permit local authorities to levy a 2% adult social care precept.
- 2.3 There is a concern that given the scale of demand and cost pressures on adult social care this additional funding in itself, a significant proportion of which is both short term and non-recurrent, will not fully address the financial challenges faced, particularly within the context of continuing funding pressures for the Council as a whole. The Government Green Paper on the Future of Adult Social Care Funding was due to be issued in the summer of 2018, but has been deferred with an issue date not yet available, although this is presently understood to address only the issue of older people's care.
- 2.4 Adult Social Care will continue to develop and implement its approach to design care and support arrangements around the strengths of individual service users and carers (strengths based social care), and the assets available within their communities empowering them to live the 'Better Life' that they want for themselves. In addition, we will continue to work with health partners to develop plans for meeting the needs of the NHS England-led Transforming Care programme, as well as undertaking a feasibility study to develop and enhance provision for citizens with dementia.
- 2.5 **Public Health:** Public Health commissions a wide range of providers to deliver Public Health services. These include 3rd sector providers, GPs, Pharmacists and Leeds Community Healthcare. Following three years of grant cuts Public Health will receive an increased grant in 2020/21, which though welcomed, effectively only has the effect of recovering one year of those cuts.

3 Budget Proposals

3.1 This 2020/21 budget has been set at £201,241k representing a net decrease of £5,127k (2.48%) when compared to the adjusted budget for 2019/20. This net decrease comprises a number of changes in grant funding totalling £9,919k and pressures totalling £18,401k offset by savings of £13,609k which are explained below.

3.2 Budget Adjustments and Transfers

3.2.1 There have been a number of budget adjustments and transfers made to the 2020/21 budget which reflect the movement of individual posts between directorates and adjustments required to negate the requirement for recharges to be made between directorates. The overall net impact of these adjustments is to reduce the directorate's budget by £155k.

3.3 Changes in Specific Grant Funding – increase of £8,711k

3.3.1 The budget proposals include the receipt of £7,500k of the new Social Care grant announced in the 2019 Spending Review.

3.3.2 The Public Health grant allocation for 2020/21 is estimated at £44,352k, an increase of £1,211k which is an increase of 2.78% compared to the 2019/20 grant allocation.

3.4 Changes in Use of Reserves and Balances – increase of £1,208K

3.4.1 In 2019/20 a carry forward of unspent Public Health grant supported planned expenditure. The sum of £387k was a one-off contribution and therefore an adjustment to the use of reserves is required.

3.4.2 Additional Social Care reserves of £1,595k will be utilised in 2020/21. £607k is to be employed to fund short term schemes within Organisational Development, Service Transformation and social work. £1,032k will be utilised to offset expenditure in 20/21, £500k of which represents the unbudgeted element of the 2019/20 inflationary uplift for the improved Better Care Fund. Finally an adjustment is required for the £44k used as a one off contribution to funding in 2019/20.

3.5 Changes in prices – pressure of £3,290k.

3.5.1 The budget includes provision of £1,528k to meet a 2% pay award. Within this figure there is a provision reflecting the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.36 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.30 per hour for the first year only.

3.5.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments and on utilities. The main provision for price inflation is £2,046k for care packages, £95k for contract uplift, and £15k for energy and £7k for the Apprentice Levy.

3.5.3 Inflationary increases in the level of fees, charges and income from other organisations are estimated to generate additional income of £400k. Many adult social care fees and charges are related to Department for Works and Pensions benefits rates and will be uplifted

accordingly from April 2020. Those charges not linked to benefits rates have been budgeted to increase by 3%. An increase in the charges for adult social care services does not generate a proportionate increase in income as the amount people pay for most services is determined by individual financial circumstances, which in most cases is lower than the headline charge.

3.6 Actuarial Review – saving of £106k

- 3.6.1 A review of the West Yorkshire Pension Fund has been undertaken in November 2019, and has shown the Fund to be in a surplus position. As a result, a reduction in the employer's contribution rate from the current 16.2% to 15.9% in 2020/21 is assumed. This reduction is estimated to save £106k.

3.7 Capitalised Pension Costs – saving of £255k

- 3.7.1 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 £255k.

3.8 National Living Wage/Ethical Care Charter Commissioned Services – pressure of £7,088k

- 3.8.1 The Government announced an increase to the National Living Wage from £8.21 per hour to £8.72 from April 2020 for all employees aged over 25. The budget makes allowance for implementing the cost of the National Living Wage for commissioned services within Adult Social Care. The proposed budget also includes provision to enable a continuation towards meeting the aims of the Ethical Care Charter. The impact of the National Living Wage and the Ethical Care Charter in 2019/20 is estimated at £7,088k.

3.9 Demand and Demography – pressure of £7,178k

- 3.9.1 Additional provision of £6,571k has been made to reflect the demand and demographic pressures experienced during 2019/20 and forecast for 2020/21 for care packages. In recognition of the financial challenges facing the council the directorate intends to put measures in place to manage this demand and reduce the costs of care packages. Whilst the additional provision has been allocated across placements, domiciliary care, direct payments and the learning disability pooled budget, the type of service will reflect client needs and choices so each element of the community care packages budget cannot be predicted with absolute accuracy.
- 3.9.2 An additional provision of £508k has been built in to the budget recognising the national Transforming Care agenda which will result in more people with a learning disability and/or autism being discharged from long-stay hospitals to their home location and supported in more independent settings such as supported living and with enhanced community support in place.

3.10 Other budget pressures – £697k

- 3.10.1 Additional funding of £510k is to be allocated to fund additional temporary staffing within social work and service transformation to assist in delivering a number of the savings plans detailed in section 3.11. £101k is to be added to the Workforce Development budget in recognition of increasing workforce development, supporting both service developments and improvements in quality, both within the directorate and the wider care community.

- 3.10.2 £668k is to be invested in a dementia strategy including the development of a dementia unit within the South Recovery Hub for people with high support needs. Financial contributions of £300k from the CCG and a transfer from existing residential care provision will mean a net increased cost to the Council for this much needed development of £150k.
- 3.10.3 Additional investment of £144k into the expansion of Asset Based Community Development to build on the success of this scheme is planned.
- 3.10.4 Early repayment of debt in 2018/19 allows for a permanent reduction in prudential borrowing charges totalling £277k.
- 3.10.5 There are a number of other smaller adjustments which when added together total £70k.
- 3.11 **Savings - £13,609k**
- 3.12 **Business As Usual – £13,609k**
- 3.12.1 A number of schemes funded by the time limited Spring Budget come to their planned end in 2019/20 and will in a reduction in expenditure generate a saving of £2,519k.
- 3.12.2 Efficiencies against demand budgets total £2,400k; the use of benchmarking data suggest that cost efficiencies can be delivered against the Learning Disability budget, contracting efficiencies and the impact of strengths based social work are expected to deliver an efficiency of £1,000k. The strengths-based approach is expected to deliver a further £700k efficiency against other demand based budgets where it is already embedded. A review of packages within physical impairment and home care to determine best practice are anticipated to deliver £200k. Discussions with health partners will lead to an improved and more appropriate patient flow through to the Enablement Service and are expected to deliver £500k saving against demand budgets and reduce downtime of the team.
- 3.12.3 A plan to expand the benefits of assistive technology to a city-wide self-pay market is anticipated to generate a net income of £200k in the first year.
- 3.12.4 A review of the time spent by Occupational Therapists on work funded by the Disabilities Facilities Grant has identified an increased grant contribution of £200k into the service is now appropriate.
- 3.12.5 Ongoing work and a better understanding of Section 117 and CHC clients and an appropriate apportionment of the costs between the Council and the Clinical Commissioning Group (CCG) for Leeds has led to a reduced spend in this area. It is anticipated that there is still some scope to deliver further appropriate cost allocations which should see a benefit to the Council of £100k.
- 3.12.6 The directorate continues to improve its processes for the billing and collection of assessed client contributions. A full year effect of 2019/20 improvements will deliver £921k whilst the directorate is targeting a further £1,000k in 2020/21.
- 3.12.7 The directorate is targeting funding from the CCG totalling £3,747k, though a significant sum of £847k relates to recognition of current funding; 2019/20 iBCF £500k inflation received above that assumed and budgeted for and £347k to meet the transport costs of clients designated as having a Continuing Health Care. Discussions have been underway for some time with the aim of delivering £2,800k additional funding from the iBCF to maintain social care spend in support of the health service priorities. A review of staffing

costs supporting joint working and subsequent negotiations with the CCG is anticipated to deliver £100k.

- 3.12.8 Based on current trends it is assumed that an additional £930k will be recovered as unspent Direct Payments.
- 3.12.9 Efficiencies through insourcing, route rationalising, improved cost management are expected to deliver £300k within client transport and £200k for the provision of Meals on Wheels, the latter also seeking to increase take-up. Both of these services are provided by Civic Enterprise Leeds.
- 3.12.10 Contract management, including managing of demand and inflationary uplifts are projected to deliver £787k of savings.
- 3.12.11 It is proposed to introduce a vacancy factor of £100k within Strategic Commissioning recognising levels of staff turnover. A review of back-office spend is anticipated to deliver £88k of savings. Improved processes have recently been implemented to ensure that £67k of hospital fines will not be incurred. A target of £50k has been set against the Workforce Development budget which is a formal recognition of income annually achieved, but not previously budgeted for.

4 Risk Assessment

- 4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to be carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for the Adults and Health Directorate are:
- 4.2 For Adult Social Care, a significant risk relates to the demand led nature of the services provided, together with the statutory responsibility to ensure that all assessed eligible needs are met, which means that the expenditure requirements to be met from the Adult Social Care budget cannot be predicted with absolute certainty. The budget is based on realistic demographic information using trends experienced in Leeds and national and local indicators that are available to the Council. However, the nature of demand for these services can be somewhat volatile and subject to demand factors that Adults & Health cannot directly control. The numbers of service users and the complexity of their needs may exceed the provision made within the budget. With approximately 3,500 placements in total a relatively modest percentage variance in numbers can give rise to a substantial cash variance. These variations could affect community care packages for adults, including those commissioned within the pooled budget for people with learning disabilities. In this context, delivering the savings included within the 2020/21 budget, as set out in section 3.12.2, carries some risk.
- 4.3 The national Transforming Care agenda will result in more people with a learning disability and/or autism being discharged from long-stay hospitals to their home location and supported in more independent settings such as supported living and with enhanced community support in place. It is projected that this could result in increased expenditure for Leeds of £1m to £3m over the next two to three years. While some of the people within the cohort are known to Leeds and their costs of care can be managed within the allocated budget there is a specific group of individuals who are currently not known to the council and who have highly complex needs which will result in a number of very high cost packages being required.

- 4.4 With specific reference to Public Health; there is a continued risk of harm to health and an increase in health inequalities due to the impact of the Public Health cuts on commissioned services and programme budgets over the last few years. There is a risk of unanticipated emergency situations and health protection issues, for example flu pandemic and outbreaks of infectious diseases, which (in terms of cost) would have to be met by the council.
- 4.5 A risk of newly endorsed NICE (National Institute for Clinical Excellence) treatments becoming a cost pressure due to the Council's Public Health responsibilities. The Office of the Director of Public Health is responsible for a number of contracts which are activity based. There is a financial risk, based on the possibility of fluctuation of demand, some of which is determined by NHS tariff.
- 4.6 There is an overarching risk covering public health and social care relating to changes in national policy, practice and legislation e.g. Agenda for Change and the ongoing legal process concerning payments for 'sleep-in' costs.

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Directorate - Adults and Health

	2020/21 £m	FTEs
Net managed budget 2019/20	206.52	
Adjustments		
Transfers of function		
Other adjustments	(0.16)	
Adjusted net managed budget	206.37	
Grant Fallout		
Grant Increases		
Social Care Grant	(7.50)	
Public Health Grant	(1.21)	
Changes in the use of Reserves & Balances		
Public Health	0.39	
Adult Social Care	(1.60)	
Total Funding Changes	(9.92)	0.00
Budget Pressures:		
Inflation		
Pay	1.53	
Price	2.16	
Income	(0.40)	
Employers Pension	(0.11)	
Capitalised Pensions	(0.25)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	7.09	
Demographic and demand pressures		
Demand and demography	7.18	
Transforming Care (Learning Disability)	0.51	
Other		
Debt Fallout	(0.28)	
Additional temporary social work posts	0.35	8.00
Dementia Strategy	0.30	
- CCG contribution	(0.15)	
Dementia bed - care costs	0.37	12.00
- CCG contribution	(0.18)	
- existing residential funding	(0.18)	
Service Transformation posts	0.16	4.00
ABCD - enhance	0.14	
Workforce Development (temporary staffing)	0.10	3.00
Other pressures	0.07	
Total Pressures	18.40	27.00
Savings Proposals:		
Business As Usual		
Learning Disability - review	(1.00)	
Income - improved collection of due income	(1.00)	
Cessation of time limited schemes	(2.52)	
Back office spend - efficiencies	(0.09)	
Enablement Service - improvements in productivity	(0.50)	
Client transport - route and cost efficiencies	(0.30)	
Demand - continuation of strengths based approach	(0.70)	
Fines - improve processes to stop fines for delayed transfers of care	(0.07)	
Physical Impairment - review	(0.10)	
Home care - review to ensure assessed care is delivered efficiently	(0.10)	
Meals on Wheels	(0.20)	
Assistive Technology	(0.20)	
Occupational Therapists	(0.20)	
CHC/S117	(0.10)	
iBCF - health funding to support social care	(3.30)	
Direct Payment recovery	(0.93)	
Client income (trend)	(0.92)	
Cost recovery (CHC - Learning Disability/core costs)	(0.45)	
Contracting efficiencies	(0.79)	
Strategic Commissioning - vacancy factor	(0.10)	
Skills for Care	(0.05)	
Service Delivery		
Workforce		
Service Delivery/Workforce		
Service Review		
Total Savings	(13.61)	0.00
Net Managed Budget 2020/21	201.24	27.00

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Directorate: Children and Families

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2020/21 financial year.

2 Service Context

- 2.1 It is important for the 2020/21 budget proposals to be seen in the context of the wider strategy that has been taken forward by the Directorate since it was established in 2010. The strategy developed by Children and Families with partners was implemented through the Children and Young Plan. Critical to the plan was a focus on practice underpinned by a relational approach that focused on working with families to address problems. To improve social work practice a workforce development strategy was established and caseloads reduced. Leeds, despite its size and complexity, has the second best recruitment and retention of social workers in the country.
- 2.2 A key result of the focus on practice since 2010 has been the success in reducing both the number of looked after children and the number placed in external placements; both residential and foster care. The number of looked after children in Leeds has reduced from 1,475 in 2011/12 to 1,330 as at the beginning of December 2019. This has led to a reduction in the rate per ten thousand from 94 to 77. Regional and statistical neighbours, core cities and the national trend have all seen increases in the rate of children looked after with an average increase of 6 per ten thousand. These reductions in Leeds have been achieved at a time when the number of children in the city rose by six per cent, compared to a 3.9 per cent rise across England. Leeds has also been successful in changing the pattern of placements including a reduction in proportion of Children Looked After (CLA) in residential care, again, against the national trend.
- 2.3 The improvements in practice and resulting improvements for outcomes for children and young people in the City resulted in Children's Services in Leeds receiving a judgement of 'Good' from Ofsted in 2015 and 'Outstanding' in 2018. The positive outcome of these inspections was important, not simply as an external verification of the success of the strategy adopted by Children and Families, but because it also enabled the Directorate to bid successfully for additional external funding. Leeds has a strong national reputation and this has led to Leeds being one of a small number of authorities to be given Partner in Practice status and funding by the Department for Education. Leeds was given funding £9.6m through the 2016 Department for Education Innovation Scheme, to pilot the extensive use of restorative practice through the *Family Valued* programme which in turn had been developed with the first tranche of innovation funding. Additional external funding secured over recent and future years (2013/14 to 2023/24) amounts to in excess of £41m and includes £8.3m for the latest externally funding programme, Strengthening Families Protecting Children, which will see Leeds support a number of local authorities over the next four years.
- 2.4 These budget proposals build on the strategy outlined above by maintaining the investment in frontline services, social care and practice, early help and innovation in order to continue to improve outcomes for children and young people and minimise the use of external

placements. The 2020/21 budget also includes £1.6m of additional funding from the Department for Education (DfE) for the Strengthening Families Protecting Children programme and the associated spend which is predominately additional staffing in the Directorate. The 2020/21 budget also recognises the ongoing demand-led pressures in the Directorate and provides for increases in the CLA and transport budgets.

- 2.5 These budget proposals provide for an overall increase in gross expenditure of approximately £12m in Children and Families. However, due to proposals to increase income and the use of an additional £6.5m of Social Care grant the net management budget overall only increases by £0.7m.

3 Budget Proposals

- 3.1 This 2020/21 budget has been set at £122,371k representing a net increase of £182k (0.15%) when compared to the adjusted budget for 2019/20. This net increase comprises a number of changes in funding totalling an increase of £5,004k and pressures totalling £6,814k offset by savings of £1,628k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2020/21 budget.
- 3.2.2 Other adjustments total an increase of £440k and include the transfer of individual posts between Children and Families and Resources and Housing. A budget of £30k has been transferred to Adults and Health for the 3A's Strategy & Reading ABCD initiative. A budget of £500k has been transferred to Children and Families to provide enhanced mental health services for children: this funding was included in the Strategic Central Accounts budget in 2019/20. This investment will include one to one support delivered by life coaches for young people with mental health needs.

3.3 Changes in Specific Grant Funding – increase of £5,004k

- 3.3.1 The 2020/21 budget includes a number of changes to grants in the Children and Families Directorate. In terms of grant fallout, the final instalment of £1,700k of the £9,600k Partners in Practice (PiP) funding was received in 2019/20. The 2020/21 budget allows for this fallout of grant funding. The investment in early help services originally enabled by this grant is now fully funded in the 2020/21 Children and Families base budget. The proposed budget also includes a reduction in grant funding for the Autonomy/Troubled Families programme following a recent announcement of the 2020/21 allocations. The Leeds allocation has been reduced by £324k compared to the 2019/20 allocation and budget of £2,739.
- 3.3.2 Additional grant funding included in the 2020/21 budget proposals total £8,538k. This comprises of £6,500k from the Adult's and Children's Social Care funding allocated to Leeds and takes the total Social Care funding included in the Children's and Families budget to £12,100k. The 2019/20 budget included £300k of grant income expected from the School Improvement and Brokerage Grant. It was originally anticipated that the grant would end in August 2019 but it has subsequently been confirmed that the grant will continue in 2020/21 with £712k received in 2019/20 and £725k anticipated to be received in 2020/21. The budget for this grant has therefore been increased by £425k in 2020/21.
- 3.3.3 In the 2018 autumn budget, the Treasury committed £84million to the scaling up of three programmes from the first two waves of the innovation programme which had the strongest

evidence of improvement. These included the Leeds 'Family Valued' Programme and the DfE subsequently launched the Strengthening Families Protecting Children (SFPC) Programme to support the scale and spread of three innovation programmes across 20 local authorities over the next five years. The SFPC funding award to Leeds is £8,239k over 5 years and the 2020/21 budget for Children and Families includes additional grant income of £1,615k and associated spend of £1,615k. The budgeted spend is predominantly the additional salary costs of the core team that would be committed to delivering the programme full time and enhanced leadership capacity within Children and Families.

3.4 Changes in Use of Reserves and Balances – reduction of £1,510K

- 3.4.1 The 2019/20 budget included a budgeted use of reserves of £1,000k to make a one off contribution to schools funding as part of an agreement with the DfE to provide additional funding to Leeds PFI schools in the schools funding formula for 2020/21 onwards. As this was a one off contribution in 2019/20 this budgeted use of reserves has been removed from the 2020/21 budget. The 2019/20 budget also included a budgeted use of Section 106 balances of £510k. This use of reserves has also been removed from the 2020/21 budget proposals as part of the move to a more resilient financial position.

3.5 Changes in prices – pressure of £2,641k

- 3.5.1 The budget includes provision of £1,892k for a general pay award of 2% across all pay grades. As part of the Council's continuing commitment to be a Real Living Wage employer the minimum hourly rate paid to current Leeds City Council employees will rise to £9.36 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.30 per hour for the first year only.
- 3.5.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments and on utilities. The 2020/21 budget provides £749k for essential inflation. This includes £309k for external placements, £400k for transport costs and £40k for utility costs.

3.6 Actuarial Review – saving of £177k

- 3.6.1 A review of the West Yorkshire Pension Fund has been undertaken in November 2019, and has shown the Fund to be in a surplus position. As a result, a reduction in the employer's contribution rate from the current 16.2% to 15.9% in 2020/21 is assumed. This reduction is estimated to save £177k.

3.7 Capitalised Pension Costs – saving of £318k

- 3.7.1 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 £318k.

3.8 National Living Wage/Ethical Care Charter Commissioned Services – pressure of £590k

- 3.8.1 Provision of £590k has been included for the estimated cost of the increase in the national living wage for external placement costs.

3.9 Demand and Demography – pressure of £1,600k

3.9.1 In recognition of the ongoing pressures on the Children and Families budget from increases in the child population and the resulting increase in children requiring support and children eligible for transport arrangements the CLA and financially supported Non-CLA budgets have been increased by £900k and the transport budget by £700k. .

3.10 Other budget pressures – £2,424k

3.10.1 Additional provision of £1,615k has been included in the Social Care budget for the expenditure related to the new Strengthening Families Protecting Children grant funded programme. It is anticipated that this will include £1,415k of staffing costs and £200k other running costs.

3.10.2 The 2020/21 budget proposals include additional staffing costs of £200k to provide for an increase in staffing in the Special Educational Needs Statutory Assessment and Provision (SENSAP) team in recognition of the additional demands on this service due to the significant increase in Education, Health and Care Plans (EHCP) managed by this team.

3.10.3 A key budget pressure during 2019/20 has been a shortfall in fee income against the budgeted income levels at some Council run nurseries. In recognition of this pressure it is proposed to reduce the income target by £500k in 2020/21. The service has also been working on various initiatives to increase income across the centres, including a pro-active marketing and communications strategy and improved website design which should also help mitigate the pressure.

3.10.4 Other funded pressures include £200k additional budget for school improvement work funded by the additional School Improvement and Brokerage grant in 2020/21, £200k reduction in the income target for partnership working with other Local Authorities, £150k for an increase in the rate paid for direct payments.

3.10.5 Offsetting these pressures is a saving of £1,000k for the fallout out of the budgeted contribution to school funding for PFI schools in 2019/20 as referenced in paragraph 3.4.1.

3.11 Savings

Business As Usual – £1,628k

3.11.1 Efficiency savings of £443k have been included in the transport budget to reflect the ongoing work by the transport team in Civic Enterprise Leeds and staff in Children and Families to reduce transport costs. Initiatives include route rationalisation reviews, in-sourcing private hire routes, continued roll out of Personal Transport Allowances, private hire contract savings and greater emphasis on independent travel training. As outlined in paragraphs 3.5.2 and 3.9.1 it is proposed to increase the transport budget by £1,100k for inflationary and demand pressures, after allowing for these efficiency savings the actual transport budget will increase by a net £657k.

3.11.2 Additional income of £350k has been assumed for an increase in the recovery of eligible Personal Transport Allowance costs and £150k for an increase in the recovery of the education costs of eligible external residential placements both from the High Needs Block of the Dedicated Schools Grant. In both cases the Council has been under recovering these costs in previous years and the budget strategy in Children and Families has been to gradually move to a full cost recovery basis as the High Needs Block funding has increased through the new national funding formula.

- 3.11.3 Running cost savings of £280k have been included in the Directorate budget proposals. These include £100k for the full year effect of savings delivered across the Directorate in 2019/20 as part of the action plan to mitigate the in-year projected overspend. A further £75k of savings relate to the fallout of previously recharged costs in Partnerships and Health and £50k for a reduction in external legal costs based on current trends.
- 3.11.4 Other income has been increased by £410k including £140k for an increase in traded income in areas where there is growing demand such as education psychology and work force development and £270k for increases in various external funding streams and external contributions.

4 Risk Assessment

- 4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for the Children and Families Directorate are:
- 4.2 Leeds is growing as a city and as well as rising birth rates more families are choosing to live and work here. It is projected that the number of children & young people will continue to increase in Leeds over the next few years.
- 4.3 This increasing demographic brings with it an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After, financially supported Non-CLA and on the transport budget. As already mentioned in the report these budget proposals provide for an increase of just under £3m for these budgets. There is a risk that this additional funding is not sufficient to meet the growing demands. To mitigate this risk the budget proposals also provide funding to continue the additional investment in services previously funded by the DfE PiP grant and the budget also protects all the vital services that the Directorate provides. The Directorate continues to develop innovative approaches to the delivery of services to mitigate the demand pressures.
- 4.4 These pressures have also impacted on the High Needs budget in recent years which is funded through the Dedicated Schools Grant. Although this budget sits outside the Children and Families budget, decisions on spend are made by the Council. Schools and School Forum have been consulted on options to balance the High Needs budget in 2020/21 including transfers of funding from the other blocks. There has been a significant uplift in funding of over £12.8m for 2020/21 but even with this increase there is likely to be ongoing financial pressures in the High Needs Block that will need managing.
- 4.5 The Directorate's proposed budget includes additional income from grants and from other sources. There is a risk that not all the additional income will be secured and that there will be further reductions in traded income as more schools become academies and financial pressures mean that there is reduced demand for services. The budget proposals do include reductions to some income targets such as nursery fee income and partnership income.

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Children and Families

	2020/21 £m	FTEs
Net managed budget 2019/20	121.75	
Adjustments		
Transfers of function		
Other adjustments	0.44	6.70
Adjusted net managed budget	122.19	6.70
Grant Fallout		
DfE Partner in Practice grant funding	1.70	
Reduction in Earned Autonomy Funding	0.32	
Grant Increases		
Additional Social Care Grant	(6.50)	
School Improvement and Brokerage Grant	(0.43)	
Strengthening Families Protecting Children	(1.62)	
Changes in the use of Reserves & Balances		
Use of PFI reserves in 2019/20 to make a contribution to school funding	1.00	
Fallout out of use of Sction 106 balances	0.51	
Total Funding Changes	(5.00)	0.00
Budget Pressures:		
Inflation		
Pay	1.89	
Price	0.75	
Income	0.00	
Employers Pension	(0.18)	
Capitalised Pensions	(0.32)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	0.65	
Demographic and demand pressures		
Demand and demography	1.60	
Other		
Fall out of the one off contribution to School Funding for PFI costs in 2019/20	(1.00)	
Additional spend funded by the Strengthening Families Protecting Children grant	1.62	20.20
Insurance & NNDR	0.55	
Special Educational Needs Statutory Assessment and Provision team new posts	0.20	6.00
Learning for Life - nursery fee income	0.50	
Additional budget for school improvement work	0.20	
Reduction in partnership work income target	0.20	
Apprenticeship levy	0.01	
Increased costs - direct payments	0.15	
Total Pressures	6.81	26.20
Savings Proposals:		
Business As Usual		
Passenger transport costs - efficiency savings	(0.44)	
Full cost recovery of Personal Transport Allowances from the DSG	(0.35)	
Running cost savings	(0.28)	
Recovery of the education costs of External Residential placements from DSG	(0.15)	
Other increases in income	(0.21)	
Additional traded services income	(0.10)	
Additional Youth Justice Board income	(0.10)	
Service Delivery		
Workforce		
Service Delivery/Workforce		
Service Review		
Total Savings	(1.63)	0.00
Net Managed Budget 2020/21	122.37	32.90

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Appendix 8

Directorate: Children and Families

The Schools Budget 2020/21

1. The schools budget is funded by the Dedicated Schools Grant (DSG). The DSG is a ring-fenced grant and may only be applied to meet costs that fall within the schools budget. Any under or over spend of grant from one year must be carried forward and applied to the schools budget in future years.
2. The Dedicated Schools Grant (DSG) for 2020/21 is funded in four separate blocks for early years, high needs, schools and central schools services.
3. A National Funding Formula (NFF) was implemented in April 2018 for high needs, schools and central schools services. However, local authorities will continue to set local formulae for schools as a transitional arrangement until full implementation of the NFF. This has been delayed until at least 2021/2022.
4. The Early Years Block will fund 15 hours per week of free early education for 3 and 4 year olds and the early education of eligible vulnerable 2 year olds. From September 2017, there has been 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.
5. 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. A grant allocation was issued in December 2019, though adjustments to this figure are expected up until June 2020. 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 current allocation is an increase of nearly £13m 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 and there is a risk that costs exceed the budgeted assumptions as a result of the increasing demand. The position will be closely monitored during 2020/21. As part of managing the funding pressures, Schools Forum has agreed to transfer £2.65m from the Schools Block and there will be a further £350k transferred from the Central Schools Services Block. The proposed budget for 2020/21 taking into account the known and estimated changes is as follows:

	2019/20	2020/21	Variance
	£000	£000	£000
High Needs Block DSG Income			
High Needs Block baseline	72,960	85,741	12,781
Places funded directly by the ESFA	-8,871	-8,910	-39
Transferred from Schools Block	1,500	2,650	1,150
Transferred from CSSB	800	350	-450
Total High Needs Grant	66,389	79,831	13,442
High Needs Block Expenditure			
Funding Passported To Institutions			
Specialist settings	30,596	36,391	5,795
Mainstream schools and academies	10,438	13,904	3,466
Post 16 settings	3,979	4,465	486
Out of area and residential placements	6,618	8,954	2,336
Alternative provision	5,256	5,106	-150
Other funding passported to institutions	2,637	3,609	972
Total Passported To Institutions	59,524	72,429	12,905
Commissioned Services	1,702	1,821	119
Directly Managed By Children & Families	5,163	5,581	418
Total High Needs Expenditure	66,389	79,831	13,442

- The Schools Block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2020/21 is based on pupil numbers (including those in academies and free schools) as at October 2019. Schools have been consulted on options for the local formula in 2020/21. The results of the consultation have been reported 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 to the High Needs Block from the Schools 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.

7. The Central School Services Block (CSSB) includes the funding which was previously delivered through the retained duties element of the ESG along with previously reported ongoing responsibilities and historic commitments. The allocation for 2020/21 was issued in December 2019 at £5.07m. This is a reduction as funding for the historic commitments element has been reduced by 20% in 2020/21. However, funding of £350k is available to transfer to the High Needs Block with a final decision being made by the Director of Children and Families in early 2020
8. The guidance for 2020/21 allows for funding to be moved within these blocks. Several movements to transfer funding to meet need have been agreed or supported by Schools Forum as detailed below:

	Schools £m	CSSB £m	High Needs £m
Transfer from Schools to High Needs	-2.65		2.65
Transfer from CSSB to High Needs		-0.35	0.35
Transfer from Schools to CSSB for new costs	-0.15	0.15	
	<u>-2.80</u>	<u>-0.20</u>	<u>3.00</u>

9. At the end of 2019/20 it is projected that there will be a deficit balance of £4.1m on general 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.
10. Funding for post-16 provision is allocated separately by the ESFA. Funding for high need post-16 pupils is no longer 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. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the schools roll in January each year. The rates for 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.

12. 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.
13. 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.
14. 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.
15. 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.
16. 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.
17. PFI schools have different arrangements around a number of cost elements including premises costs and various facilities costs. The funding arrangements for such schools are also slightly different to other schools.
18. A number of financial issues have recently arisen specifically around PFI schools which the Council has been looking to address and has had discussions with the DfE over options to manage these. The main issue is around how the projected increasing costs of the contracts will be funded in the future. The Council has sought a solution which avoids having to take more funding from the Schools Block and provides some financial certainty over the next few years. Following discussions with the DfE the Council agreed to make a one-off contribution of £1m from Council reserves to the PFI Factor in the school funding formula in 2019/20. This increase in the PFI Factor has now been permanently baselined in the 2020/21 school funding settlement. This increase provides additional funding to cover the anticipated increase in costs of the PFI contracts over the next few years.

Schools Funding Summary

19. The grants before ESFA deductions (e.g. for payments to academies) and transfers between blocks for 2019/20 (latest estimate) and 2020/21 are shown in the following table along with the additional contribution to be made by the council to the Schools Block in relation to PFI in 2019/20. Some of the amounts for 2020/21 are subject to final confirmation by the ESFA.

	2019/20 £m	2020/21 £m	Change £m
DSG - Schools Block	516.31	551.64	35.33
Schools block - additional council contribution	1.00	0.00	-1.00
DSG - Central Schools Services Block	5.32	5.07	-0.25
DSG - High Needs Block	72.93	85.74	12.81
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
	<u>752.10</u>	<u>804.71</u>	<u>52.61</u>

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LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Directorate: CITY DEVELOPMENT

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2020/21 financial year.

2 Service Context

- 2.1 City Development is responsible for the Council's physical, economic, and cultural and sport services. The range of services and functions that the Directorate provides makes a significant contribution to the life, growth and vitality of the city. In 2020/21 budgets will again support a number of high profile sporting events including the World Triathlon and Tour de Yorkshire.

3 Budget Proposals

- 3.1 This 2020/21 budget has been set at £38,339k representing a net increase of £1,484k (4.03%) when compared to the adjusted budget for 2019/20. This net increase comprises a number of changes in funding totalling £741k and pressures totalling £3,927k offset by savings of £3,184k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of budget adjustments and transfers made to the 2020/21 budget which reflect the movement of individual posts between directorates and adjustments required to negate the requirement for recharges to be made between directorates. In addition the base budget of £1,115k for Leeds 2023 has transferred from the Strategic Account to City Development's Arts and Heritage Service. The overall net impact of these adjustments is to increase the directorate's budget by £1,001k, giving an adjusted 2019/20 budget of £36,855k.

3.3 Changes in Specific Grant Funding – no change.

- 3.3.1 There are no changes to grant funding.

3.4 Changes in Use of Reserves and Balances – reduction of £741k

- 3.4.1 The 2019/20 base budget assumed the use of £937k of S106 balances to support the council's revenue budget, this has now been reversed to support the move to a more resilient financial position.
- 3.4.2 However the 2020/21 budget proposals includes a one year only use £500k of other balances to support the revenue budget.
- 3.4.3 The 2019/20 base budget for Active Leeds had £304k of Public Health funding from reserves however this has now been fully utilised so a resource allocation of £304k has been awarded to ensure continuation of service.

3.5 Changes in prices – pressure of £3,280k

- 3.5.1 The 2020/21 budget includes a provision of £1,377k for a 2% pay award for both NJC and JNC staff that are in post at the time of budget setting.
- 3.5.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments and on utilities. £501k has been provided for utilities inflation, £250k for PFI contracts inflation, and £1,152k across all services for essential supplies and services.

3.6 Actuarial Review – saving of £129k

- 3.6.1 A review of the West Yorkshire Pension Fund has been undertaken in November 2019, and has shown the Fund to be in a surplus position. As a result, a reduction in the employer's contribution rate from the current 16.2% to 15.9% in 2020/21 is assumed. This reduction is estimated to save £129k.

3.7 Capitalised Pension Costs – saving of £157k

- 3.7.1 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 £157k.

3.8 Demand and Demography – there are no direct demand and demography pressures.

3.9 Other budget pressures – £932k

- 3.9.1 The budget funds a £600k reduction in the income requirement for the Programmes and Projects team who support the delivery of the council wide Capital Programme, to reflect the work programme of the team.
- 3.9.2 A number of historic and challenging budget action plan savings on staffing in Arts and Heritage have been reversed totalling £322k.
- 3.9.3 In City Development the costs of insurance will decrease by £0.035k in 2020/21. However across the council the cost of insurance will increase. This increase is largely due to a combination of having to provide for new large insurance claims against the Council and a re-assessment of the amounts set aside for previously submitted claims. In addition the increase also reflects the assumed impact of the Government's intention to directly provide risk protection arrangements to local authority maintained schools. This increase has been funded through a reduction in the cost associated with servicing the Council's debt.

3.10 Savings - £3,184k

3.11 Business As Usual – £1,934k

- 3.11.1 £620k will be saved by mitigating pay inflation via charging the cost of the 2020/21 pay award in Highways and Asset Management mainly to capital schemes.
- 3.11.2 £430k of the savings relate to energy costs from the continuation of the Street Lighting LED conversion scheme, this is in addition to the £700k of LED conversion savings in the 2019/20 budget.

- 3.11.3 A further £200k of additional income is budgeted for from external advertising income, increasing the 2019/20 budget from £800k to £1m in 2020/21.
- 3.11.4 An additional £200k saving from the ongoing asset rationalisation programme freeing up existing building capacity is included in the 2020/21 budget increasing the 2019/20 savings target from £250k to £450k.
- 3.11.5 An additional (net) income from changes in the Highways and Utilities Permit scheme where by the council can now charge utility companies for permits for road works which fall on all highways rather than just main carriageways as was the case previously.
- 3.11.6 £214k of savings will be achieved via a directorate wide review and cash limiting of appropriate other operating expenditure budgets.

3.12 **Service Delivery £1,000k**

- 3.12.1 The Strategic Investment Fund provides an income stream after borrowing costs to support the council's budget. The 2020/21 budget increases this target by £750k from £3.36m in 2019/20 to £4.11m. The Council will only invest in properties that are considered appropriate to the council values such as supporting inclusive growth.

3.13 **Service Delivery/Workforce £250k**

- 3.13.1 £250k of net income is budgeted for from expanding the technical team in Highways Site Development to meet demand for its services including selling to other local authorities and undertaking more work in-house.

4 **Risk Assessment**

- 4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for the City Development Directorate are:
- 4.2 As the majority of their income streams are predicated on a buoyant and active economy, major Capital Programmes, Strategic Investments, Planning and Building Control fees, Advertising, Markets, Active Leeds, and Arts and Heritage income are all affected by local, regional, and national economic conditions and developments and therefore any downturn would be noted sharply in these service areas.
- 4.3 The increase in the Strategic Investment Fund Target is a key risk as there is already a circa £600k shortfall against the 2019/20 budget. This does not mean that it is unachievable but reflects the Council's intention to not simply chase financial returns but moreover to only invest in suitable and sustainable investments that support the overarching ambitions of Leeds City Council.
- 4.4 The Directorate had planned to commence the 4 year LED conversion programme by summer 2019. However as anticipated in the 2019/20 Budget Report the savings (£700k 2019/20, £430k 2020/21) "relied upon a prompt start which may be adversely impacted by ongoing and potentially protracted negotiations with the PFI provider". To date the Deed of

Variation contract has not been signed and therefore full commencement of the scheme has not started, although small works instructions have been issued to start some conversions.

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Directorate - City Development

	2020/21 £m	FTEs
Net managed budget 2019/20	35.89	
Adjustments		
Transfers of function	0.00	
Other adjustments	0.96	
Adjusted net managed budget	36.86	
Grant Fallout	0.00	
Grant Increases	0.00	
Changes in the use of Reserves & Balances		
Public Health Funding	0.30	
Use of Balances	(0.50)	
Section 106	0.94	
Total Funding Changes	0.74	0.00
Budget Pressures:		
Inflation		
Pay	1.38	
Price	1.90	
Income	0.00	
Employers Pension	(0.13)	
Capitalised Pensions	(0.16)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	0.00	
Demographic and demand pressures	0.00	
Other		
Variation in income for Programmes and Projects Team	0.60	
Staffing - Arts & Heritage - removal of previous action plan savings	0.32	
Apprenticeship Levy	0.04	
Insurance	(0.03)	
Total Pressures	3.93	0.00
Savings Proposals:		
Business As Usual		
Income - mitigation of pay inflation via charging	(0.62)	
Street Lighting LED Conversion	(0.43)	
Other Operating Expenditure	(0.21)	
Highways Leeds City Council Permit Scheme Income	(0.20)	
Advertising Income	(0.20)	
Asset Rationalisation	(0.20)	
Capital Receipts Fee Income	(0.07)	
Service Delivery		
Strategic Investment Fund	(0.75)	
Planning - Increased fees and services for pre application enquiry services	(0.25)	
Workforce	0.00	
Service Delivery/Workforce		
Highways - Site Development external chargeable works	(0.25)	
Service Review	0.00	
Total Savings	(3.18)	12.00
Net Managed Budget 2020/21	38.34	12.00

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Appendix 8

Directorate: Communities & Environment

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the directorate's budget for the 2020/21 financial year.

2 Service Context

- 2.1 The directorate manages a diverse set of functions which combine to form some of the key foundations of strong communities; well managed green spaces for recreation, clean streets and safe neighbourhoods are the marks of desirable places to live. At a time when savings continue to be required, priority has been given to ensure that these services are maintained.
- 2.2 The directorate serves some of the most vulnerable groups by providing a range of front-line services for local people whilst taking the lead on actions to reduce poverty across the city. Community Committees have improved the quality of the dialogue with communities by focusing on what is important to local people and the Council is taking forward changes aimed at providing more integrated, responsive and accessible services with the ongoing development of community hubs.
- 2.3 The directorate contributes to the delivery of the Best City Priorities as described in the Best Council Plan 2020 – 2025 and the key priorities which this budget is designed to support are as follows:
- Clean neighbourhoods
 - Providing a reliable refuse and recycling service
 - Maximising the amount that can be re-used and recycled from the waste collected whilst at the same time actively undertaking and promoting energy recovery
 - Green spaces which people can enjoy
 - Reducing crime and anti-social behaviour
 - Tackling poverty and reducing inequalities
 - Supporting communities and raising aspirations
 - Helping people adjust to welfare changes
 - Implementing innovative approaches to delivering services for end users
- 2.4 Against a background of significant efficiencies that have been incorporated into budgets in recent years as well as the continuing requirement to identify further savings for 2020/21, the directorate's 2020/21 budget submission will nevertheless seek to protect services and initiatives which support these priorities.

3 Budget Proposals

- 3.1 The 2020/21 budget has been set at £79,686k representing a net increase of £808k (1.0%) when compared to the adjusted budget for 2019/20. This net increase comprises changes in grant funding totalling (£20k), changes in the use of reserves/balances totalling (£299k) and pressures totalling £5,914k offset by savings of £4,787k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of budget adjustments and transfers made to the 2020/21 budget which reflect the movement of individual posts between directorates and adjustments required to negate the requirement for recharges to be made between directorates. The overall net impact of these adjustments is to increase the directorate's budget by £307k, giving an adjusted 2019/20 budget of £78,878k.

3.3 Changes in Specific Grant Funding – net increase of £20k

- 3.3.1 The Housing Benefit Administration Subsidy and Localised Council Tax Support Administration Subsidy grant budgets are expected to reduce by £93k and £7k respectively, based on the provisional funding allocations announced in January 2020. Initial allocations in respect of Discretionary Housing Payments indicate an increase for Leeds of £314k to £2,161k following the announcement in the Spending Round 2019 of an additional £40m funding to Local Authorities for 2020/21. However, as any unused funding has to be returned, expenditure incurred under the scheme will be increased accordingly, meaning there will be no impact on the budget.
- 3.3.2 The Prime Minister announced in March 2018 that bereaved parents will no longer have to meet the cost of their child's burial or cremation. The Children's Funeral Fund was subsequently launched in July 2019 and is available regardless of a family's income to cover costs for children under 18 and stillbirths after the 24th week of pregnancy. Leeds City Council abolished fees for all children under 18 (with no restrictions) prior to the establishment of the fund and the anticipated income of £120k will partially offset the loss of income already provided for in the directorate's budget.

3.4 Changes in Use of Reserves and Balances – increased net usage of £299k

- 3.4.1 It is proposed to utilise £150k from the Council's Invest to Save fund to support investment in the Contact Centre (see para 3.10.2 below), £209k from the Wellbeing and Youth Activity Fund earmarked reserve, and a further £440k from the Waste Management earmarked reserve to support the directorate's 2020/21 revenue budget.
- 3.4.2 Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between Local Authorities and developers and can be attached to a planning permission. The 2019/20 revenue budget was supported by the use of £1m S106 balances in respect of Greenspace and in order to make the Council's financial position more financially sustainable and resilient, the 2020/21 budget provides for £0.5m to reduce the contribution from S106 Greenspace balances to £0.5m.

3.5 Changes in prices – pressure of £2,100k

- 3.5.1 The budget includes provision of £1,677k for an assumed pay award of 2% and the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.36 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.30 per hour for the first year only.
- 3.5.2 No provision has been made for inflation on running cost budgets other than for demand based budgets and where there are specific contractual commitments and on utilities. The overall provision for price inflation is £877k. This includes £266k in respect of waste disposal contracts including the Recycling and Energy Recovery Facility (RERF), £131k for

fleet transport costs including fuel, £97k for grounds maintenance, £88k for business rates, £37k for electricity and gas and £14k for car parking pay and display machine maintenance.

- 3.5.3 Inflationary increases in the level of fees and charges and income from other organisations are estimated to generate additional income of £454k. Of this, £210k relates to an inflationary increase in bereavement fees which will offset cost increases, £30k in respect of Registrars ceremony fees, £117k for other sales within Parks and Countryside including food/drink at cafes and retail sales, £11k for waste disposal charges at the Council's weighbridges and £86k in respect of Street Cleansing charges to Housing Leeds.

3.6 Actuarial Review – saving of £186k

- 3.6.1 A review of the West Yorkshire Pension Fund has been undertaken in November 2019, and has shown the Fund to be in a surplus position. As a result, there will be a reduction in the employer's contribution rate from the current 16.2% to 15.9% in 2020/21. This reduction is estimated to save the directorate £186k.

3.7 Capitalised Pension Costs – saving of £256k

- 3.7.1 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 £256k.

3.8 Living Wage Commissioned Services – pressure of £50k

- 3.8.1 The directorate's budget provides for an additional net £50k in respect of the streetscene grounds maintenance contract to allow for the implementation of a minimum pay scale which is aligned to that of the Council.

3.9 Demand and Demography – pressure of £190k

- 3.9.1 Anticipated household growth in the city will impact on the volume of waste disposed of and provision of £190k has been made for the increased disposal costs of waste to the Recycling and Energy Recovery Facility.

3.10 Other budget pressures – £4,016k

- 3.10.1 In recent years there has been a decline in the amount of Housing Benefit overpayments which the Council can recover and this is expected to be further impacted upon by the migration to Universal Credit. The net impact on the 2020/21 budget is estimated to be £0.4m.
- 3.10.2 The budget makes provision for the continuation of additional Customer Service Officers at the Contact Centre, recruited in 2019/20 to address call waiting times across the Contact Centre generally and to specifically improve the average answer rate of Housing calls to 1 minute. Short term funding from Housing Leeds and the Council's Invest to Save fund has been secured for 2020/21 pending further developments designed to deliver savings through channel shift, whereby transactions are handled via on-line channels.
- 3.10.3 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. The waste service is currently undertaking a review of collection arrangements designed to maximise the current collection infrastructure to ensure that the service is better able to address specific service challenges and meet future requirements.

- 3.10.4 A number of planned major city centre developments will impact on the current city centre car parking capacity and on bus lane enforcement. It is anticipated that this will have a significant impact on income in 2020/21 and to reflect this, £930k has been provided in the directorate's budget.
- 3.10.5 In the 2019/20 budget, provision of £90k was made for the part year implementation of a Single Point of Contact in respect of the Council's surveillance cameras. This was to ensure that all CCTV systems across the Council are managed in line with the Surveillance Camera Commissioner recommendations and that the risk of data breaches is minimised. The 2020/21 budget makes provision for a further £40k to reflect the full year effect of the implementation.
- 3.10.6 The budget makes provision of £40k for an additional post within the directorate improvement team to provide additional capacity across the directorate to support service specific work streams and projects as prioritised by the directorate's leadership team.
- 3.10.7 As part of the 2019/20 budget, it was proposed to review and standardise the level of discounts available to Leeds card holders at visitor attractions and an assumed saving of £30k was included in the budget. However, the Council is now undertaking a full review of all its concessionary pricing arrangements and until this review is complete, the assumed level of saving in the directorate's budget of £30k will not be achieved.
- 3.10.8 The budget provides for £90k to increase staffing levels within the Council Tax service for the tracing of former residents of Leeds who have moved away from the area and are liable for the repayment of Council Tax arrears. Currently the service incurs overtime costs to undertake such work and this proposal therefore represents a more cost effective solution.
- 3.10.9 The cost of insurance is estimated to increase by £215k in 2020/21. This increase is largely due to a combination of having to provide for new large insurance claims against the Council and a re-assessment of the amounts set aside for previously submitted claims. In addition the increase also reflects the assumed impact of the Government's intention to directly provide risk protection arrangements to local authority maintained schools. This increase has been funded through a reduction in the cost associated with servicing the Council's debt.
- 3.11 **Savings**
- 3.12 **Business as Usual – £4,362k**
- 3.12.1 A cross directorate review of staffing vacancy factors and a line by line review of budgeted operational expenditure has identified savings of £100k and £180k respectively. In addition a £50k reduction in printing and postage costs is anticipated within Welfare and Benefits to reflect falling Housing Benefit caseloads and the increased take up of electronic Council Tax billing.
- 3.12.2 Within Safer Leeds, efficiency savings of £175k reflect a review of commissioning plans and the maximisation of external funding. In addition a £15k staffing saving reflects the service's decision to hold some posts vacant to fund a temporary project team to respond to service priorities and manage programmes of change.
- 3.12.3 It is intended to increase the charge for commuter parking at Woodhouse Lane Multi Storey car park by 50p to £8.50 for a full day, which is anticipated to generate additional income of £100k in 2020/21.

- 3.12.4 In order to support traffic management arrangements at Leeds Bradford Airport following the establishment of the red route clearway, additional net parking enforcement income of £20k is anticipated.
- 3.12.5 Within Waste management, savings of £3.1m have been identified. These relate to anticipated savings on the Council's waste contract for disposal of residual waste at the Recycling and Energy Recovery Facility, other efficiency savings identified within the service following work undertaken as part of the route review and trends in respect of income from the disposal of trade waste at the Council's weighbridge sites.
- 3.12.6 The cost of holding local elections in 2020/21 is expected to reduce by around £400k from the 2019/20 budgeted amount as the West Yorkshire Police and Crime Commissioner election will be held at the same time which will allow some of the costs of holding the elections to be shared.
- 3.12.7 Following a revaluation by the Valuation Office of the rateable value of the Arium, the business rates liability has reduced by £220k from the amount provided in the 2019/20 budget.

3.13 **Workforce - £325k**

- 3.13.1 Staffing efficiencies of £325k have been identified across the directorate, with £75k and £50k savings respectively estimated to be generated from a review of senior management structures within the Communities and Waste Management services.
- 3.13.2 A further £200k saving is anticipated from within the Welfare & Benefits service to reflect a review of the Council Tax and Benefits service in response to falling caseloads due to the migration to Universal Credit and to the continuing reduction in Housing Benefit Administration Subsidy Grant.

3.14 **Service Review - £100k**

- 3.14.1 A reduction of £100k in the net cost of Community Centres is anticipated from a combination of running cost savings following the transfer of assets to the community, general efficiencies within the service and consideration of a price increase to take account of inflationary pressures.

4 **Risk Assessment**

- 4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered to carry the highest risk and which therefore require careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for Communities & Environment are:
- 4.2 The assumed level of waste disposal contract savings is not realised which could impact on the Council's aspiration to invest in the waste management service in accordance with the emerging waste strategy.
- 4.3 Assumptions in respect of waste volumes and the level of recycling across the city are not realised, impacting on disposal costs and levels of income achieved.

- 4.4 The level of budgeted car parking income receivable from on-street and off-street parking is not realised and the impact on income budgets from city centre developments is greater than anticipated.
- 4.5 Assumptions in respect of income receivable from Bus Lane and Car Parking Enforcement are impacted upon by a reduction in the number of offences.
- 4.6 The level of demand is less than anticipated for income generating activities within Parks and Countryside.
- 4.7 The level of assumed specific grant funding within the Welfare and Benefits service is subject to confirmation of the final allocations by the Government.
- 4.8 The budgeted level of income in respect of the recovery of Housing Benefit overpayments is not achieved and the continuing roll out of Universal Credit has a greater impact than anticipated.
- 4.9 Staff turnover and the number of vacant posts across the Directorate are less than assumed in the budget.

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Communities and Environment

	2020/21 £m	FTEs
Net managed budget 2019/20	78.57	
Adjustments		
Transfers of function/other adjustments	0.31	
Adjusted net managed budget	78.88	
Grant Fallout		
Reduction in Housing Benefits/Localised Council Tax Support Admin grants	0.10	
Grant Increases		
Children's Funeral Fund - assumed income	(0.12)	
Changes in the use of Reserves & Balances		
Use of invest to save funding - Contact Centre	(0.15)	
Use of Wellbeing reserve	(0.21)	
Use of Waste Management earmarked reserve	(0.44)	
Reduction in use of Greenspace S106 Balances	0.50	
Total Funding Changes	(0.32)	0.0
Budget Pressures:		
Inflation		
Pay	1.68	
Price	0.88	
Income	(0.45)	
Employers Pension	(0.19)	
Capitalised Pensions	(0.26)	
Living Wage - commissioned services		
Grounds Maintenance	0.05	
Demographic and demand pressures		
Additional black bin waste disposal volumes	0.19	
Other		
Housing Benefits Overpayment income	0.40	
Contact Centre - maintain improved levels of service	0.55	20.0
Contact Centre - Housing Leeds funding in respect of Housing enquiries	(0.40)	
Implementation of Waste review and investment in waste strategy	2.13	38.5
Car parking/Bus Lane Enforcement - impact of city centre developments on income	0.93	
CCTV - Single Point of Contact staffing (full year effect)	0.04	
Directorate Improvement Officer post	0.04	1.0
Leedscard discounts at Visitor Attractions	0.03	
Council Tax staffing	0.09	3.5
Insurance	0.22	
Total Pressures	5.91	63.0
Savings Proposals:		
Business As Usual		
Increased staffing vacancy factor across the directorate	(0.10)	
Review of operational expenditure across the directorate	(0.18)	1.5
Welfare & Benefits - reduction in printing and postage costs	(0.05)	
Safer Leeds - maximisation of external funding and staffing efficiencies	(0.19)	1.0
Increase commuter fee at Woodhouse Lane car park by 50p for a full day	(0.10)	
Car Parking Enforcement - red route camera at Leeds Bradford Airport	(0.02)	
Waste disposal contract savings and other waste management efficiencies	(3.10)	
Shared cost of elections with WYPCC	(0.40)	
Business Rates reduction at the Arium	(0.22)	
Workforce		
Review of Communities management structure	(0.08)	(1.0)
Review of Waste management structure	(0.05)	(1.0)
Welfare and Benefits - review of staffing arrangements to reflect falling HB caseloads (migration to UC)	(0.20)	(8.0)
Service Review		
Community Centres - asset transfers and running cost efficiencies	(0.10)	
Total Savings	(4.79)	(7.5)
Net Managed Budget 2020/21	79.69	55.5

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Directorate: Resources and Housing

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2020/21 financial year.

2 Service Context

- 2.1 The Directorate provides the lead in the delivery of a range of projects to help tackle the Climate Emergency in Leeds. The Sustainable Energy and Air Quality team are working with colleagues and partners to deliver major projects requiring significant levels of investment from both the Council and Government. These projects include the District Heating scheme, the Clean Air Zone, improving insulation in social housing, vehicle replacement programmes and many energy saving initiatives including the replacement of LED street lighting.
- 2.2 The Directorate contains the Council's key professional support services; Finance, Procurement, HR, Digital Information Services, Legal Services, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.3 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management and Leeds Building Services, Fleet Services, Facilities Management, Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.4 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city. The Directorate is actively engaged in leading on the delivery of projects to help tackle homelessness which remains a key priorities in the Best Council Plan
- 2.5 The Directorate is also responsible for the provision of council housing across the city. This is dealt with separately within the HRA budget report.

3 Budget Proposals

- 3.1 This 2020/21 budget has been set at £84,869k, representing a net increase of £2,021k (2.14%) when compared to the adjusted budget for 2019/20. This net increase comprises a number of changes in funding of £1,978k and pressures totalling £6,819k offset by savings of £2,820k which are explained below.

3.2 Budget Adjustments and Transfers £632k

- 3.2.1 There have been a number of budget adjustments and transfers made to the 2020/21 budget which reflect the movement of individual posts between directorates and

adjustments required to negate the requirement for recharges to be made between directorates. The overall net impact of these adjustments is to increase the directorate's budget by £632k, giving an adjusted 2019/20 budget of £82,848k

3.2.2 The items included in the £632k above are explained below

- A transfer of £110k to the Directorate to reflect the fact that legal services will undertake more in house work as a result of the implementation of a new structure.
- £100k for the funding of the Faster Payments Team in Procurement. This was piloted in 2019/20 and funded from the Strategic budget.
- £153k for relating to further centralisation of DIS budgets primarily relating to mobile phone recharges
- £68k for the net transfer of posts and other staffing budgets between directorates.
- £176k for the financing of the District Heating Scheme (Leeds PIPES) –see 3.8.6
- £25k for all other adjustments

3.2.3 Further budget adjustments on the centralisation of mail and print budgets and fleet budgets will be completed prior to April 2020 to enable the delivery of efficiencies assumed in the budget. This work is being finalised with the directorate teams.

3.3 Changes in Specific Grant Funding – increase of £317k

3.3.1 There has been an increase in funding from the Homelessness Reduction Act grant of £317k to £525k. The base level of funding for the Flexible Homelessness Support Grant has been confirmed and remains unchanged at £1,130k.

3.3.2 The base budget for the Rough Sleepers grant was £385k. The Council has successfully bid for funding of £732k covering the Rough Sleeper grant and the Rapid Rehousing programme.

3.4 Changes in Use of Reserves and Balances – increase of £942k

3.4.1 The 2019/20 base budget was supported by the use of £664k of Flexible Housing Support Grant reserve held on the balance sheet. This reserve will be fully used in 2019/20 and will no longer be available in 2020/21.

3.4.2 Selective Licensing Ringfenced reserve – It is proposed to transfer £1,114k from the reserve to fund the estimated annual spend in this service. (See 3.8.1 for details)

3.4.3 Clean Air Zone (CAZ) Grant Reserve - Government has paid a £4.7m CAZ revenue grant to the Council in 2019/20. The grant income will be applied each year to fund appropriate revenue spend within the CAZ. The 2020/21 budget assumes that £860k will be transferred from the reserve to fund set up costs which are outlined in 3.8.5.

3.5 Changes in prices – pressure of £3,001k

- 3.5.1 The budget includes provision of £2,825k reflecting the provision for a pay award of 2% and the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.36 per hour which is 6p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9.30 per hour for the first year only.
- 3.5.2 No provision has been made for inflation on running cost budgets other than for specific contractual commitments and on utilities. The sum of £633k is included, with the most significant items being DIS contracts £115k, food costs in the Catering service £115k, increase in the CPM budget of £103k and £150k within Facilities Management for energy, rent and other running cost budgets. All other inflationary increases across all services total £160k.
- 3.5.3 Inflationary increases on income budgets total £457k and mainly reflect proposals to increase charges to schools for professional support services and to the HRA on a range of services of between 1% and 2%.
- 3.5.4 To reflect the Council's commitment to ensuring children can continue to enjoy a healthy school meal, there are no plans to increase the price of school meals.

3.6 Actuarial Review – saving of £341k

- 3.6.1 A review of the West Yorkshire Pension Fund has been undertaken in November 2019, and has shown the Fund to be in a surplus position. As a result, a reduction in the employer's contribution rate from the current 16.2% to 15.9% in 2020/21 is assumed. This reduction is estimated to save £341k.

3.7 Capitalised Pension Costs – saving of £239k

- 3.7.1 The fall out of capitalised pension costs associated with staff who have previously left the Council under the Early Leaver's Initiative (ELI) will save an estimated £239k.

3.8 Other budget pressures including Funded Spend – £4,398k

- 3.8.1 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 scheme became operational on 6th January 2020. The budget for 2020/21 now includes the estimated total annual cost of operating the scheme(s) at £986k. The scheme will be cost neutral to the budget as it is offset by income collected from the licence fees. As licence fees are paid for a period of 5 years, the balance of the fee income will be transferred to a ring fenced reserve.
- 3.8.2 Homelessness Reduction Act – A plan to spend the £525k grant (see 3.3.1) will be developed by the service and will be subject to a separate report by the Chief Officer - Housing Services.
- 3.8.3 Rough Sleepers Grant Spend – As referred to in 3.3.2 a grant bid for £732k has been successful. This is an increase of £347k compared to the base budget.
- 3.8.4 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 actual operation of the CAZ.

- 3.8.5 However, there are set up costs associated with the Clean Air Zone that will be continue to be incurred prior to the scheme going live and need to be budgeted for accordingly. These costs include staffing costs, financing of the taxi loans, provision for doubtful debts and other minor set up costs. In total, these are around £860k. These costs are fully funded from the DEFRA grant (see 3.4.3) which has already been received by the Council and therefore has no direct impact on the revenue budget.
- 3.8.6 In 2020/21, phase 1 of the District Heating Scheme, “Leeds PIPES”, is in its first full year of operation. Total operating costs are anticipated to be £1.39m, including the commencement of repaying the capital spend used to fund the scheme at £0.5m. Income is expected to be £1.21m. In time, as the approved business case demonstrated, increasing customer numbers will ensure the overall financial viability of the scheme and annual budgets will be amended to reflect this.
- 3.8.7 A further net £425k 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
- 3.8.8 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 £813k in 2020/21.
- 3.8.9 Income pressures in the directorate total £307k. Of this, £157k relates to a reduction in the number of school meal days (3) compared to the previous year; £100k relating to a reduction in income in Shared Services reflecting an anticipated reduction in schools due to academisation and £50k to reflect a further reduction in court fee income in the finance budget.
- 3.8.10 Other minor variations, including increase in insurance costs, across the directorate total around £100k.

3.9 **Savings**

3.10 **Business As Usual – £2,820k**

- 3.10.1 The Mail and Print review is projected to save £540k in 2020/21. The savings will be realised from the printer rationalisation programme, including a reduction in the volume of printing, particularly colour and a reduction in external mail and print spend following planned investment in new printers at the Print Unit.
- 3.10.2 By working more closely with Health and looking to defray costs on shared city platforms, DIS are proposing to bring in an additional £250k of external income. A further £60k will be saved on external spend on repairing IT equipment by using DIS staff instead.
- 3.10.3 CEL Fleet services are planning to deliver savings of over £800k over the medium term plan with around £550k front loaded into 2020/21.

- There is a plan to replace over 400 vehicles with new electric replacements resulting in operational cost reductions of approximately £280k in Year 1.
- A sum of £160k is budgeted to reduce spend on long term hire and with subcontractors.
- Additional income to be targeted from maintaining other public sector vehicles and additional external income from MOTs, totalling £110k.

3.10.4 CEL Catering are seeking to save £40k by reducing the reliance on meat based dishes and offering additional vegetarian / vegan alternatives. To put this into context, the service spends over £4m on food costs. The saving would equate to reduction of around 0.7p per meal on a plate, with the spend per plate to be budgeted at 73.5p

3.10.5 A net £25k of income is assumed with CEL commercial catering to reflect the approved business cases at Aireborough Leisure centre (now opened) and at Yeadon Tarn

3.10.6 In the Facilities Management service, savings of £55k are proposed by reviewing the servicing of meetings in the City Centre and an option to look at developing a kiosk offer within Merion House.

3.10.7 Savings of £310k in staff costs will be realised mainly from the deletion of 2 x JNC posts, a review of the Human Resources structure and reviewing vacant posts across the directorate.

3.10.8 Within Housing services, it is proposed to charge an additional £194k to capital to reflect additional staffing required to deliver the increased programme on Disabled Facilities Grants.

3.10.9 A review of line by line expenditure across all service areas has been undertaken. A total of £380k will be removed from service budgets.

3.11 **Service Delivery £80k**

3.11.1 The general office waste contract is to be brought in house to save £50k and a further £30k saving is planned by bringing housing voids in the West of the City back in house.

3.12 **Workforce £350k**

3.12.1 Within Shared Services there are proposals to automate the invoice processing function to save around £150k in staffing costs.

3.12.2 It is proposed to review the administration function, particularly around the time taken and the cost of servicing of meetings in Directorates. A savings target of £200k has been assumed and this will require close working and agreements on staffing resource with Chief Officers and Heads of Service council wide to enable this saving to be delivered.

4 **Risk Assessment**

4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore

requiring careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for the Directorate are:

- The pay award is agreed in excess of the budgeted level of 2%
- Spend on corporate property maintenance remains in line with 2019/20 levels
- School meal numbers are lower than the level budgeted
- Delays in the procurement of replacement electric fleet vehicles mean vehicle cost savings cannot be delivered as planned
- Delays in the procurement of new print unit equipment and the failure to centralise budgets impact on the planned savings
- Savings assumed in staffing from process changes and automation are not delivered

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Directorate - Resources and Housing

	2020/21 £m	FTEs
Net managed budget 2019/20	82.22	
Adjustments		
Transfers of function	0.01	
Other adjustments	0.62	
Adjusted net managed budget	82.85	
Grant Increases		
Homelessness Reduction Act Funding	(0.32)	
Rough Sleepers and Rapid Rehousing Funding	(0.35)	
Changes in the use of Reserves & Balances		
Homelessness Grant Reserve	0.66	
Clean Air Zone Grant Reserve	(0.86)	
Selective Licensing Reserve	(1.11)	
Total Funding Changes	(1.98)	0.00
Budget Pressures:		
Inflation		
Pay	2.83	
Price	0.63	
Income	(0.46)	
Employers Pension	(0.34)	
Capitalised Pensions	(0.24)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter		
Funded Spend		
Selective Licencing- spend funded by income from licences	0.99	20.70
Clean Air Zone - Grant Funded Spend	0.86	
Rough Sleepers and Rapid Rehousing Funded spend	0.35	
Homelessness Reduction Act - New Spend	0.32	
Other		
Migration to Microsoft Cloud	0.81	
Climate Change - additional resource	0.43	9.00
Income from Schools - mainly Catering days	0.26	
Court Fee income	0.05	
Insurance	0.06	
DIS pressures	0.17	3.00
Other pressures	0.11	
Total Pressures	6.82	32.70
Savings Proposals:		
Business As Usual		
Shared Services & DIS - Mail and Print Review	(0.54)	
DIS - Working with Health to deliver shared platforms	(0.25)	
DIS - "Breakfix". Reduce devices sent to external provider for repair	(0.06)	
CEL - Merrion House : review servicing meetings, refreshments	(0.06)	
CEL - Catering; reduce reliance on meat based dishes	(0.04)	
CEL - Catering : generate additional net income in Civic Flavour	(0.03)	6.04
CEL - Fleet : Electric fleet replacement and long term hire	(0.34)	(2.00)
CEL - Fleet: Generate additional external income from maintenance of external	(0.21)	
Housing Management & CPM : Additional staff capitalisation	(0.26)	
Directorate Wide - review of vacant posts and vacancy factors	(0.31)	(8.56)
Directorate Wide - review of line by line expenditure	(0.31)	
Service Delivery		
CEL - Brings office waste disposal and voids in house	(0.08)	
Workforce		
Shared Services - automation of invoice processing & admin review of meetings	(0.35)	(12.12)
Total Savings	(2.82)	(16.64)
Net Managed Budget 2020/21	84.87	16.06

Directorate: Resources and Housing

Housing Revenue Account

1. Introduction

- 1.1 The purpose of this report is to inform members of the main variations and factors influencing the 2020/21 Housing Revenue Account (HRA) budget.
- 1.2 The 2020/21 budget has been prepared at outturn prices. This means that allowances for inflation have been included in the budget submission.
- 1.3 The appendix below sets out a summary of the HRA Estimate for 2020/21

2. HRA Budget Strategy

- 2.1 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 to 2019/20. The 2019/20 budget was the fourth and final year of the policy requiring the reduction. The 2020/21 budget and budget strategy going forward is therefore based on a return to the policy of increasing rents by the Consumer Price Index (CPI) plus 1%.
- 2.2 The Council remains committed to sustaining the amount provided to maintain homes and to replacing homes lost through Right to Buy (RTB) by the planned investment in new homes, buying of empty homes and exercising the Right of First Refusal which the Council has to buy back former local authority homes sold under RtB legislation.
- 2.3 Although income is forecast to increase with the return to rent increases in line with the formula, additional expenditure in a number of priority areas, increased interest charges and the contributions to the Private Finance Initiative sinking fund within the agreed model, mean that resources will need to be managed carefully to be able to fund, pay and price pressure and other service pressures. This will be achieved through a combination of efficiencies and improved targeting of resources together with the use of reserves, RTB receipts and borrowing to fund the HRA capital programme.
- 2.4 The strategy also assumes a continued commitment to maintaining investment in the housing stock through a capital programme primarily funded from tenants rent.

3. Key Issues - 2020/21

3.1 Rent Policy

In October 2017 the government announced a return to allowing a rent rise of up to the Consumer Price Index (CPI) plus 1% for five years from April 2020. This followed the requirement of the 2016 Welfare Reform and Work Act for all registered social housing providers to reduce social housing rents by 1% for the 4 years from 2016/17 to 2019/20. It is therefore proposed that rents are increased by 2.7% (CPI of 1.7% as of September 2019 +1%) in 2020/21 for the majority of dwellings. Further details are provided in Section 4.1

3.2. Services Charges

Tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and pay part of the cost of these services meaning other tenants are subsidising the additional services received. It is proposed that an increase of RPI of 2.4% (September 2019 rate) on both MSF and Low/medium rise flats is implemented in 2020/21. Further details are set out in 4.3.

3.3 Charges for Sheltered Support

Tenants living in sheltered housing schemes across Leeds receive housing related support provided by Sheltered Support Officers. This charge has been held at £13/week for a number of years. This cost of the service has been reviewed and the budget proposes to increase charges to reflect the current costs of the service. The proposed charge for 2020/21 is £14.71/week. As this charge is eligible for Housing Benefit, the charge to tenants in receipt of Housing Benefit will be set at this level to fully recover costs.

In 2016/17 a nominal charge of £2/week was introduced for those tenants who benefited from the service but did not pay. This has been subsequently increased each year by £2/week. It is proposed that this increase is again applied in 2020/21 where the charge for self-payers will become £10/week (from the current £8/week). At £10/week, for self-payers, the service is subsidised by £4.71 per week. See 4.3.3. for further details.

3.4 Capital investment and Council House Growth Programme

The Council remains committed to prioritising resources to meet the capital investment strategy and to replace homes lost through Right to Buy by the planned investment in new homes. The Council aims to maintain a consistent level of capital expenditure with a view to improving the condition of the housing stock. The total draft capital programme for the HRA remains at around £80m in 2020/21 and in addition the Council House Growth Programme provides funding over 3 years of over £200m. Further details are set out in 5.11.

4. Key movements 2019/20 to 2020/21 - Income

4.1 Dwelling Rents

As detailed in 3.1, the rent reduction policy has now come to an end. It is proposed to increase rents to all properties, in accordance with the government formula for rent increases, by 2.7% to generate around £5,560k in additional rental income.

Increasing average rents by 2.7% equates to an increase of £1.94p per week/£101 per year as shown in the table below, however, the impact of this on individual tenants will vary.

Average rent	2019/20	2020/21	Increase
£ per week	71.99	73.93	1.94
£ per year	3,754	3,855	101

The budget for 2020/21 assumes that 645 properties will be sold under Right to Buy which is based upon the continuation of activity levels for the past year. The impact of this is a forecast reduction in rental income of around £2.3m in a full year.

A void level of 0.75% has been assumed which is in line with the current trend. The policy of re-letting properties at target rent (the rent which, under Government policy, should be charged for a property taking into account a number of factors such as the valuation of the property and the number of bedrooms) continues.

The budget also factors in additional income from new homes built or acquired during the year. The budget assumes 80 new homes through the Housing Growth programme and around 60 brought back into the HRA from the Right of First Refusal policy.

The impact of the proposed rental increase, assumed stock reduction through RtB and the impact of new builds is a net increase in income from dwelling rents of £2,772k in 2020/21.

4.2 Other rents

It is proposed to apply a 2.4% rental income increase for garages in line with RPI. Any other increases will be in accordance with individual lease agreements.

4.3 Service Charges

Net income from service charges is budgeted to increase by £507k in 2020/21. The main movements are detailed below.

4.3.1 Heat Lease

Income from heat lease charges is budgeted to reduce by £157k in 2020/21 due to a number of lease agreements coming to an end.

4.3.2 Service charges for MSFs, medium and low rise properties

As stated in 3.2, tenants in multi storey flats (MSFs) and in low/medium rise flats receive additional services such as cleaning of communal areas, staircase lighting and lifts and pay part of the cost of these services meaning other tenants are subsidising the additional services received. It is proposed that an increase of RPI of 2.4% on both MSF and Low/medium rise flats is implemented in 2020/21. This will generate an additional £83k compared to 2019/20.

4.3.3 Charges for Sheltered Support

Tenants living in sheltered housing schemes across Leeds are supported by Sheltered Support Officers who provide housing related support. This support includes; completing needs and risk assessments, developing and reviewing support plans, making referrals to other agencies and carrying out regular visits to enable tenants to live independently in a safe environment.

The proposed charge for 2020/21 is £14.71 per week. This charge fully recovers the costs of the service and is eligible for Housing Benefit.

The proposed increase in charge for those covered by Housing Benefit, along with the decrease in the subsidy for self-payers, will generate an additional £279k compared to 2019/20.

4.3.4 District Heating charges

Housing Leeds manages a number of district heating schemes, including the new Leeds PIPES (Providing Innovative Pro-Environmental Solutions) scheme. An RPI increase of 2.4% is proposed for all District Heating Schemes. However, those tenants who will connect to the Leeds PIPES scheme will see an increase of around £1/week in their service charges. Approximately 2,000 council flats are expected to be connected to the new Leeds PIPES scheme by early summer 2020. (To date around 700 have been connected). This service charge is eligible for Housing Benefit where applicable.

The Leeds PIPES scheme will improve comfort levels for these flats through having more efficient and controllable heating, and will also reduce heating bills for tenants, which will more than offset the additional service charge referred to above. The modelling shows that 42% of the households with outdated electric heating systems are in fuel poverty, with an average 'fuel poverty gap' of £325 per annum. Installation of the scheme is expected to

reduce fuel poverty levels to just 6% of households and most importantly reduce the fuel poverty gap to just £63.

The total income expected from all district heating charges in 2020/21 is £1,379k of which £985k income is from the Leeds PIPES scheme.

4.3.5 Contributions from leaseholders to capital works

The 2020/21 budget reflects contributions from leaseholders where their properties have benefited from capital investment. The 2020/21 budget assumes income of £1,083k. This is an increase of £172k against the 2019/20 budget reflects trends of an increased number of leaseholders and RPI.

4.3.6 Extra Care

The income from service charges for the authority's Wharfedale View facility in 2020/21 is budgeted at an increase of £3k to reflect RPI.

4.4 Impact on tenants of increased rents and charges

An analysis of the impact on tenants of the above charging proposals together with the increase in rents (see 4.1) has been undertaken. 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.

% of Tenants	Average Increase £/per week
40.25	1.77-2.00
57.63	2.01-2.37
2.12	3.87-4.15

The 2.12% of tenants (around 1,160 properties) whose average weekly increases is the highest relates to tenants who are self-payers in Sheltered Accommodation. To limit the impact of multiple increases, it is to cap the increase any individual tenant will be charged at £3.50/week.

Where applicable these increases will be funded through Housing Benefit or Universal Credit for eligible tenants. Approximately 47% of tenants are in receipt of Housing Benefit with a further 12% in receipt of UC, a total of 59%.

The proposals in relation to service charges and charges for sheltered support (4.3.2 & 4.3.3 above) have been shared with the Voice of Involved Tenants Across Leeds (VITAL). VITAL's comments are included as an Appendix to this report.

4.5 PFI Grant

The 2020/21 budget assumes full year PFI grant of £6,097k for Swarcliffe PFI and £15,288k for Little London Beeston Hill & Holbeck (LLBH&H) PFI. This is the same as 2019/20 and will remain fixed for the life of the PFI scheme.

4.6 Internal Income

The 2020/21 budget for internal income is £903k higher than 2020/21. This is largely due to a review of staff related charges which can be charged to various capital projects, including those working on the Council House Growth programme.

4.7 External Income

The decrease of £647k from 2019/20 to 2020/21 reflects inflationary increases, an anticipated £10k increase in advertising income offset by the impact of a change in legislation which has reduced the income receivable for telecommunications masts located on HRA buildings. This reduction is estimated to be in the region of £390k in 2020/21. As and when existing contracts fall out, there will be further reductions in income. The decrease also reflects a reclassification of Leeds PIPES income to District Heating under the Service Charge heading.

5. Key movements 2019/20 to 2020/21 - Expenditure

5.1 Employees

The 2020/21 budget for employees has increased by £1,177k when compared to the base budget 2019/20, with the most significant elements shown below:

- £600k relates to pay inflation, where a 2% pay award has been assumed.
- £670k relates to investment in the Housing Growth Team to lead on and to project manage the authority's ambitious New Build programme, this is fully funded by charges to capital.
- £165k extra resource has been included to extend the work of the Enhanced Income Team.
- £830k for repair and disrepair.
- £565k reduction to reflect a reconfiguration of the service to the General Fund
- £523k efficiency savings across the whole service.

5.2 Repairs to dwellings

Repairs to dwelling remains a priority budget. Overall the budget has increased by around £290k which takes into reductions in stock levels but also an investment in the responsive repairs budget to reflect the pre-emptive action being taken to reduce disrepair. The total proposed repairs budget for 2020/21 is set at £45,081k.

5.3 Premises

The premises budget reflects a net decrease of £419k. Although inflationary increases have been applied to utility costs, there are savings of around £440k

from vacating Navigation House. There are other premise savings resulting from the shift towards more services being provided in Community Hubs.

5.4 Supplies & Services- Payments to PFI contractor

The increase in payments to the PFI contractors of £731k between 2019/20 and 2020/21 is consistent with the final model for the PFI programme that was agreed and received at Executive Board.

5.5 Supplies & Services - Other

The budget reflects a net decrease of £231k. This includes inflationary uplifts, however the net decrease is largely as a result of the contribution to the Leeds PIPES energy scheme being reclassified to a charge for an internal service. See below.

5.6 Charges for internal services

These charges primarily cover the internal service provision charge to the HRA in the following areas; -

Horticultural Maintenance, Environmental services, Community Safety, Housing Services, Customer Access and Support Services, Corporate Governance services.

Most front line charges will be increased by the assumed pay award of 2%, although support services charges are cash limited to reflect the drive to reduce back office costs.

The budget also provides for specific additional investment in the following areas:-

- Enhanced Community Safety Initiatives in High Rise Flats, anticipated to be £300k in 20/21, rising to £600k in a full year.
- The impact of the Council agreeing to the payment of the Leeds Living Wage to the grounds maintenance contractor is around £100k.
- Additional resources of £400k are provided for in the Contact Centre to help to deal with Housing queries in a more timely manner ahead of the channel shift expected from the implementation of the new Housing Management ICT system.
- The move to Community Hubs is anticipated to cost an additional £85k which will be partly offset by a reduction in premises costs.
- £844k of expenditure is a reclassification of Leeds PIPES from Supplies and Services to an Internal Recharge.

The net impact of the above is an increase of £2.762m.

5.7 Payments to Belle Isle Tenant Management Organisation (BITMO), Housing Area Panels (HAPs) and other Organisations

It is proposed that the Management Fee paid to BITMO in 2020/21 for the management and maintenance of the housing stock should continue to be based on the principles of driving efficiencies and redirecting resources to maintaining the housing stock. The management element of the payment reflects an increase of 2% in line with the budgeted assumptions on the pay award. The maintenance element has been kept to 2020/21 levels. The total fee payable to BITMO for 2020/21 is £3,242k which is an increase of £27k from 2019/20.

The budget continues to include £450k for Housing Advisory Panels (HAPs) to enable the continuation of funding of projects which benefit tenants and residents in the community they represent. This is the same level as 2019/20. An earmarked reserve was first made available for HAPs projects in 2017/18. Any uncommitted funds from this reserve at the end of the financial year will be available in 2020/21.

Community Partnership funding has increased by inflation assumptions to £104k.

Payments to Leeds Credit Union and the Leeds Tenants Federation have remained in line with 2019/20.

5.8 Contribution to Provisions

(a) Disrepair

Work has been on-going to rationalise the workflow processes and provide legal challenge to disrepair cases where appropriate. As this budget has continued to see considerable pressure during 2019/20 it proposed to maintain the contribution to the disrepair provision at £1,400k.

(b) Bad debts

The budgeted contribution to the bad debt provision will decrease by £472k to reflect the trend over the past few years and the support that has been invested into assisting tenants in managing their income and engaging with former tenants regarding arrears. The proposed provision includes modelling to reflect the potential consequences of the continued rollout of Universal Credit. The budget will be £942k for 2020/21.

5.9 Discretionary Housing Payments

The Ministry of Housing, Communities and Local Government (MHCLG) has issued a direction allowing the Council to fund payments to its own tenants under the Discretionary Housing Payments (DHP) scheme. A DHP may be awarded when the authority considers that a claimant requires further financial assistance towards housing costs and is entitled to either Housing Benefit or Universal Credit (for the housing cost element towards a rental liability). The

proposed HRA budget for this in 2020/21 is £500k and remains consistent with the amount provided in 2019/20.

5.10 Capital (Financing) charges

The costs associated with servicing the HRA's borrowing have increased due to a combination of some lower rates 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 £203.6m Council House Growth Programme. An increase in financing charges of £185k has therefore been included taking the budget for 2020/21 to £28,070k. Capital charges for PFI are expected to reduce by £625k to £16,266k.

5.11 Revenue Contribution to Capital

The 2020/21 budget includes £60,550k to fund the housing capital programme/investment plan. This is £1,516k lower than the amount provided in 2019/20 and is due to making use of additional Right to Buy receipts from increased RtB sales in place of base budget. The overall capital programme, excluding the Housing growth programme, will remain at around £80m in 2020/21.

5.12 Appropriation to / from Reserves

The appropriation account reflects the budgeted contributions to/from the Swarcliffe & LLBH&H PFI sinking funds.

The sinking fund smoothes out the effect of the incidence of the payments to the PFI contractor. As stated in previous budget reports, some of these reserves were used to prevent a retraction in front line services over the rent reduction period. They now require now to be replenished and therefore it is proposed to contribute to the Swarcliffe PFI reserve.

In 2020/21 the change in the contribution to the Sinking Fund is £2,130k.

6. HRA Reserves

- 6.1 The HRA Reserves Statement reflects the anticipated movement in reserves between April 2020 and March 2021. The Capital Reserve is used to resource the HRA Capital programme which is subject to a separate report on this agenda.
- 6.2 The HRA General Reserve is projected to be £6,495k at the end of 2020/21. This is approximately 2.5% of the total budget and remains unchanged from the current balance.
- 6.3 The use of all £780k Welfare Change earmarked reserve is planned. This will continue to fund staff to enhance the service to tenants, supporting them through the change from the current system to a system of universal credit.

- 6.4 Any balance at the end of 2019/20 on the Housing Advisory Panels earmarked reserve will be carried forward to 2020/21 to be used for the funding of projects which benefit tenants and residents in the community they represent.
- 6.5 It is proposed to retract the current earmarked reserve for the Early Leaver's Initiative of £408k. This reserve has been in place for some years and the service has been able to fund spend in this area from the in-year revenue budget. It is therefore proposed to use the reserve as a means of contributing to the overall budget pressures within the HRA in 2020/2021.
- 6.6 The PFI reserves are used to smooth out the effects of the unitary charge payments to the PFI contractor over the life of the contracts. In 2020/21 it is budgeted to use £1,030k of reserves for the Little London scheme in line with the approved PFI model.
- 6.7 It is also proposed that a contribution to the Swarcliffe PFI reserve of £816k is made. This reflects the commencement of the payback of the reserve which was partially used to help fund pressures in the HRA during the period of the rent reduction policy. The value of both reserves is expected to be £7.1m by March 2021.
- 6.8 A contribution to the Major Repairs Reserve is proposed at £60.550m.
- 6.9 **Forecast Level of HRA Reserves**

Projected Financial Position on Reserves	Reserves b/f April 2020	Projected Use of Reserves	Projected Contribution to Reserves	Projected Closing reserves
	£000	£000	£000	£000
HRA General Reserve	(6,495)			(6,495)
Earmarked Reserves				
Welfare Change	(780)	780		0
Housing Advisory Panels	(410)			(410)
Sheltered Housing	(2,741)	300		(2,441)
Early Leavers' Initiative	(408)	408		0
Wharfedale View	(15)			(15)
Changing the Workplace	(143)			(143)
	(4,496)	1,488	0	(3,008)
PFI Reserves				
Swarcliffe PFI Sinking Fund	(1,190)		(816)	(2,006)
LLBH&H PFI Sinking Fund	(6,078)	1,030		(5,048)
	(7,268)	1,030	(816)	(7,054)
Capital Reserve				
MRR (General)	(15,322)	(60,550)	61,095	(14,777)
MRR (New Build)	(235)			(235)
	(15,557)	(60,550)	61,095	(15,012)
Total	(33,816)	(58,032)	60,279	(31,569)

7. Risks

There are a number of risks which, should they materialise would have a significant impact upon the 2020/21 HRA budget. These risks are reviewed throughout the year and action taken to mitigate any impact wherever possible. The HRA maintains a level of reserves in order to meet the impacts of such risks should they occur. Key risks identified are as follows:

- Pay inflation may vary from the 2% assumed.
- The impact of the Government's Welfare Change Agenda may increase arrears more than anticipated depending on the impact of the further rollout of Universal Credit.
- Property numbers may vary significantly from estimates due to fluctuations in the number of RTB sales and the delivery of new homes which could affect rent income levels
- The number of disrepair claims against the Council may vary from current assumptions thus requiring additional contribution to the provision.

In addition to implementing cost control measures, e.g. vacancy management, the HRA balance sheet which holds reserves, identified at 6.9, and also specific provisions for doubtful debt and disrepair, allowing the service to be able to flexibly respond to these risks should they arise.

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HRA 2020/21 Budget

Budget Heads	Original Estimate 2019/20	Original Estimate 2020/21 £000s	Variance £000s
Income			
Dwelling Rents Income	(206,036)	(208,808)	(2,772)
Other Rents (Shops & Garages)	(3,253)	(3,330)	(77)
Service Charges	(7,976)	(8,484)	(507)
PFI grant	(21,385)	(21,385)	(0)
Internal Income	(9,546)	(10,449)	(903)
External Income	(2,619)	(1,972)	647
Total Income	(250,817)	(254,428)	(3,612)
Expenditure			
Employees	30,225	31,402	1,177
Repairs to dwellings	44,791	45,081	290
Premises	9,396	8,977	(419)
Supplies & Services - Payments to PFI contractor	9,686	10,416	731
Supplies & Services - Other	4,169	3,938	(231)
Transport	400	396	(4)
Horticultural Maintenance	4,279	4,481	203
Environmental Services	4,713	4,567	(146)
Community Safety	3,626	3,998	373
Supporting People in their own homes	3,521	3,600	79
Services to families with Council tenancies	1,261	1,261	0
Housing Services	4,430	4,986	556
Customer Access	6,035	6,435	400
Support Services	9,042	9,078	36
Welfare Advice & Support	400	400	0
Discretionary Housing Payments	500	500	0
Corporate Governance & Other Services	2,980	3,197	216
Leeds Pipes - Recharge	0	844	844
Legal Services	1,045	1,250	205
Payments to BITMO, Area Panels & Credit Union	3,770	3,797	27
Provisions			
- Disrepair	1,400	1,400	0
- Bad debts	1,414	942	(472)
Capital charges	44,774	44,334	(440)
Revenue Contribution to Capital (Investment)	62,065	60,550	(1,516)
Total Expenditure	253,921	255,831	1,909
Appropriations			
General Reserve			
Sinking Funds			
LLBH&H PFI	1,557	(1,030)	(2,587)
Swarcliffe PFI	(3,902)	816	4,718
Earmarked Reserves			
Holdsworth Place	(64)		64
Welfare Change	(696)	(780)	(84)
Early Leavers Initiative Reserve		(408)	(408)
Net (surplus)/deficit	0	0	0

LEEDS CITY COUNCIL 2020/21 BUDGET REPORT

Directorate: Strategic Central Accounts

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2020/21 financial year.

2 Service Context

- 2.1 The Central accounts hold a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. Other budgets within Central accounts include contributions to joint committees and levies.

3 Budget Proposals

- 3.1 This 2020/21 budget has been set at £802k Cr representing a net increase of £9,663k when compared to the adjusted budget for 2019/20. This net increase comprises an increase in the use of reserves of £7,682k, a number of changes in funding from grants and business rates retention totalling a net reduction of £4,789k, pressures totalling £14,894k offset by savings of £2,338k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2020/21 budget.
- 3.2.2 These include the transfer of a £1,115k budget for the City of Culture to the City Development directorate, the transfer to the Children and Families directorate of a £500k budget for mental health services, and the transfer of a £300k income budget from the Resources and Housing directorate which relates to charges to the HRA for its proportion of the costs of the Corporate and Democratic Core.

3.3 Funding – Impact of changes in Business Rates pooling arrangements £504k Cr

- 3.3.1 For 2020/21, the council will revert to 50% business rates retention arrangements, following the end of the pilot for 75% business rates retention pooling for North and West Yorkshire which has been in place for 2019/20. Within the Central Accounts budgets, this change means a reduction in net contributions to the regional pool of £6,002k, partially offset by a reduction in S31 grants of £3,302k and the reinstatement of a business rates levy budgeted at £2,161k. Retained business rates relating to renewable energy will reduce by £35k.

3.4 Changes in Specific Grant Funding – reduction of £5,292k

- 3.4.1 There has been a reduction of £5,187k in the expected level of New Homes Bonus grant to be received in 2020/21. This is due to the ongoing effect of structural changes to the grant

which were introduced by the government from 2016/17, which reduced the number of years over which the grant was paid and introduced a growth baseline to be met before any grant is paid.

- 3.4.2 There has been a reduction in income of £100k due to the removal of a one-off grant to support transitional costs arising from the implementation of Brexit.

3.5 Changes in Use of Reserves and Balances - £7,682k

- 3.5.1 For 2020/21, the Central Accounts include a budget for the use of £10,000k from the General Fund reserve and a budget to replace the £1,000k released to the debt budget in 2019/20, resulting in a net budgeted use of £9m. This represents a movement of £13,485k in comparison to the budgeted contribution of £4,485k in 2019/20.
- 3.5.2 The budget also includes contributions of £2,210k to the Insurance Reserve, £1,000k to the Investment Fund and £500k to the Innovation Fund. The 2019/20 budget of £2,000k from the ELI reserve is removed, and there is an increase of £93k in the budgeted contribution to the capital reserve.

3.6 Increase in Debt costs - £14,382k

- 3.6.1 The budget for debt costs includes an increase in the Minimum Revenue Provision (MRP) budget of £13,261k. This reflects the end of the temporary period of reductions in MRP charges which arose due to changes in the council's MRP policy.
- 3.6.2 The budget for external debt costs net of investment income has increased by £3,108k, reflecting the ongoing need to borrow for the capital programme. This is partly offset by an increase of £507k in budgeted prudential borrowing charges to directorates.
- 3.6.3 Budgeted savings arising from the use of capital receipts to fund PFI costs have increased by £1,480k, due to annual fluctuations in PFI accounting models.

3.7 Other budget pressures - £500k

- 3.7.1 The budget for 2020/21 includes a reduction of £500k in the targets for general capitalisation, reflecting a general reduction across directorates in expenditure of a capitalisable nature.

3.8 Savings - £2,330k

- 3.8.1 For 2020/21 there is an increase of £1,100k in the budgeted value of S278 developer contributions to be recognised as revenue income.
- 3.8.2 The budget also includes a reduction in the budget for corporate initiatives of £385k relating to City of Culture preparations, a reduction of £105k in the corporate contingency budget, and a reduction of £41k in the budget for ongoing unfunded pensions due to demographic effects.

3.9 Changes to levies and other contributions – decrease of £694k

- 3.9.1 Contributions to joint committees and other bodies have decreased by a net £694k. Within this figure, the contribution to the West Yorkshire Combined Authority has decreased by £664k, reflecting continued efficiencies. There has also been a reduction in the contribution

to the West Yorkshire Coroners Service of £30k. Information on proposed budgets for the West Yorkshire Joint Services Committee and for regional flood defence levies have not yet been received.

- 3.9.2 The following table gives details of the contributions and levies. In approving these contributions, Members will note that they are not approving the individual budgets of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	2019/20 £m	2020/21 £m	Variation	
			£m	%
Joint Committees				
Joint Services	1.395	1.395	0	0%
Other Bodies				
Flood Defence Levy	0.38	0.38	0	0%
Combined Authority and Transport Fund	32.74	32.08	-0.66	-2%
Coroners	1.373	1.345	-0.029	-2%
Probation Service (Debt only)	0.002	0	-0.002	-100%

4 Risk Assessment

- 4.1 In determining the 2020/21 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2020/21 budget for the Strategic and Central Accounts are:
- 4.2 The budgeted position on MRP relies on the availability of £30.9m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved.
- 4.3 The budgeted external debt costs are based on assumptions about market interest rates during 2020/21. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £4.6m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers, and the related capital works being progressed on schedule.
- 4.5 Although the budgeted targets for capitalisation across directorate and schools budgets has been reduced, there remains a risk that the target of £7.6m may not be achieved.

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Directorate - Strategic Central Accounts

	2020/21 £m	FTEs
Net managed budget 2019/20	(8.27)	
Adjustments		
Transfers of function		
Other adjustments	(2.19)	
Adjusted net managed budget	(10.46)	
Grant Fallout		
New Homes Bonus	5.19	
Other	0.11	
Income - Impact of Business Rates changes		
Contributions relating to change to 50% pooling arrangements	(6.00)	
Reduction in grants to fund reliefs	3.30	
Business rates levy	2.16	
Renewable energy retained income	0.03	
Changes in the use of Reserves & Balances		
General fund reserve	(13.48)	
Remove budgeted use of ELI reserve	2.00	
Increase contributions to other earmarked reserves	3.80	
Total Funding Changes	(2.89)	0.00
Budget Pressures:		
Inflation		
Debt costs		
Increases in external Debt costs	3.11	
Increase in MRP contribution from revenue	13.26	
Increases in prudential borrowing recharges to directorates	(0.51)	
Use of capital receipts to fund PFI costs	(1.48)	
Other		
Reduction in capitalisation target	0.50	
Other pressures	0.00	
Total Pressures	14.88	0.00
Savings Proposals:		
Efficiencies		
Reduction in corporate initiatives budgets	(0.39)	
Reduction in Contingency budget	(0.10)	
Projected increase in Section 278 income to revenue	(1.10)	
Reduction in unfunded pension costs	(0.04)	
Other savings	(0.01)	
Levies and other contributions	(0.69)	
Total Savings	(2.33)	0.00
Net Managed Budget 2019/20	(0.80)	0.00

Strategy for the flexible use of capital receipts

1. Background

- 1.1 Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.
- 1.2 The Secretary of State is empowered to issue directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
- 1.3 The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital;

“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”
- 1.4 In order to take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1st April 2016 with future Strategies included within future Annual Budget documents. The Local Government Finance Settlement for 2018/19 extended these capital receipts flexibilities for a further three years.
- 1.5 There is no prescribed format for the Strategy, but the underlying principle is to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. A list of each project should be incorporated in the strategy along with the expected savings each project is expected to realise.
- 1.6 The Strategy should also include the impact of this flexibility on the affordability of borrowing by including updated Prudential Indicators.
- 1.7 The proposed Flexible Use of Capital Receipts Strategy is set out below

Project Description	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Restructure costs associated with staff leaving through ELI	2.7	1.8	1.3	1.0	1.0
Driving a digital approach				0.5	0.5
Total	2.7	1.8	1.3	1.5	1.5

2. Flexible Use of Capital Receipts Strategy

- 2.1 Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

- 2.2 The Council intends to use capital receipts to fund the severance/redundancy costs associated with the transformation of the Council and fund expenditure associated with the delivery of digital projects, which will realise cashable efficiencies, through the flexible use of capital receipts. Specifically £0.1m will support SAP self-service Phase 2; £0.1m will be used to deliver Mail and Print efficiencies; £0.1m supports implementing estimating software in Leeds Building Services and; £0.2m will be used for a combination of developing IG platforms for schools, progressing the move towards electronic payments, supporting business intelligence in Adults and Health and the development of a passenger transport solution. All of these developments will target cost savings in 2019/20 and beyond. This is consistent with the Government’s guidance which identifies that capital receipts can be used to “drive a digital approach to the delivery of more efficient public services.”
- 2.3 The savings generated directly through both the reduction in staffing and digital efficiencies are estimated to be;

Project Description	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Staff savings realised through ELI	(6.4)	(2.4)	(1.2)	(0.8)	
Savings from a digital approach				(0.2)	
Less: Financing costs	0.6	0.5	0.3	0.3	0.3
Total	(5.8)	(1.9)	(0.9)	(0.7)	0.3

2.4 The indicators that will be impacted by this strategy are set out below;

- The original capital scheme provided £5.8m between 2016/17 to 2018/19 is as set out above.
- The capital financing requirement has increased by £3m for 2019/20 and 2020/21 as these capital receipts were intended to support schemes within the existing capital programme that will now be financed by prudential borrowing.
- Financing costs as a percentage of net revenue stream (%), noting that the savings generated from the transformation program will meet the debt financing costs arising from the additional borrowing.
- Incremental Impact on Council Tax/Housing Rents of Capital Investment Decisions – not relevant as savings will meet the additional debt financing costs.

2.5 The prudential indicators show that the impact from this strategy marginal, is affordable and will not impact on the council's operational and authorised borrowing limits.

Revenue & Capital Principles

REVENUE BUDGET PRINCIPLES

The revenue budget principles have been developed to support the budget process and need to be complied with in conjunction with compliance with the Council's Budget and Policy Framework, the Budget Management Accountability Framework and detailed guidelines provided for setting the 2020/21 to 2022/23 budget.

The budget position is based on a number of significant subjective assumptions. To enable the Council to react to changes in these assumptions in a timely fashion, these principles should be adhered to which should support a balanced budget being set.

The current financial year will also have a significant impact on future years budgets being set and therefore a number of the principles relate to the current financial year.

1. Budget Principles for Future Years Budgets

1.1 The budget will initially be prepared on the basis that current resources support existing service levels in line with budget assumptions and with the exception of:

- (a) The full year effect of previous year's savings proposals and spend.
- (b) Consequences of the approved capital programme.
- (c) Where expenditure needs to be reduced with regard to adjustments in relation to specific 'one year only' allocations and other time expired funding.
- (d) Other specific Council decisions.
- (e) Directors and Departmental Chief Officers supported by Finance Services are responsible for:
 - i. Business cases (rationale) need to be developed for growth and invest to save proposals, with evidence based justification for increasing demand included in business cases to be considered as part of the budget gap. These are to achieve the priorities in the Best Council Plan.
 - ii. All savings within their Directorate are to be agreed by the Executive Member however if a saving is not approved then an alternative must be found. If an approved saving is not delivered in year then a reason why this hasn't happened needs to be considered by the Council's Corporate Leadership Team (CLT).
 - iii. Identifying potential savings with "No options" for savings being off the table. These savings if previously considered are to be presented to Cabinet at the earliest meeting to obtain the Members views as to whether these are to be progressed.
 - iv. Contingency Action Plans – The value of any risks / pressures in the Directorates managed budgets should be quantified. Savings proposals as a contingency are to be identified which can be implemented quickly. These proposals will be actioned if the service goes into an overspend position during the financial year.

- v. Budget Action Plans – Saving proposals to manage:
 - The savings requirement for the Directorate
 - Pressures identified within the service
 - Future developments

The contingency and Budget Action Plans must be robust and fit for purpose. Each Director will be required to verify that the actions contained in the plan are achievable.

1.2 Salary budgets are to be prepared with reference to the 2019/20 budget (net of any vacancy factor) adjusted for pay awards, approved service changes, savings and other approved variations. The salary budgets can only be used to employ staff in established posts on approved grades in line with the following conditions:

(a) All changes to the approved staffing budget where Council funding is available in full must be approved by Executive Board, or within the requirements of the Scheme of Delegation.

(b) All changes to the approved staffing budget where resource implications arise, even if the costs are met entirely from external funding, must also be approved by Executive Board, or within the requirements of the Scheme of Delegation.

(c) Posts funded from external sources must be established as temporary or specific purpose posts unless it can be demonstrated that:

- the external funding is permanent, or specific approval has been given, or future years' costs can be contained within current budgets.

1.3. Discretionary Fees and Charges. Directors are to provide a report to CLT on their proposals to generate income from within the Directorate.

(a) Fees and charges are to be varied to achieve an overall annual increase in income for each Directorate in line with the Fees and Charges Policy. Increases can be implemented at any time subject to the overall financial target being achieved.

(b) If the target cannot be achieved by varying fees and charges then alternative savings must be identified. Claims by Directors to exempt or apply a lesser increase to any part of their service must be justified in the context of their Directorate policies and plans and referred to CLT.

1.4. External Funding

(a) Wherever possible external funding should be used to reduce pressure on current expenditure, thereby releasing resources for redirection into priority areas.

(b) All legal, human resources, financial and administrative support costs required to manage grant conditions and fulfil the role of the accountable body should be charged, wherever possible, against the funding regime.

2. Current Year Principles

2.1 Revenue Grants received in the year – agreement to be reached at CLT whether substitution of general funding should be identified before the grant is utilised.

2.2 Contributions to a non-ring fenced reserve can only be made if a directorate is forecast to be underspending and contributions needs to be agreed by the Chief Officer Financial Services.

2.3 Carry forward of budget into the next year will be considered by CLT and will only be considered if the service is forecast to be underspending at the reported provisional outturn position.

2.4 Directors must balance service requirements against the need to manage within their budgets when taking decisions to fill vacant posts or employ temporary staff.

2.5 No overspend in budgets should be incurred unless there is a safeguarding / statutory need and these where possible should be agreed by the Director. A report with a budget action is to be provided to CLT detailing proposals as to how this variation will be managed within the Directorate's approved budget.

2.6 When a revenue grants received from Central Government stops the Directorate will need to manage the reduction in both expenditure and loss of income. The Director with support from Finance Services will be required to provide an exit strategy or an evidence based business case of why this expenditure should be added to the base budget.

2.7 Budget pressures. Services need to manage budget pressures identified within the service. Any pressures which the service identifies which cannot be managed need to be agreed by CLT and with clear business case being developed.

2.8 In year saving proposals which have not been achieved in the current financial year, the Director will need to identify budget savings options to mitigate the Directorate from going into an overspend position. These savings options will be incorporated into Financial Health reports which are received initially at Executive Board and then subsequently at both Strategy and Resources and the respective service Scrutiny Boards.

B CAPITAL PROGRAMME PRINCIPLES

The Capital principles have been developed to enable focus on the purpose of the Capital Programme and to seek agreement for the use of limited resources.

1. Capital Programme Principles

1.1 The Capital Programme is compiled at project level for the years 2020/21 through to 2030/31. The format of the capital schemes submissions, which are to be supported by a business case, will be determined by the Strategic Investment Board. The Capital schemes being considered by SIB are to meet the priorities identified in the Business Case Guidance.

1.2 The profiling of capital expenditure into the correct financial years and over the projects development will be key to ensure the amount of re profiling of capital resources from one year to another is kept to a minimum, and to reduce the amount of revenue budget required to finance the project.

1.3 When a Capital Scheme has been completed, the business case and outcomes will be reviewed to ensure the specified outcomes have been achieved and a lessons learnt document will be produced to be used for future capital programmes.

1.4 Capital Resources are to be used as follows:

- Decisions on the use of Capital Receipts will be considered as part of the budget process.
- Un-ring fenced and ring fenced externally funded grants are considered on a case by case basis for their utilisation by SIB.
- Any grant funding received after the Capital Programme is set is to be used to reduce any Prudential Borrowing of the scheme in the first instance, where grant conditions allow.
- Approval of any new borrowing is considered with the implications for the revenue budget position.

1.5 Capital projects for approval are:

- Considered by Executive Member for the service who agree to the Directorates putting forward a request for funding the Capital Scheme.
- Completed to ensure all implications of the Capital Scheme are included in the 'Business Cases'. Business cases are to be developed and a scheme will only be included in the Capital Programme when considered by the Strategic Investment Board and CLT and ultimately approved by the Executive Board in line with the Budget and Policy Framework.
- The Business cases are to be developed by the Directorates with support from Finance Services. The ongoing monitoring of the Capital Schemes is the responsibility of the Director in accordance with the Financial Regulations.
- Inclusive of Multi Year Schemes with spend profiled accurately across the financial years.
- External Funding is maximised before the use of Prudential Borrowing is considered.
- Capital Expenditure is reviewed to ensure the capital scheme provides value for money, is sustainable in the future and meets the priorities detailed in the Best Council Plan. In order to ensure that schemes meet Council priorities and are value for money, the Chief Finance Officer will continue to ensure:
 - the introduction of new schemes into the capital programme will only take place after completion and approval of a full business case and identification of the required resources; and
 - the use of prudential borrowing by directorates is based on individual business cases and that revenue resources to meet the borrowing costs are identified.
- All revenue implications of the Capital Programme (regardless of the capital funding of those schemes) are considered and provided to SIB to enable informed decisions to be made, i.e.:
 - Ongoing operating costs and life cycle costs

- Cost of any prudential borrowing including both MRP and Interest

1.6 Capitalisation of expenditure (including staffing costs) is in line with CIPFA Guidance as issued by the Capital Team.

Do we need a section in here about how we deal with capital overspends?

C General Principles

The budget process shall adhere to the approved timetable.

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Revenue Budget

2020/21



Financial Management

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Budget Book 2020/21

Full Council 26th February 2020

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We prepare, balance and approve all budgets to the nearest £10. This document shows them to the nearest £1,000 so that they are easier to read. Any apparent arithmetical errors are due to this automatic rounding, and any budget elements smaller than £500 will appear as nil.

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Statement of 2019/20 and 2020/21 budgets

Service	2019/20			2020/21		
	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s	Net managed budget £000s	Net budget managed outside service £000s	Net budget £000s
Adults and Health						
Health Partnerships	499	91	590	532	121	653
Access and Care	205,833	1,938	207,771	216,570	2,373	218,943
Service Transformation Team	1,493	160	1,653	1,991	249	2,240
Strategic Commissioning	(26,104)	1,426	(24,678)	(42,820)	1,115	(41,705)
Resources & Strategy	4,866	1,135	6,001	5,013	1,133	6,146
Provider services	19,367	2,991	22,358	19,385	3,922	23,307
Leeds Safeguarding Adults Board	226	25	251	226	31	257
Public Health	343	103	446	344	258	602
Pensions adjustment	0	(4,635)	(4,635)	0	(6,549)	(6,549)
	206,523	3,234	209,757	201,241	2,653	203,894
Children and Families						
Partnership and Health	18,253	16,220	34,473	18,471	17,930	36,401
Learning	4,894	1,081	5,975	5,400	1,597	6,997
Social Care	93,632	7,397	101,029	93,063	9,856	102,919
Resources and Strategy	4,970	(5,582)	(612)	5,437	(5,571)	(134)
Pensions adjustment	0	(2,591)	(2,591)	0	(5,688)	(5,688)
	121,749	16,525	138,274	122,371	18,124	140,495
City Development						
Planning and Sustainable Development	1,945	672	2,617	1,683	940	2,623
Economic Development	1,643	862	2,505	1,731	137	1,868
Asset Management & Regeneration	(2,482)	6,384	3,902	(3,232)	4,614	1,382
Employment & Skills	1,694	173	1,867	1,713	429	2,142
Highways and Transportation	17,115	41,950	59,065	17,909	47,718	65,627
Arts and Heritage	10,863	7,027	17,890	12,382	3,111	15,493
Sport and Active Recreation	5,139	4,062	9,201	6,172	4,191	10,363
Resources and Strategy	1,026	(333)	693	1,045	109	1,154
Markets and City Centre	(1,052)	123	(929)	(1,064)	135	(929)
Pensions adjustment	0	(6,277)	(6,277)	0	(8,467)	(8,467)
	35,891	54,643	90,534	38,339	52,917	91,256
Resources and Housing						
Strategy and Improvement	4,973	72	5,045	5,170	(650)	4,520
Finance	7,138	(466)	6,672	7,247	(104)	7,143
Human Resources	6,088	395	6,483	5,962	460	6,422
Digital and Information Services	20,328	7,662	27,990	21,148	7,499	28,647
Procurement & Commercial Services	1,324	66	1,390	1,390	227	1,617
Legal Services	2,895	339	3,234	3,084	500	3,584
Democratic Services	4,989	(4,999)	(10)	5,095	(5,054)	41
Leeds Building Services	(11,009)	3,322	(7,687)	(10,655)	3,574	(7,081)
Supporting People Contract	6,083	44	6,127	6,083	32	6,115
Strategic Housing Partnership	1,091	1,406	2,497	1,409	10,011	11,420
Corporate Property Management	6,170	404	6,574	6,320	294	6,614
Shared Services	19,189	2,097	21,286	19,234	2,614	21,848
Commercial Services	4,381	5,692	10,073	4,421	7,079	11,500
Facilities Management	8,244	1,845	10,089	7,916	918	8,834
Sustainable Energy and Air Quality	332	459	791	1,046	280	1,326
Pensions adjustment	0	(13,379)	(13,379)	0	(17,880)	(17,880)
	82,216	4,959	87,175	84,870	9,800	94,670
Communities and Environment						
Communities	5,356	1,202	6,558	4,852	1,155	6,007
Customer Access	20,012	2,390	22,402	20,546	2,840	23,386
Elections, Licensing and Registration	820	387	1,207	411	418	829
Welfare and Benefits	4,527	547	5,074	5,105	618	5,723
Car Parking Services	(8,280)	885	(7,395)	(7,385)	959	(6,426)
Community Safety	2,392	641	3,033	2,338	825	3,163
Waste Management	35,044	1,306	36,350	34,513	3,487	38,000
Parks & Countryside	7,268	3,894	11,162	7,767	4,072	11,839
Environmental Action - City Centre	1,652	167	1,819	1,692	204	1,896
Environmental Health	1,594	42	1,636	1,457	150	1,607
Cleaner Neighbourhood Team	8,186	2,995	11,181	8,390	3,238	11,628
Pensions adjustment	0	(7,810)	(7,810)	0	(10,534)	(10,534)
	78,571	6,646	85,217	79,686	7,432	87,118
Strategic and Central Accounts						
Strategic and Central accounts	(12,758)	(61,248)	(74,006)	8,198	(59,091)	(50,893)
Pensions adjustment	0	(24,759)	(24,759)	0	(31,835)	(31,835)
	(12,758)	(86,007)	(98,765)	8,198	(90,926)	(82,728)
NET COST OF CITY COUNCIL SERVICES	512,192	0	512,192	534,705	0	534,705
Contribution to/(from) General Fund Reserves	4,485	0	4,485	(9,000)	0	(9,000)
NET REVENUE CHARGE	516,677	0	516,677	525,705	0	525,705

Summary of 2020/21 budget by type of spending and income

	General Fund excluding Schools £000	Per Band D Property £	Schools £000	HRA £000	Total Budget £000	% of total
Expenditure						
Employees	568,637	2,458	335,750	35,244	939,631	45
Premises	58,134	251	29,966	54,058	142,158	7
Supplies and services	12,190	53	91,150	101,785	205,125	10
Transport	50,944	220	1,601	396	52,941	3
Capital costs	35,747	154	15,952	57,420	109,119	5
Transfer payments	201,330	870	0	0	201,330	10
Payments to external service providers	438,006	1,893	0	105	438,111	21
	1,364,988	5,899	474,419	249,008	2,088,415	100
Income						
Grants	(466,852)	(2,018)	(439,025)	(21,385)	(927,262)	63
Rents	(17,881)	(77)	0	(212,482)	(230,363)	16
Fees, charges & other income	(261,908)	(1,132)	(35,394)	(10,111)	(307,413)	21
	(746,641)	(3,227)	(474,419)	(243,978)	(1,465,038)	100
Net budget	618,347	2,672	0	5,030	623,377	100
Contribution to/(from) IAS19 Pensions reserve	(80,953)	(350)	0	(3,842)	(84,795)	
Contribution to/(from) other earmarked reserves	(2,689)	(12)	0	(1,188)	(3,877)	
Contribution to/(from) General reserves	(9,000)	(39)	0	0	(9,000)	
	(92,642)	(400)	0	(5,030)	(97,672)	
Net revenue charge	525,705	2,272	0	0	525,705	

Notes: The number of Band D equivalent properties is

231,378

The total Individual Schools Budget (ISB) has been analysed at a subjective level in the above table. This provisional spend is based on previous expenditure and income patterns but will be subject to final determination by individual schools.

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Adults and Health

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Officer Health Partnerships	Health Partnerships	590	1,496	(964)	532	121	653
Deputy Director Social Work and Social Care Services	Access and Care	207,771	254,451	(37,881)	216,570	2,372	218,943
Chief Officer Transformation & Innovation	Service Transformation Team	1,654	2,360	(369)	1,991	249	2,240
Deputy Director Integrated Commissioning	Strategic Commissioning	(24,678)	23,372	(66,192)	(42,820)	1,115	(41,705)
Chief Officer Resources and Strategy	Resources & Strategy	6,001	6,005	(992)	5,013	1,133	6,146
Deputy Director Social Work and Social Care Services	Provider Services	22,358	31,605	(12,220)	19,385	3,922	23,307
Deputy Director Social Work and Social Care Services	Leeds Safeguarding Adults Board	251	418	(193)	226	32	257
Director of Public Health	Public Health (Grant Funded)	446	45,293	(44,949)	344	258	602
Net Cost of Service		214,392	365,001	(163,759)	201,241	9,202	210,443
	Transfers to and from earmarked reserves	(4,635)	0	0	0	(6,549)	(6,549)
Net Revenue Charge		209,757	365,001	(163,759)	201,241	2,653	203,894

Adults and Health

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		42,161	44,791
Agency And Temporary Staff		809	809
National Insurance Contributions		3,942	4,210
Superannuation Costs		6,126	6,511
Other Pension Costs		937	768
Other Employee Related Costs		65	54
Training And Development		369	364
		54,410	57,508
Premises			
Buildings Maintenance		52	52
Grounds Maintenance		25	25
Building Security		28	28
Cleaning And Workplace Refuse		104	104
Gas		216	207
Electricity		294	259
Other Utilities		158	162
Rents		129	44
NNDR		282	281
Accommodation Charges		9	12
Premises Related Insurance		32	14
		1,329	1,189
Supplies & Services			
Materials and Equipment		602	602
Stationery and Postage		62	53
Advertising		4	4
IT and telecommunications		428	431
Insurance		67	78
Professional Services and Subscriptions		243	259
Grants and Contributions		302	201
Catering Service		27	25
Waste Disposal and Landfill Tax		12	12
Allowances		25	25
Consultancy Services		70	60
Commissioned Services		3,999	940
Other Hired and Contracted Services		526	561
Licences		44	42
Publication and Promotion		30	21
PFI Unitary Charges		5,207	5,207
Miscellaneous		145	138
		11,792	8,659
Transport			
Vehicles And Plant Related Expenditure		28	28
Travel Allowances		931	933
Fuel		33	33
Private Hire		2	2
Transport Related Insurance		29	32
		1,024	1,028
Internal Charges			
Managed Recharges Fm Other Directorates		9,599	6 9,851
		9,599	9,851

Adults and Health

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Agency Payments			
Services provided by other organisations		544	545
Services provided by Voluntary Sector		25,982	27,514
Carers Fees and Allowances		715	641
Services provided by Health Authorities		2,150	2,047
Public Health Commissioned Services		28,304	27,558
Contributions to Partnerships		95,529	101,923
Fees to Carers		473	394
Day Care		293	170
Home Care		29,605	34,546
Sheltered Accommodation		3,662	5,548
Residential and Nursing Placements		76,697	78,898
		263,954	279,783
Transfer Payments			
Direct Payments		12,542	10,643
		12,542	10,643
Appropriations			
Transfers to/from Earmarked Reserves		(1,446)	(3,660)
		(1,446)	(3,660)
Managed Expenditure		353,204	365,001
Internal Income			
Income from other Directorates		(3,307)	(3,254)
Recharge Income from Capital		(313)	(513)
Charges to / from HRA		(698)	(699)
		(4,319)	(4,466)
Income - Grants			
Government Grants		(47,900)	(45,795)
DCLG Grants		(32,119)	(42,919)
		(80,019)	(88,714)
Income - Sales			
Sale of Goods and Services		(916)	(899)
		(916)	(899)
Income - Charges			
Fees and charges		(316)	(316)
Contributions		(60,134)	(68,144)
Other income		(656)	(923)
Rents		(321)	(297)
		(61,428)	(69,680)
Managed Income		(146,681)	(163,759)
Net Managed Budget		206,523	201,241
Accounting Adjustments			
IAS 19 Pensions Costs		4,644	6,549
Transfers to/from Statutory Reserves		(4,635)	(6,549)
Capital Charges		3,467	2,747
		3,476	2,747
Central Recharges			
Corporate & Democratic Core Income		(242)	⁷ (94)
		(242)	(94)

Adults and Health

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Managed Outside the Service	3,234	2,653
Net Cost of Service	209,757	203,894

Adults and Health

Budget Manager : Chief Officer Health Partnerships

Health Partnerships			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		851	877
National Insurance Contributions		92	95
Superannuation Costs		138	139
Other Pension Costs		29	30
		1,110	1,141
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		1	1
IT and telecommunications		2	2
Professional Services and Subscriptions		2	2
Other Hired and Contracted Services		98	98
Publication and Promotion		2	2
		106	106
Transport			
Travel Allowances		4	4
		4	4
Agency Payments			
Services provided by other organisations		117	117
Contributions to Partnerships		69	128
		186	245
Managed Expenditure		1,405	1,496
Internal Income			
Income from other Directorates		(212)	(274)
		(212)	(274)
Income - Charges			
Fees and charges		(17)	(17)
Contributions		(678)	(673)
		(695)	(690)
Managed Income		(906)	(964)
Net Managed Budget		499	532
Accounting Adjustments			
IAS 19 Pensions Costs		91	121
		91	121
Managed Outside the Service		91	121
Net Cost of Service		590	653

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		11,512	12,343
Agency And Temporary Staff		312	312
National Insurance Contributions		1,156	1,256
Superannuation Costs		1,753	1,894
Other Pension Costs		116	109
Other Employee Related Costs		2	2
Training And Development		19	19
		14,871	15,935
Premises			
Grounds Maintenance		7	7
Building Security		4	4
Cleaning And Workplace Refuse		5	5
Gas		31	32
Electricity		51	53
Other Utilities		49	50
Rents		44	44
NNDR		27	30
		219	225
Supplies & Services			
Materials and Equipment		10	56
Stationery and Postage		14	13
IT and telecommunications		49	49
Professional Services and Subscriptions		15	16
Allowances		1	1
Other Hired and Contracted Services		92	120
Licences		1	1
PFI Unitary Charges		3,437	3,437
		3,618	3,693
Transport			
Vehicles And Plant Related Expenditure		5	5
Travel Allowances		376	404
Private Hire		2	2
		383	411
Internal Charges			
Managed Recharges Frm Other Directorates		5,729	5,499
		5,729	5,499
Agency Payments			
Services provided by Voluntary Sector		1,297	1,297
Carers Fees and Allowances		715	641
Services provided by Health Authorities		181	106
Contributions to Partnerships		92,998	99,158
Day Care		293	170
Home Care		28,144	33,388
Sheltered Accommodation		3,662	5,548
Residential and Nursing Placements		75,952	77,737
		203,242	218,044
Transfer Payments			
Direct Payments		12,542	10,643
		12,542	10,643

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Access and Care			
	£000	Budget 2019/20	Budget 2020/21
Managed Expenditure		240,605	254,451
Internal Income			
Income from other Directorates		(649)	(542)
		(649)	(542)
Income - Grants			
Government Grants		(663)	(644)
DCLG Grants		(3,131)	(3,131)
		(3,794)	(3,775)
Income - Charges			
Fees and charges		(157)	(157)
Contributions		(29,585)	(32,812)
Other income		(430)	(437)
Rents		(157)	(157)
		(30,329)	(33,563)
Managed Income		(34,772)	(37,881)
Net Managed Budget		205,833	216,570
Accounting Adjustments			
IAS 19 Pensions Costs		1,421	1,940
Capital Charges		517	432
		1,938	2,372
Managed Outside the Service		1,938	2,372
Net Cost of Service		207,771	218,943

Adults and Health

Budget Manager : Chief Officer Transformation & Innovation

Service Transformation Team			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,165	1,549
National Insurance Contributions		123	165
Superannuation Costs		185	231
Other Pension Costs		2	2
		1,475	1,946
Supplies & Services			
Stationery and Postage		1	1
Professional Services and Subscriptions		9	10
Consultancy Services		6	5
Commissioned Services		7	7
Other Hired and Contracted Services		6	5
		29	28
Transport			
Travel Allowances		4	4
		4	4
Agency Payments			
Services provided by Voluntary Sector		0	382
		0	382
Managed Expenditure		1,508	2,360
Internal Income			
Income from other Directorates		0	(144)
		0	(144)
Income - Charges			
Other income		(15)	(225)
		(15)	(225)
Managed Income		(15)	(369)
Net Managed Budget		1,493	1,991
Accounting Adjustments			
IAS 19 Pensions Costs		161	249
		161	249
Managed Outside the Service		161	249
Net Cost of Service		1,654	2,240

Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,138	3,239
National Insurance Contributions		334	337
Superannuation Costs		501	501
Other Pension Costs		66	47
		4,038	4,123
Premises			
Building Security		1	1
Gas		6	6
Electricity		5	5
Other Utilities		2	2
Rents		85	0
NNDR		8	1
		107	15
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		2	2
IT and telecommunications		56	66
Professional Services and Subscriptions		34	20
Grants and Contributions		301	200
Waste Disposal and Landfill Tax		12	12
Commissioned Services		3,992	933
Other Hired and Contracted Services		66	66
		4,465	1,302
Transport			
Travel Allowances		17	10
		17	10
Internal Charges			
Managed Recharges Frm Other Directorates		1,748	1,097
		1,748	1,097
Agency Payments			
Services provided by other organisations		377	378
Services provided by Voluntary Sector		13,128	14,217
Services provided by Health Authorities		235	160
Contributions to Partnerships		2,462	2,637
Home Care		1,461	1,158
Residential and Nursing Placements		744	1,161
		18,408	19,711
Appropriations			
Transfers to/from Earmarked Reserves		(123)	(2,886)
		(123)	(2,886)
Managed Expenditure		28,660	23,372
Internal Income			
Income from other Directorates		(1,777)	(1,863)
Charges to / from HRA		(271)	(272)
		(2,048)	(2,135)
Income - Grants			
Government Grants		(4,010)	¹³ (711)
DCLG Grants		(27,378)	(38,178)

Adults and Health

Budget Manager : Deputy Director Integrated Commissioning

Strategic Commissioning			
	£000	Budget 2019/20	Budget 2020/21
Income - Grants		(31,387)	(38,889)
Income - Sales			
Sale of Goods and Services		(842)	(825)
		(842)	(825)
Income - Charges			
Contributions		(20,316)	(24,197)
Other income		(10)	(10)
Rents		(160)	(136)
		(20,486)	(24,343)
Managed Income		(54,764)	(66,192)
Net Managed Budget		(26,104)	(42,820)
Accounting Adjustments			
IAS 19 Pensions Costs		373	495
Capital Charges		1,052	620
		1,426	1,115
Managed Outside the Service		1,426	1,115
Net Cost of Service		(24,678)	(41,705)

Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,349	3,743
National Insurance Contributions		330	367
Superannuation Costs		511	530
Other Pension Costs		132	76
Other Employee Related Costs		48	46
Training And Development		317	317
		4,687	5,080
Premises			
Cleaning And Workplace Refuse		1	1
Premises Related Insurance		32	14
		33	15
Supplies & Services			
Materials and Equipment		19	19
Stationery and Postage		27	23
Advertising		1	1
IT and telecommunications		107	107
Insurance		63	74
Professional Services and Subscriptions		109	138
Consultancy Services		65	55
Other Hired and Contracted Services		201	216
Publication and Promotion		20	16
		612	649
Transport			
Travel Allowances		28	30
Transport Related Insurance		29	32
		57	62
Internal Charges			
Managed Recharges Frm Other Directorates		267	149
		267	149
Agency Payments			
Services provided by other organisations		50	50
		50	50
Managed Expenditure		5,707	6,005
Internal Income			
Income from other Directorates		(38)	(138)
Recharge Income from Capital		(113)	(113)
		(151)	(251)
Income - Grants			
Government Grants		(86)	(87)
		(86)	(87)
Income - Sales			
Sale of Goods and Services		(30)	(30)
		(30)	(30)
Income - Charges			
Fees and charges		(124)	(124)
Contributions		(287)	(287)
Other income		(163)	(213)
		(574)	(624)

Adults and Health

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy		
£000	Budget 2019/20	Budget 2020/21
Managed Income	(841)	(992)
Net Managed Budget	4,866	5,013
Accounting Adjustments		
IAS 19 Pensions Costs	316	497
Capital Charges	959	721
	1,275	1,218
Central Recharges		
Corporate & Democratic Core Income	(141)	(84)
	(141)	(84)
Managed Outside the Service	1,135	1,133
Net Cost of Service	6,001	6,146

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		18,868	19,622
Agency And Temporary Staff		497	497
National Insurance Contributions		1,550	1,620
Superannuation Costs		2,805	2,939
Other Pension Costs		380	231
Other Employee Related Costs		4	4
Training And Development		5	5
		24,111	24,919
Premises			
Buildings Maintenance		52	52
Grounds Maintenance		18	18
Building Security		22	22
Cleaning And Workplace Refuse		97	97
Gas		178	169
Electricity		238	201
Other Utilities		108	110
NNDR		247	250
Accommodation Charges		2	2
		962	923
Supplies & Services			
Materials and Equipment		535	475
Stationery and Postage		13	13
Advertising		1	1
IT and telecommunications		169	166
Catering Service		27	25
Allowances		24	24
Other Hired and Contracted Services		7	7
Licences		43	40
Publication and Promotion		3	2
PFI Unitary Charges		1,770	1,770
Miscellaneous		145	138
		2,736	2,662
Transport			
Vehicles And Plant Related Expenditure		24	24
Travel Allowances		482	466
Fuel		33	33
		538	522
Internal Charges			
Managed Recharges Frm Other Directorates		602	404
		602	404
Agency Payments			
Services provided by Health Authorities		1,735	1,781
Fees to Carers		473	394
		2,208	2,175
Managed Expenditure		31,158	31,605
Internal Income			
Income from other Directorates		(415)	17 (15)
Recharge Income from Capital		(200)	(400)

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Provider Services			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Charges to / from HRA		(427)	(427)
		(1,042)	(842)
Income - Grants			
DCLG Grants		(1,610)	(1,610)
		(1,610)	(1,610)
Income - Sales			
Sale of Goods and Services		(44)	(44)
		(44)	(44)
Income - Charges			
Fees and charges		(19)	(19)
Contributions		(9,033)	(9,663)
Other income		(38)	(38)
Rents		(4)	(4)
		(9,095)	(9,724)
Managed Income		(11,791)	(12,220)
Net Managed Budget		19,367	19,385
Accounting Adjustments			
IAS 19 Pensions Costs		2,079	2,948
Capital Charges		912	975
		2,991	3,922
Managed Outside the Service		2,991	3,922
Net Cost of Service		22,358	23,307

Adults and Health

Budget Manager : Deputy Director Social Work and Social Care Services

Leeds Safeguarding Adults Board			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		260	267
National Insurance Contributions		27	27
Superannuation Costs		29	29
Training And Development		3	3
		319	326
Supplies & Services			
Materials and Equipment		2	2
Stationery and Postage		1	1
Advertising		2	2
IT and telecommunications		6	6
Professional Services and Subscriptions		42	42
Other Hired and Contracted Services		45	38
		97	90
Transport			
Travel Allowances		2	2
		2	2
Managed Expenditure		418	418
Income - Charges			
Contributions		(193)	(193)
		(193)	(193)
Managed Income		(193)	(193)
Net Managed Budget		226	226
Accounting Adjustments			
IAS 19 Pensions Costs		26	32
		26	32
Managed Outside the Service		26	32
Net Cost of Service		251	257

Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,019	3,152
National Insurance Contributions		331	344
Superannuation Costs		202	248
Other Pension Costs		212	274
Other Employee Related Costs		11	1
Training And Development		25	20
		3,800	4,038
Premises			
Buildings Maintenance		0	0
Accommodation Charges		7	10
		7	10
Supplies & Services			
Materials and Equipment		33	46
Stationery and Postage		3	0
IT and telecommunications		40	36
Insurance		4	4
Professional Services and Subscriptions		32	31
Grants and Contributions		1	1
Other Hired and Contracted Services		11	11
Publication and Promotion		6	1
		129	129
Transport			
Travel Allowances		18	12
		18	12
Internal Charges			
Managed Recharges Frm Other Directorates		1,253	2,702
		1,253	2,702
Agency Payments			
Services provided by Voluntary Sector		11,556	11,618
Public Health Commissioned Services		28,304	27,558
		39,860	39,176
Appropriations			
Transfers to/from Earmarked Reserves		(1,323)	(774)
		(1,323)	(774)
Managed Expenditure		43,743	45,293
Internal Income			
Income from other Directorates		(216)	(278)
		(216)	(278)
Income - Grants			
Government Grants		(43,141)	(44,352)
		(43,141)	(44,352)
Income - Charges			
Contributions		(43)	(319)
		(43)	(319)
Managed Income		(43,400)	(44,949)
Net Managed Budget	Page 316	344	²⁰ 344

Adults and Health

Budget Manager : Director of Public Health

Public Health (Grant Funded)			
	£000	Budget 2019/20	Budget 2020/21
Accounting Adjustments			
IAS 19 Pensions Costs		177	268
Capital Charges		25	0
		203	268
Central Recharges			
Corporate & Democratic Core Income		(101)	(10)
		(101)	(10)
Managed Outside the Service		102	258
Net Cost of Service		446	602

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Children and Families

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Officer Partnerships and Health	Partnerships & Health Learning Social Care Resources & Strategy	34,474	20,688	(2,216)	18,471	17,930	36,401
Deputy Director for Learning		5,975	35,547	(30,147)	5,400	1,597	6,997
Deputy Director Social Care		101,029	194,800	(101,737)	93,063	9,856	102,920
Chief Officer Resources and Strategy		(612)	66,885	(61,449)	5,437	(5,571)	(134)
Net Cost of Service	Transfers to and from earmarked reserves	140,865 (2,591)	317,920 0	(195,549) 0	122,371 0	23,812 (5,688)	146,183 (5,688)
Net Revenue Charge		138,275	317,920	(195,549)	122,371	18,124	140,495

Children and Families

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		67,936	73,370
Agency And Temporary Staff		811	716
National Insurance Contributions		6,952	7,341
Superannuation Costs		11,647	12,494
Other Pension Costs		7,179	6,978
Other Employee Related Costs		76	200
Training And Development		365	580
		94,966	101,679
Premises			
Buildings Maintenance		94	92
Grounds Maintenance		23	23
Building Security		63	62
Cleaning And Workplace Refuse		163	108
Gas		1,209	366
Electricity		373	1,350
Other Utilities		120	115
Rents		132	152
NNDR		683	655
Accommodation Charges		47	42
Premises Related Insurance		32	18
		2,939	2,984
Supplies & Services			
Materials and Equipment		1,321	1,336
Stationery and Postage		110	104
Advertising		106	127
IT and telecommunications		876	825
Insurance		347	789
Professional Services and Subscriptions		749	733
Grants and Contributions		37	462
Catering Service		1,009	1,009
Allowances		184	182
Consultancy Services		90	127
Security Services		95	95
Commissioned Services		88	58
Other Hired and Contracted Services		2,305	1,540
Licences		882	894
Publication and Promotion		29	25
PFI Unitary Charges		52,782	53,199
Miscellaneous		0	0
		61,009	61,504
Transport			
Vehicles And Plant Related Expenditure		104	121
Travel Allowances		1,753	1,803
Fuel		29	31
Private Hire		10,724	11,429
Transport Related Insurance		21	17
		12,631	13,401
Internal Charges			
Managed Recharges Frm Other Directorates		23,472	26 21,398
Distributed Grants		4,107	5,559

Children and Families

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Internal Charges		27,578	26,957
Agency Payments			
Services provided by other organisations		30,695	39,506
Services provided by Voluntary Sector		6,418	7,229
General External Residential Placements		12,763	12,946
Independent Fostering Agencies		7,586	7,721
Carers Fees and Allowances		24,926	26,134
Services provided by Health Authorities		305	217
Public Health Commissioned Services		150	150
Supported Living		3,475	4,255
Former joint committee residual costs		3,297	3,471
WY Combined Authority (formerly WY PTE)		0	80
Contributions to Partnerships		220	245
Day Care		45	45
Special Educational Needs Placements		3,917	6,283
		93,796	108,282
Transfer Payments			
Young People's Allowances		1,882	1,994
Direct Payments		1,200	1,200
		3,082	3,194
Appropriations			
Transfers to/from Earmarked Reserves		(2,051)	(81)
		(2,051)	(81)
Managed Expenditure		293,950	317,920
Internal Income			
Income from other Directorates		(25,734)	(25,178)
Recharge Income from Capital		(265)	(265)
Charges to / from HRA		(1,293)	(1,325)
Redistribution of grants income		(5,359)	(5,679)
		(32,651)	(32,446)
Income - Grants			
Government Grants		(70,192)	(87,404)
DCLG Grants		(39,642)	(39,533)
		(109,833)	(126,937)
Income - Sales			
Sale of Goods and Services		(283)	(280)
		(283)	(280)
Income - Charges			
Fees and charges		(20,537)	(20,547)
Contributions		(6,136)	(6,746)
Other income		(2,385)	(8,216)
Rents		(375)	(375)
		(29,432)	(35,884)
Income - Other			
Interest and Dividends		(3)	(2)
		(3)	(2)
Managed Income		(172,201)	(195,549)
Net Managed Budget		121,749	122,371

Children and Families

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Accounting Adjustments		
IAS 19 Pensions Costs	2,581	5,688
Transfers to/from Statutory Reserves	(2,591)	(5,688)
Capital Charges	16,788	18,424
	16,778	18,424
Central Recharges		
Corporate & Democratic Core Income	(252)	(300)
	(252)	(300)
Managed Outside the Service	16,526	18,124
Net Cost of Service	138,275	140,495

Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships & Health			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		2,621	2,714
National Insurance Contributions		293	309
Superannuation Costs		418	439
Other Pension Costs		154	101
Other Employee Related Costs		8	7
Training And Development		235	235
		3,729	3,805
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials and Equipment		6	6
Stationery and Postage		17	17
IT and telecommunications		606	603
Insurance		6	4
Professional Services and Subscriptions		25	15
Catering Service		6	6
Consultancy Services		40	40
Commissioned Services		88	58
Other Hired and Contracted Services		815	38
Licences		3	3
Publication and Promotion		22	17
		1,635	808
Transport			
Travel Allowances		30	40
Private Hire		10,720	11,425
		10,750	11,465
Internal Charges			
Managed Recharges Frm Other Directorates		4,359	4,431
		4,359	4,431
Agency Payments			
Services provided by other organisations		3	3
Public Health Commissioned Services		150	150
Contributions to Partnerships		0	25
		153	178
Appropriations			
Transfers to/from Earmarked Reserves		(500)	0
		(500)	0
Managed Expenditure		20,126	20,688
Internal Income			
Income from other Directorates		(1,171)	(856)
		(1,171)	(856)
Income - Grants			
Government Grants		(491)	(837)
		(491)	(837)
Income - Charges			
Fees and charges		(192)	(192)
Contributions		(15)	(323)

Children and Families

Budget Manager : Chief Officer Partnerships and Health

Partnerships & Health			
	£000	Budget 2019/20	Budget 2020/21
Income - Charges Other income		(5)	(10)
		(212)	(524)
Managed Income		(1,873)	(2,216)
Net Managed Budget		18,253	18,471
Accounting Adjustments IAS 19 Pensions Costs Capital Charges		212	374
		16,008	17,556
		16,220	17,930
Managed Outside the Service		16,220	17,930
Net Cost of Service		34,474	36,401

Children and Families

Budget Manager : Deputy Director for Learning

Learning			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		12,066	13,028
National Insurance Contributions		1,299	1,377
Superannuation Costs		2,563	2,778
Other Pension Costs		242	125
Other Employee Related Costs		8	8
Training And Development		23	39
		16,200	17,355
Premises			
Cleaning And Workplace Refuse		1	0
Gas		3	0
Electricity		5	0
Other Utilities		1	0
Rents		35	35
NNDR		18	9
Premises Related Insurance		21	13
		85	57
Supplies & Services			
Materials and Equipment		147	142
Stationery and Postage		2	2
IT and telecommunications		45	40
Insurance		35	25
Professional Services and Subscriptions		203	226
Grants and Contributions		33	446
Allowances		0	1
Other Hired and Contracted Services		568	615
Licences		570	587
Publication and Promotion		3	4
		1,606	2,089
Transport			
Vehicles And Plant Related Expenditure		4	2
Travel Allowances		223	225
Fuel		22	21
Transport Related Insurance		1	0
		249	249
Internal Charges			
Managed Recharges Frm Other Directorates		8,985	9,083
		8,985	9,083
Agency Payments			
Services provided by other organisations		345	245
Services provided by Voluntary Sector		213	223
Special Educational Needs Placements		3,917	6,283
		4,475	6,751
Transfer Payments			
Young People's Allowances		1	1
		1	1
Appropriations			
Transfers to/from Earmarked Reserves		0	31 (38)
		0	(38)

Children and Families

Budget Manager : Deputy Director for Learning

Learning			
	£000	Budget 2019/20	Budget 2020/21
Managed Expenditure		31,600	35,547
Internal Income			
Income from other Directorates		(4,046)	(3,538)
Redistribution of grants income		(780)	(967)
		(4,826)	(4,506)
Income - Grants			
Government Grants		(19,223)	(22,439)
		(19,223)	(22,439)
Income - Sales			
Sale of Goods and Services		(3)	0
		(3)	0
Income - Charges			
Fees and charges		(1,493)	(2,026)
Contributions		(1,156)	(1,156)
Other income		(5)	(20)
		(2,654)	(3,202)
Managed Income		(26,706)	(30,147)
Net Managed Budget		4,894	5,400
Accounting Adjustments			
IAS 19 Pensions Costs		1,080	1,597
Capital Charges		1	0
		1,081	1,597
Managed Outside the Service		1,081	1,597
Net Cost of Service		5,975	6,997

Children and Families

Budget Manager : Deputy Director Social Care

Social Care			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		50,864	55,053
Agency And Temporary Staff		751	656
National Insurance Contributions		5,136	5,419
Superannuation Costs		8,319	8,922
Other Pension Costs		513	390
Other Employee Related Costs		61	185
Training And Development		102	298
		65,746	70,924
Premises			
Buildings Maintenance		92	90
Grounds Maintenance		16	16
Building Security		62	61
Cleaning And Workplace Refuse		161	108
Gas		178	177
Electricity		368	366
Other Utilities		120	115
Rents		97	117
NNDR		664	647
Accommodation Charges		47	42
Premises Related Insurance		11	5
		1,816	1,745
Supplies & Services			
Materials and Equipment		883	902
Stationery and Postage		63	57
Advertising		91	111
IT and telecommunications		187	135
Insurance		307	760
Professional Services and Subscriptions		485	457
Grants and Contributions		4	16
Catering Service		1,003	1,003
Allowances		182	179
Consultancy Services		50	87
Security Services		95	95
Other Hired and Contracted Services		804	769
Licences		281	276
Publication and Promotion		3	3
PFI Unitary Charges		512	512
Miscellaneous		0	0
		4,949	5,362
Transport			
Vehicles And Plant Related Expenditure		100	119
Travel Allowances		1,475	1,512
Fuel		7	10
Private Hire		4	4
Transport Related Insurance		21	17
		1,607	1,662
Internal Charges			
Managed Recharges Frm Other Directorates		7,217	5,796
Distributed Grants		4,107	5,559

Children and Families

Budget Manager : Deputy Director Social Care

Social Care			
	£000	Budget 2019/20	Budget 2020/21
Internal Charges		11,324	11,355
Agency Payments			
Services provided by other organisations		30,346	39,257
Services provided by Voluntary Sector		6,205	7,006
General External Residential Placements		12,763	12,946
Independent Fostering Agencies		7,586	7,721
Carers Fees and Allowances		24,926	26,134
Services provided by Health Authorities		305	217
Supported Living		3,475	4,255
Former joint committee residual costs		3,297	3,471
WY Combined Authority (formerly WY PTE)		0	80
Contributions to Partnerships		220	220
Day Care		45	45
		89,168	101,353
Transfer Payments			
Young People's Allowances		1,881	1,993
Direct Payments		1,200	1,200
		3,081	3,193
Appropriations			
Transfers to/from Earmarked Reserves		(790)	(794)
		(790)	(794)
Managed Expenditure		176,900	194,800
Internal Income			
Income from other Directorates		(6,471)	(5,759)
Charges to / from HRA		(1,293)	(1,325)
Redistribution of grants income		(4,107)	(4,239)
		(11,870)	(11,323)
Income - Grants			
Government Grants		(45,516)	(58,997)
DCLG Grants		(8,683)	(8,414)
		(54,199)	(67,411)
Income - Charges			
Fees and charges		(10,213)	(9,374)
Contributions		(4,766)	(5,094)
Other income		(1,868)	(8,184)
Rents		(352)	(352)
		(17,199)	(23,003)
Managed Income		(83,269)	(101,737)
Net Managed Budget		93,632	93,063
Accounting Adjustments			
IAS 19 Pensions Costs		6,619	8,988
Capital Charges		779	868
		7,398	9,856
Managed Outside the Service	Page 330	7,398	34 9,856
Net Cost of Service		101,029	102,920

Children and Families

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		2,385	2,575
Agency And Temporary Staff		60	60
National Insurance Contributions		225	236
Superannuation Costs		346	354
Other Pension Costs		6,270	6,361
Training And Development		6	8
		9,291	9,594
Premises			
Buildings Maintenance		2	2
Grounds Maintenance		7	7
Building Security		1	1
Gas		1,028	188
Electricity		0	983
		1,038	1,182
Supplies & Services			
Materials and Equipment		285	285
Stationery and Postage		28	28
Advertising		15	16
IT and telecommunications		38	48
Professional Services and Subscriptions		36	35
Allowances		2	2
Other Hired and Contracted Services		118	117
Licences		28	28
PFI Unitary Charges		52,270	52,687
		52,820	53,246
Transport			
Travel Allowances		25	25
		25	25
Internal Charges			
Managed Recharges Frm Other Directorates		2,911	2,088
		2,911	2,088
Appropriations			
Transfers to/from Earmarked Reserves		(761)	751
		(761)	751
Managed Expenditure		65,324	66,885
Internal Income			
Income from other Directorates		(14,047)	(15,025)
Recharge Income from Capital		(265)	(265)
Redistribution of grants income		(472)	(472)
		(14,784)	(15,762)
Income - Grants			
Government Grants		(4,962)	(5,132)
DCLG Grants		(30,959)	(31,119)
		(35,921)	(36,251)
Income - Sales			
Sale of Goods and Services		(280)	(280)
		(280)	(280)
Income - Charges			

Children and Families

Budget Manager : Chief Officer Resources and Strategy

Resources & Strategy			
	£000	Budget 2019/20	Budget 2020/21
Income - Charges			
Fees and charges		(8,639)	(8,956)
Contributions		(198)	(173)
Other income		(507)	(2)
Rents		(23)	(23)
		(9,367)	(9,154)
Income - Other			
Interest and Dividends		(3)	(2)
		(3)	(2)
Managed Income		(60,354)	(61,449)
Net Managed Budget		4,970	5,437
Accounting Adjustments			
IAS 19 Pensions Costs		(5,330)	(5,271)
		(5,330)	(5,271)
Central Recharges			
Corporate & Democratic Core Income		(252)	(300)
		(252)	(300)
Managed Outside the Service		(5,582)	(5,571)
Net Cost of Service		(612)	(134)

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City Development

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Planning Officer	Planning And Sustainable Development	2,617	9,560	(7,877)	1,684	939	2,623
Chief Officer Economic Development	Economic Development	2,505	2,297	(566)	1,731	137	1,868
Chief Officer for Asset Management & Regeneration	Asset Management & Regeneration	3,902	17,517	(20,749)	(3,232)	4,614	1,382
Chief Officer Employment and Skills	Employment and Skills	1,867	7,437	(5,724)	1,713	429	2,142
Chief Officer Highways & Transportation	Highways And Transportation	59,065	68,126	(50,217)	17,909	47,718	65,627
Chief Officer Culture & Sport	Arts And Heritage	17,890	21,425	(9,043)	12,382	3,111	15,493
Chief Officer Culture & Sport	Sport And Active Recreation	9,201	26,640	(20,468)	6,172	4,191	10,363
Chief Officer, Operations	Resources and Strategy	694	1,045	0	1,045	109	1,154
Chief Officer, Operations	Markets and City Centre	(929)	3,503	(4,567)	(1,064)	135	(929)
Net Cost of Service		96,811	157,550	(119,211)	38,339	61,384	99,723
	Transfers to and from earmarked reserves	(6,277)	0	0	0	(8,467)	(8,467)
Net Revenue Charge		90,534	157,550	(119,211)	38,339	52,917	91,257

City Development

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		49,163	52,754
Agency And Temporary Staff		0	80
National Insurance Contributions		4,673	4,960
Superannuation Costs		7,674	8,064
Other Pension Costs		406	257
Other Employee Related Costs		91	94
Training And Development		312	278
		62,319	66,487
Premises			
Buildings Maintenance		1,092	1,156
Grounds Maintenance		202	249
Building Security		513	519
Cleaning And Workplace Refuse		702	742
Gas		1,103	1,060
Electricity		8,926	9,012
Other Utilities		349	371
Rents		3,655	3,455
NNDR		3,473	3,522
Highways Maintenance		7,272	7,429
Premises Related Insurance		711	360
		27,998	27,875
Supplies & Services			
Materials and Equipment		7,266	7,309
Stationery and Postage		123	104
Advertising		239	288
IT and telecommunications		866	1,010
Insurance		1,038	1,306
Professional Services and Subscriptions		4,019	4,385
Grants and Contributions		2,155	2,150
Catering Service		2	2
Recycling and Reuse		20	20
Waste Disposal and Landfill Tax		61	61
Allowances		29	26
Consultancy Services		221	154
External Audit Fees		5	5
Security Services		330	380
Commissioned Services		60	60
Other Hired and Contracted Services		7,876	9,468
Licences		167	213
Publication and Promotion		494	529
PFI Unitary Charges		19,515	19,381
Miscellaneous		82	82
		44,566	46,934
Transport			
Vehicles And Plant Related Expenditure		5,099	5,087
Travel Allowances		328	287
Fuel		355	354
Transport Related Insurance		49	57
		5,831	40 5,785
Internal Charges			

City Development

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Internal Charges			
Managed Recharges Fm Other Directorates		8,836	10,208
		8,836	10,208
Agency Payments			
Services provided by other organisations		150	150
Services provided by Voluntary Sector		1	0
Contributions to Partnerships		238	250
		388	400
Transfer Payments			
Disrepair Provision		(139)	(139)
		(139)	(139)
Appropriations			
Transfers to/from Earmarked Reserves		(56)	0
		(56)	0
Managed Expenditure		149,743	157,550
Internal Income			
Income from other Directorates		(19,722)	(19,819)
Recharge Income from Capital		(19,122)	(19,199)
Charges to / from HRA		(1,039)	(1,039)
Redistribution of grants income		(809)	(774)
		(40,692)	(40,831)
Income - Grants			
Government Grants		(13,484)	(15,030)
DCLG Grants		(4,439)	(4,443)
		(17,922)	(19,473)
Income - Sales			
Sale of Goods and Services		(6,673)	(7,690)
		(6,673)	(7,690)
Income - Charges			
Fees and charges		(26,767)	(28,147)
Contributions		(1,396)	(973)
Other income		(5,098)	(5,338)
Rents		(14,203)	(15,659)
		(47,465)	(50,117)
Income - Other			
Interest and Dividends		(1,100)	(1,100)
		(1,100)	(1,100)
Managed Income		(113,852)	(119,211)
Net Managed Budget		35,891	38,339
Accounting Adjustments			
IAS 19 Pensions Costs		6,277	8,467
Transfers to/from Statutory Reserves		(6,277)	(8,467)
Capital Charges		55,304	53,093
		55,304	53,093
Central Recharges			
Corporate & Democratic Core Income		(661)	(175)
		(661)	(175)

City Development

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Other Internal Adjustments		
Internal Reallocations Charges	3,080	3,080
Internal Reallocations Income	(3,080)	(3,080)
	0	0
Managed Outside the Service	54,643	52,917
Net Cost of Service	90,534	91,257

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		6,534	6,696
National Insurance Contributions		689	700
Superannuation Costs		1,060	1,067
Other Pension Costs		114	72
Other Employee Related Costs		3	3
Training And Development		9	8
		8,409	8,545
Premises			
Buildings Maintenance		70	61
		70	61
Supplies & Services			
Materials and Equipment		6	9
Stationery and Postage		14	11
Advertising		68	62
IT and telecommunications		119	69
Insurance		34	24
Professional Services and Subscriptions		22	20
Grants and Contributions		6	0
Allowances		1	1
Consultancy Services		41	21
Other Hired and Contracted Services		205	320
		514	538
Transport			
Vehicles And Plant Related Expenditure		27	26
Travel Allowances		78	79
		105	105
Internal Charges			
Managed Recharges Frm Other Directorates		337	312
		337	312
Managed Expenditure		9,436	9,560
Internal Income			
Income from other Directorates		(482)	(482)
Recharge Income from Capital		0	(100)
		(482)	(582)
Income - Grants			
DCLG Grants		(107)	(80)
		(107)	(80)
Income - Sales			
Sale of Goods and Services		(388)	(450)
		(388)	(450)
Income - Charges			
Fees and charges		(6,303)	(6,630)
Other income		(210)	(135)
		(6,513)	(6,765)
Managed Income		(7,490)	(7,877)
Net Managed Budget	Page 339	1,946	⁴³ 1,684

City Development

Budget Manager : Chief Planning Officer

Planning And Sustainable Development		
	£000	
	Budget 2019/20	Budget 2020/21
Accounting Adjustments		
IAS 19 Pensions Costs	815	1,083
	815	1,083
Other Internal Adjustments		
Internal Reallocations Charges	137	137
Internal Reallocations Income	(281)	(281)
	(143)	(143)
Managed Outside the Service	671	939
Net Cost of Service	2,617	2,623

City Development

Budget Manager : Chief Officer Economic Development

Economic Development			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,148	1,370
National Insurance Contributions		126	150
Superannuation Costs		186	219
Other Pension Costs		8	5
Other Employee Related Costs		1	1
Training And Development		5	5
		1,473	1,749
Supplies & Services			
Professional Services and Subscriptions		20	20
Allowances		10	10
Other Hired and Contracted Services		546	478
Publication and Promotion		1	16
		576	523
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		24	24
		24	24
Managed Expenditure		2,073	2,297
Internal Income			
Income from other Directorates		(15)	(8)
		(15)	(8)
Income - Grants			
Government Grants		(204)	(156)
DCLG Grants		0	(32)
		(204)	(188)
Income - Charges			
Other income		(211)	(370)
		(211)	(370)
Managed Income		(431)	(566)
Net Managed Budget		1,643	1,731
Accounting Adjustments			
IAS 19 Pensions Costs		154	232
Capital Charges		842	40
		997	272
Central Recharges			
Corporate & Democratic Core Income		(44)	(44)
		(44)	(44)
Other Internal Adjustments			
Internal Reallocations Charges		89	89
Internal Reallocations Income		(180)	(180)
		(90)	(90)
Managed Outside the Service		862	137
Net Cost of Service	Page 341	2,505	45 1,868

City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		4,720	4,851
National Insurance Contributions		517	528
Superannuation Costs		763	772
Other Pension Costs		34	8
Other Employee Related Costs		7	7
Training And Development		19	19
		6,060	6,184
Premises			
Buildings Maintenance		158	208
Grounds Maintenance		84	116
Building Security		13	13
Cleaning And Workplace Refuse		15	15
Gas		15	15
Electricity		145	135
Other Utilities		32	30
Rents		3,653	3,453
NNDR		125	159
Premises Related Insurance		164	112
		4,404	4,255
Supplies & Services			
Materials and Equipment		3	2
Stationery and Postage		0	0
Advertising		15	15
IT and telecommunications		56	56
Insurance		64	139
Professional Services and Subscriptions		234	194
Consultancy Services		160	113
Security Services		4	4
Other Hired and Contracted Services		544	541
		1,080	1,063
Transport			
Vehicles And Plant Related Expenditure		14	14
Travel Allowances		10	10
		24	24
Internal Charges			
Managed Recharges Frm Other Directorates		5,447	6,130
		5,447	6,130
Transfer Payments			
Disrepair Provision		(139)	(139)
		(139)	(139)
Managed Expenditure		16,875	17,517
Internal Income			
Income from other Directorates		(530)	(530)
Recharge Income from Capital		(3,042)	(2,428)
Charges to / from HRA		(1,039)	(1,039)
		(4,611)	(3,998)
Income - Sales			46
Sale of Goods and Services		(600)	(670)

City Development

Budget Manager : Chief Officer for Asset Management & Regeneration

Asset Management & Regeneration			
	£000	Budget 2019/20	Budget 2020/21
Income - Sales		(600)	(670)
Income - Charges			
Fees and charges		(503)	(513)
Contributions		(28)	(28)
Other income		(729)	(1,180)
Rents		(11,786)	(13,261)
		(13,046)	(14,982)
Income - Other			
Interest and Dividends		(1,100)	(1,100)
		(1,100)	(1,100)
Managed Income		(19,357)	(20,749)
Net Managed Budget		(2,482)	(3,232)
Accounting Adjustments			
IAS 19 Pensions Costs		592	827
Capital Charges		5,849	3,843
		6,440	4,670
Other Internal Adjustments			
Internal Reallocations Charges		85	85
Internal Reallocations Income		(142)	(142)
		(57)	(57)
Managed Outside the Service		6,384	4,614
Net Cost of Service		3,902	1,382

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,920	2,670
National Insurance Contributions		205	278
Superannuation Costs		311	426
Other Pension Costs		100	31
Other Employee Related Costs		1	1
		2,536	3,405
Premises			
Electricity		3	0
Other Utilities		1	0
NNDR		7	0
		11	0
Supplies & Services			
Materials and Equipment		7	0
Stationery and Postage		1	0
IT and telecommunications		11	20
Insurance		2	2
Professional Services and Subscriptions		3,178	3,076
Commissioned Services		60	60
Other Hired and Contracted Services		727	361
Publication and Promotion		100	100
		4,086	3,619
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		8	8
		9	9
Internal Charges			
Managed Recharges Frm Other Directorates		83	404
		83	404
Appropriations			
Transfers to/from Earmarked Reserves		(56)	0
		(56)	0
Managed Expenditure		6,669	7,437
Income - Grants			
Government Grants		(3,800)	(5,146)
		(3,800)	(5,146)
Income - Charges			
Fees and charges		(585)	(374)
Contributions		(589)	(183)
Other income		0	(10)
Rents		0	(10)
		(1,175)	(577)
Managed Income		(4,975)	(5,724)
Net Managed Budget		1,694	1,713
Accounting Adjustments			
IAS 19 Pensions Costs		172	48 429
		172	429

City Development

Budget Manager : Chief Officer Employment and Skills

Employment and Skills			
	£000	Budget 2019/20	Budget 2020/21
Managed Outside the Service		172	429
Net Cost of Service		1,867	2,142

City Development

Budget Manager : Chief Officer Highways & Transportation

Highways And Transportation			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		16,528	17,800
Agency And Temporary Staff		0	80
National Insurance Contributions		1,626	1,745
Superannuation Costs		2,667	2,828
Other Pension Costs		21	21
Other Employee Related Costs		43	57
Training And Development		134	104
		21,019	22,635
Premises			
Buildings Maintenance		606	616
Grounds Maintenance		78	83
Building Security		137	160
Cleaning And Workplace Refuse		12	12
Gas		16	16
Electricity		6,864	6,688
Other Utilities		47	47
Rents		0	0
NNDR		203	208
Highways Maintenance		7,272	7,429
Premises Related Insurance		4	2
		15,238	15,260
Supplies & Services			
Materials and Equipment		5,525	5,524
Stationery and Postage		7	6
Advertising		128	157
IT and telecommunications		361	538
Insurance		754	868
Professional Services and Subscriptions		95	497
Recycling and Reuse		20	20
Waste Disposal and Landfill Tax		61	61
Allowances		3	3
Consultancy Services		18	17
Other Hired and Contracted Services		1,299	1,535
Licences		0	6
Publication and Promotion		17	17
PFI Unitary Charges		13,715	13,465
		22,002	22,714
Transport			
Vehicles And Plant Related Expenditure		4,962	4,954
Travel Allowances		147	109
Fuel		345	345
Transport Related Insurance		46	56
		5,500	5,464
Internal Charges			
Managed Recharges Frm Other Directorates		1,789	2,052
		1,789	2,052
Managed Expenditure	Page 346	65,548	50 68,126
Internal Income			

City Development

Budget Manager : Chief Officer Highways & Transportation

Highways And Transportation			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Income from other Directorates		(17,143)	(17,426)
Recharge Income from Capital		(16,080)	(16,671)
		(33,223)	(34,097)
Income - Grants			
Government Grants		(7,676)	(7,676)
		(7,676)	(7,676)
Income - Sales			
Sale of Goods and Services		(3,788)	(4,584)
		(3,788)	(4,584)
Income - Charges			
Fees and charges		(1,185)	(1,931)
Contributions		(648)	(606)
Other income		(1,914)	(1,323)
		(3,748)	(3,861)
Managed Income		(48,434)	(50,217)
Net Managed Budget		17,115	17,909
Accounting Adjustments			
IAS 19 Pensions Costs		2,316	3,038
Capital Charges		39,472	44,519
		41,789	47,556
Other Internal Adjustments			
Internal Reallocations Charges		934	934
Internal Reallocations Income		(773)	(773)
		161	161
Managed Outside the Service		41,950	47,718
Net Cost of Service		59,065	65,627

City Development

Budget Manager : Chief Officer Culture & Sport

Arts And Heritage			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		6,426	7,074
National Insurance Contributions		584	614
Superannuation Costs		1,023	1,064
Other Pension Costs		54	42
Other Employee Related Costs		16	6
Training And Development		37	37
		8,140	8,837
Premises			
Buildings Maintenance		29	21
Grounds Maintenance		6	6
Building Security		68	51
Cleaning And Workplace Refuse		98	96
Gas		199	203
Electricity		511	550
Other Utilities		47	64
Rents		1	1
NNDR		1,034	1,067
Premises Related Insurance		449	194
		2,444	2,253
Supplies & Services			
Materials and Equipment		855	883
Stationery and Postage		37	38
Advertising		21	47
IT and telecommunications		101	136
Insurance		72	183
Professional Services and Subscriptions		216	160
Grants and Contributions		2,140	2,140
Catering Service		2	2
Allowances		13	6
Consultancy Services		2	2
External Audit Fees		2	2
Security Services		219	268
Other Hired and Contracted Services		4,168	5,627
Licences		47	77
Publication and Promotion		109	103
Miscellaneous		1	1
		8,006	9,673
Transport			
Vehicles And Plant Related Expenditure		85	82
Travel Allowances		23	20
Fuel		9	8
Transport Related Insurance		1	0
		118	110
Internal Charges			
Managed Recharges Frm Other Directorates		287	388
		287	388
Agency Payments			
Services provided by Voluntary Sector		1	0
Contributions to Partnerships		152	164

City Development

Budget Manager : Chief Officer Culture & Sport

Arts And Heritage			
	£000	Budget 2019/20	Budget 2020/21
Agency Payments		152	164
Managed Expenditure		19,147	21,425
Internal Income			
Income from other Directorates		(680)	(868)
		(680)	(868)
Income - Grants			
Government Grants		(1,590)	(1,630)
		(1,590)	(1,630)
Income - Sales			
Sale of Goods and Services		(1,597)	(1,686)
		(1,597)	(1,686)
Income - Charges			
Fees and charges		(2,976)	(3,213)
Contributions		(71)	(102)
Other income		(1,020)	(1,102)
Rents		(349)	(442)
		(4,416)	(4,860)
Managed Income		(8,284)	(9,043)
Net Managed Budget		10,864	12,382
Accounting Adjustments			
IAS 19 Pensions Costs		843	1,109
Capital Charges		6,025	1,844
		6,868	2,953
Other Internal Adjustments			
Internal Reallocations Charges		158	158
		158	158
Managed Outside the Service		7,026	3,111
Net Cost of Service		17,890	15,493

City Development

Budget Manager : Chief Officer Culture & Sport

Sport And Active Recreation			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		10,529	10,942
National Insurance Contributions		805	828
Superannuation Costs		1,486	1,517
Other Pension Costs		12	16
Other Employee Related Costs		10	16
Training And Development		65	62
		12,907	13,380
Premises			
Buildings Maintenance		43	65
Grounds Maintenance		35	45
Building Security		22	22
Cleaning And Workplace Refuse		118	118
Gas		873	826
Electricity		1,156	1,374
Other Utilities		208	216
NNDR		1,861	1,838
Premises Related Insurance		69	36
		4,384	4,539
Supplies & Services			
Materials and Equipment		852	868
Stationery and Postage		3	3
Advertising		7	7
IT and telecommunications		128	114
Insurance		45	35
Professional Services and Subscriptions		156	320
Grants and Contributions		10	10
Allowances		1	8
External Audit Fees		3	3
Security Services		34	33
Other Hired and Contracted Services		304	470
Licences		120	124
Publication and Promotion		120	147
PFI Unitary Charges		5,800	5,917
Miscellaneous		1	1
		7,583	8,058
Transport			
Vehicles And Plant Related Expenditure		9	9
Travel Allowances		29	29
Fuel		2	2
		40	40
Internal Charges			
Managed Recharges Frm Other Directorates		368	387
		368	387
Agency Payments			
Services provided by other organisations		150	150
Contributions to Partnerships		86	86
		236	236
Managed Expenditure		25,518	26,640

City Development

Budget Manager : Chief Officer Culture & Sport

Sport And Active Recreation			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Income from other Directorates		(852)	(486)
Redistribution of grants income		(809)	(774)
		(1,661)	(1,260)
Income - Grants			
Government Grants		(213)	(422)
DCLG Grants		(4,331)	(4,331)
		(4,544)	(4,753)
Income - Sales			
Sale of Goods and Services		(301)	(301)
		(301)	(301)
Income - Charges			
Fees and charges		(13,486)	(13,782)
Contributions		(60)	(54)
Other income		(24)	(15)
Rents		(303)	(303)
		(13,873)	(14,154)
Managed Income		(20,380)	(20,468)
Net Managed Budget		5,139	6,172
Accounting Adjustments			
IAS 19 Pensions Costs		1,291	1,626
Capital Charges		2,559	2,353
		3,850	3,979
Other Internal Adjustments			
Internal Reallocations Charges		254	254
Internal Reallocations Income		(42)	(42)
		212	212
Managed Outside the Service		4,062	4,191
Net Cost of Service		9,201	10,363

City Development

Budget Manager : Chief Officer, Operations

Resources and Strategy			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		543	553
National Insurance Contributions		39	38
Superannuation Costs		51	49
Other Pension Costs		44	44
Other Employee Related Costs		9	3
Training And Development		42	42
		729	728
Supplies & Services			
Materials and Equipment		9	6
Stationery and Postage		61	46
IT and telecommunications		90	78
Insurance		2	1
Professional Services and Subscriptions		56	55
Allowances		2	0
Other Hired and Contracted Services		72	125
		291	313
Transport			
Travel Allowances		1	1
Transport Related Insurance		1	0
		3	1
Internal Charges			
Managed Recharges Frm Other Directorates		3	3
		3	3
Managed Expenditure		1,026	1,045
Net Managed Budget		1,026	1,045
Accounting Adjustments			
IAS 19 Pensions Costs		1	9
Capital Charges		526	473
		527	482
Central Recharges			
Corporate & Democratic Core Income		(617)	(131)
		(617)	(131)
Other Internal Adjustments			
Internal Reallocations Charges		837	837
Internal Reallocations Income		(1,079)	(1,079)
		(242)	(242)
Managed Outside the Service		(332)	109
Net Cost of Service		694	1,154

City Development

Budget Manager : Chief Officer, Operations

Markets and City Centre			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		816	798
National Insurance Contributions		82	80
Superannuation Costs		127	123
Other Pension Costs		19	19
Other Employee Related Costs		1	1
		1,046	1,022
Premises			
Buildings Maintenance		187	187
Building Security		273	273
Cleaning And Workplace Refuse		460	502
Electricity		247	266
Other Utilities		14	14
NNDR		242	250
Premises Related Insurance		25	16
		1,447	1,507
Supplies & Services			
Materials and Equipment		9	17
Stationery and Postage		0	0
Insurance		66	54
Professional Services and Subscriptions		41	43
Allowances		0	0
Security Services		73	75
Other Hired and Contracted Services		11	11
Licences		0	7
Publication and Promotion		147	147
Miscellaneous		80	81
		427	435
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		8	7
		8	8
Internal Charges			
Managed Recharges Frm Other Directorates		522	532
		522	532
Managed Expenditure		3,450	3,503
Internal Income			
Income from other Directorates		(19)	(19)
		(19)	(19)
Income - Charges			
Fees and charges		(1,728)	(1,703)
Other income		(990)	(1,202)
Rents		(1,766)	(1,644)
		(4,483)	(4,548)
Managed Income		(4,502)	(4,567)
Net Managed Budget		(1,052)	(1,064)

City Development

Budget Manager : Chief Officer, Operations

Markets and City Centre			
	£000	Budget 2019/20	Budget 2020/21
Accounting Adjustments			
IAS 19 Pensions Costs		93	115
Capital Charges		31	21
		124	135
Other Internal Adjustments			
Internal Reallocations Charges		584	584
Internal Reallocations Income		(584)	(584)
		0	0
Managed Outside the Service		124	135
Net Cost of Service		(929)	(929)

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Resources and Housing

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Officer Strategy and Policy	Strategy and Improvement	5,045	6,449	(1,279)	5,170	(651)	4,520
Chief Officer Financial Services	Finance	6,672	13,231	(5,984)	7,247	(104)	7,143
Chief Officer Human Resources	Human Resources	6,483	7,084	(1,122)	5,962	460	6,422
Chief Digital & Information Officer	Digital and Information Service	27,990	31,971	(10,823)	21,148	7,499	28,647
Chief Officer Financial Services	Procurement and Commercial Services	1,390	2,332	(943)	1,390	228	1,617
City Solicitor	Legal Services	3,234	5,587	(2,503)	3,084	500	3,584
City Solicitor	Democratic Services	(10)	5,095	0	5,095	(5,054)	41
Chief Officer Civic Enterprise Leeds	Leeds Building Services	(7,687)	58,660	(69,315)	(10,655)	3,575	(7,081)
Chief Officer Housing	Supporting People Contracts	6,127	9,984	(3,901)	6,083	32	6,115
Chief Officer Housing	Strategic Housing Partnership & Support	2,497	11,318	(9,910)	1,409	10,011	11,420
Chief Officer Civic Enterprise Leeds	Corporate Property Management	6,574	7,036	(716)	6,320	294	6,614
Chief Officer Strategy and Policy	Shared Services	21,286	26,698	(7,464)	19,234	2,613	21,848
Chief Officer Civic Enterprise Leeds	Commercial Services	10,073	70,181	(65,760)	4,421	7,079	11,500
Chief Officer Civic Enterprise Leeds	Facilities Management	10,089	11,448	(3,532)	7,916	918	8,834
Chief Officer Sustainable Energy & AQ	Sustainable Energy & Air Quality	791	3,487	(2,441)	1,046	280	1,326
Net Cost of Service		100,554	270,560	(185,691)	84,869	27,681	112,550
57	Transfers to and from earmarked reserves	(13,379)	0	0	0	(17,881)	(17,881)
Net Revenue Charge		87,174	270,560	(185,691)	84,869	9,800	94,670

Resources and Housing

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		123,334	129,830
Agency And Temporary Staff		761	795
National Insurance Contributions		10,557	11,048
Superannuation Costs		18,305	18,863
Other Pension Costs		2,572	2,500
Other Employee Related Costs		1,066	1,155
Training And Development		644	670
		157,239	164,862
Premises			
Buildings Maintenance		6,010	5,655
Grounds Maintenance		130	122
Building Security		424	434
Cleaning And Workplace Refuse		1,301	1,307
Gas		671	631
Electricity		1,705	1,662
Other Utilities		267	267
Rents		1,528	1,898
NNDR		3,652	3,606
Accommodation Charges		(6)	4
Premises Related Insurance		219	113
		15,901	15,699
Supplies & Services			
Materials and Equipment		18,883	17,240
Stationery and Postage		1,409	1,372
Advertising		71	71
IT and telecommunications		8,992	9,390
Insurance		171	230
Professional Services and Subscriptions		1,167	1,112
Grants and Contributions		239	288
Catering Service		0	0
Waste Disposal and Landfill Tax		280	285
Allowances		16	12
Consultancy Services		20	22
External Audit Fees		179	179
Security Services		332	339
Other Hired and Contracted Services		20,078	23,836
Licences		9	9
Publication and Promotion		22	27
Miscellaneous		25	611
		51,893	55,024
Transport			
Vehicles And Plant Related Expenditure		6,713	7,607
Travel Allowances		516	545
Fuel		4,998	4,849
Private Hire		7,820	7,820
Transport Related Insurance		303	323
		20,350	21,143
Internal Charges			
Managed Recharges Frm Other Directorates		4,026	62 5,112
Charges To/From HRA		748	748

Resources and Housing

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Internal Charges	4,774	5,860
Agency Payments		
Services provided by other organisations	9,972	9,972
Services provided by Voluntary Sector	28	28
Contributions to Partnerships	19	0
	10,020	10,000
Transfer Payments		
Civic Allowances	57	57
	57	57
Appropriations		
Transfers to/from Earmarked Reserves	(793)	(2,085)
	(793)	(2,085)
Managed Expenditure	259,440	270,560
Internal Income		
Income from other Directorates	(139,971)	(143,946)
Recharge Income from Capital	(9,306)	(10,764)
Charges to / from HRA	(8,455)	(9,311)
Redistribution of grants income	(268)	(268)
	(157,999)	(164,289)
Income - Grants		
Government Grants	(1,532)	(1,678)
DCLG Grants	(2,940)	(3,667)
	(4,473)	(5,345)
Income - Sales		
Sale of Goods and Services	(2,990)	(3,945)
	(2,990)	(3,945)
Income - Charges		
Fees and charges	(6,562)	(6,934)
Contributions	(738)	(782)
Other income	(3,895)	(3,820)
Rents	(554)	(563)
Income Received From BITMO	(12)	(12)
	(11,761)	(12,111)
Income - Other		
Interest and Dividends	(2)	(2)
	(2)	(2)
Managed Income	(177,224)	(185,691)
Net Managed Budget	82,216	84,869
Accounting Adjustments		
IAS 19 Pensions Costs	13,379	17,881
Transfers to/from Statutory Reserves	(13,379)	(17,881)
Capital Charges	13,593	18,540
	13,593	18,540
Central Recharges		
Corporate & Democratic Core Income	(8,635)	(8,740)
	(8,635)	(8,740)

Resources and Housing

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Other Internal Adjustments		
Internal Reallocations Charges	1,272	1,272
Internal Reallocations Income	(1,272)	(1,272)
	0	0
Managed Outside the Service	4,958	9,800
Net Cost of Service	87,174	94,670

Resources and Housing

Budget Manager : Chief Officer Strategy and Policy

Strategy and Improvement			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		4,129	4,471
National Insurance Contributions		418	439
Superannuation Costs		626	648
Other Pension Costs		127	136
Other Employee Related Costs		7	10
Training And Development		14	14
		5,322	5,717
Premises			
Cleaning And Workplace Refuse		0	0
Accommodation Charges		0	0
		1	1
Supplies & Services			
Materials and Equipment		32	29
Stationery and Postage		5	4
Advertising		25	25
IT and telecommunications		91	85
Insurance		3	6
Professional Services and Subscriptions		383	423
Allowances		2	2
Other Hired and Contracted Services		123	76
		664	651
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		13	13
Fuel		0	0
Transport Related Insurance		0	0
		16	16
Internal Charges			
Managed Recharges Frm Other Directorates		64	64
		64	64
Managed Expenditure		6,067	6,449
Internal Income			
Income from other Directorates		(496)	(681)
Charges to / from HRA		(564)	(564)
		(1,060)	(1,244)
Income - Charges			
Fees and charges		(35)	(35)
		(35)	(35)
Managed Income		(1,095)	(1,279)
Net Managed Budget		4,973	5,170
Accounting Adjustments			
IAS 19 Pensions Costs		422	565
Capital Charges		1,730	876
		2,152	1,441

Resources and Housing

Budget Manager : Chief Officer Strategy and Policy

Strategy and Improvement			
	£000	Budget 2019/20	Budget 2020/21
Central Recharges			
Corporate & Democratic Core Income		(2,080)	(2,091)
		(2,080)	(2,091)
Managed Outside the Service		72	(651)
Net Cost of Service		5,045	4,520

Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		8,466	8,910
National Insurance Contributions		855	894
Superannuation Costs		1,349	1,381
Other Pension Costs		763	675
Other Employee Related Costs		5	6
Training And Development		31	31
		11,469	11,897
Supplies & Services			
Materials and Equipment		8	8
Stationery and Postage		103	103
Advertising		3	3
IT and telecommunications		354	353
Insurance		12	14
Professional Services and Subscriptions		560	560
Allowances		0	0
External Audit Fees		179	179
Other Hired and Contracted Services		67	67
		1,285	1,286
Transport			
Vehicles And Plant Related Expenditure		0	0
Travel Allowances		25	25
Private Hire		4	4
		29	29
Internal Charges			
Managed Recharges Frm Other Directorates		42	18
		42	18
Managed Expenditure		12,825	13,231
Internal Income			
Income from other Directorates		(1,480)	(1,697)
Recharge Income from Capital		(575)	(693)
		(2,055)	(2,390)
Income - Grants			
DCLG Grants		(1,217)	(1,265)
		(1,217)	(1,265)
Income - Sales			
Sale of Goods and Services		(108)	(97)
		(108)	(97)
Income - Charges			
Fees and charges		(2,081)	(2,061)
Other income		(221)	(165)
Income Received From BITMO		(6)	(6)
		(2,307)	(2,232)
Managed Income		(5,688)	(5,984)
Net Managed Budget		7,138	7,247

Resources and Housing

Budget Manager : Chief Officer Financial Services

Finance			
	£000	Budget 2019/20	Budget 2020/21
Accounting Adjustments			
IAS 19 Pensions Costs		419	822
Capital Charges		205	164
		625	986
Central Recharges			
Corporate & Democratic Core Income		(1,090)	(1,090)
		(1,090)	(1,090)
Managed Outside the Service		(465)	(104)
Net Cost of Service		6,672	7,143

Resources and Housing

Budget Manager : Chief Officer Human Resources

Human Resources			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		4,791	4,801
Agency And Temporary Staff		62	112
National Insurance Contributions		486	485
Superannuation Costs		769	743
Other Pension Costs		236	292
Other Employee Related Costs		172	172
Training And Development		166	136
		6,681	6,741
Premises			
Cleaning And Workplace Refuse		0	0
Accommodation Charges		2	12
		2	12
Supplies & Services			
Materials and Equipment		5	5
Stationery and Postage		6	4
IT and telecommunications		9	7
Insurance		6	7
Professional Services and Subscriptions		39	38
Other Hired and Contracted Services		251	240
		316	302
Transport			
Vehicles And Plant Related Expenditure		2	2
Travel Allowances		24	24
		26	26
Internal Charges			
Managed Recharges Frm Other Directorates		48	4
		48	4
Managed Expenditure		7,073	7,084
Internal Income			
Income from other Directorates		(637)	(658)
Recharge Income from Capital		0	(82)
		(637)	(739)
Income - Sales			
Sale of Goods and Services		(271)	(271)
		(271)	(271)
Income - Charges			
Fees and charges		(74)	(110)
Other income		(3)	(3)
		(77)	(112)
Managed Income		(985)	(1,122)
Net Managed Budget		6,089	5,962
Accounting Adjustments			
IAS 19 Pensions Costs		439	512
Capital Charges		5	0
		443	512

Resources and Housing

Budget Manager : Chief Officer Human Resources

Human Resources			
£000		Budget 2019/20	Budget 2020/21
Central Recharges Corporate & Democratic Core Income		(50)	(52)
		(50)	(52)
Managed Outside the Service		394	460
Net Cost of Service		6,483	6,422

Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		17,247	17,844
Agency And Temporary Staff		202	202
National Insurance Contributions		1,768	1,818
Superannuation Costs		2,650	2,685
Other Pension Costs		395	327
Other Employee Related Costs		9	9
Training And Development		56	56
		22,327	22,941
Premises			
Cleaning And Workplace Refuse		1	1
		1	1
Supplies & Services			
Materials and Equipment		3	3
Stationery and Postage		1	1
IT and telecommunications		7,953	8,482
Insurance		29	32
Professional Services and Subscriptions		5	5
Other Hired and Contracted Services		308	280
		8,298	8,803
Transport			
Vehicles And Plant Related Expenditure		15	15
Travel Allowances		38	38
Fuel		4	4
Transport Related Insurance		8	0
		65	56
Internal Charges			
Managed Recharges Frm Other Directorates		110	170
		110	170
Managed Expenditure		30,801	31,971
Internal Income			
Income from other Directorates		(1,800)	(1,705)
Recharge Income from Capital		(5,921)	(6,222)
Charges to / from HRA		(962)	(962)
		(8,683)	(8,889)
Income - Sales			
Sale of Goods and Services		(145)	(145)
		(145)	(145)
Income - Charges			
Fees and charges		(391)	(376)
Contributions		(85)	(335)
Other income		(1,169)	(1,077)
		(1,645)	(1,788)
Managed Income		(10,473)	(10,823)
Net Managed Budget		20,328	21,148

Resources and Housing

Budget Manager : Chief Digital & Information Officer

Digital and Information Service		
	£000	
	Budget 2019/20	Budget 2020/21
Accounting Adjustments		
IAS 19 Pensions Costs	1,929	2,561
Capital Charges	5,783	4,987
	7,712	7,548
Central Recharges		
Corporate & Democratic Core Income	(50)	(49)
	(50)	(49)
Managed Outside the Service	7,662	7,499
Net Cost of Service	27,990	28,647

Resources and Housing

Budget Manager : Chief Officer Financial Services

Procurement and Commercial Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,575	1,726
National Insurance Contributions		171	181
Superannuation Costs		255	269
Other Pension Costs		142	72
Other Employee Related Costs		6	4
Training And Development		15	15
		2,164	2,267
Premises			
Cleaning And Workplace Refuse		0	0
		0	0
Supplies & Services			
Materials and Equipment		1	1
Stationery and Postage		0	0
IT and telecommunications		6	5
Insurance		6	2
Professional Services and Subscriptions		3	3
Allowances		0	0
Other Hired and Contracted Services		40	47
		56	59
Transport			
Vehicles And Plant Related Expenditure		1	1
Travel Allowances		4	4
		5	5
Internal Charges			
Managed Recharges Frm Other Directorates		1	1
		1	1
Managed Expenditure		2,227	2,332
Internal Income			
Recharge Income from Capital		(131)	(131)
Charges to / from HRA		(74)	(74)
		(205)	(205)
Income - Charges			
Fees and charges		(55)	(55)
Other income		(642)	(682)
		(697)	(737)
Managed Income		(903)	(943)
Net Managed Budget		1,324	1,390
Accounting Adjustments			
IAS 19 Pensions Costs		82	219
Capital Charges		0	23
		82	243
Central Recharges			
Corporate & Democratic Core Income		(16)	(15)
		(16)	(15)
Managed Outside the Service		66	228

Resources and Housing

Budget Manager : Chief Officer Financial Services

Procurement and Commercial Services			
	£000	Budget 2019/20	Budget 2020/21
Net Cost of Service		1,390	1,617

Resources and Housing

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,965	4,110
National Insurance Contributions		440	459
Superannuation Costs		635	676
Other Pension Costs		119	115
Other Employee Related Costs		71	36
Training And Development		30	30
		5,262	5,427
Premises			
Cleaning And Workplace Refuse		2	0
		2	0
Supplies & Services			
Materials and Equipment		69	93
Stationery and Postage		5	5
IT and telecommunications		10	10
Insurance		4	5
Professional Services and Subscriptions		0	0
Allowances		1	1
Other Hired and Contracted Services		5	5
		95	120
Transport			
Travel Allowances		8	4
Transport Related Insurance		1	1
		9	5
Internal Charges			
Managed Recharges Frm Other Directorates		49	34
		49	34
Managed Expenditure		5,418	5,587
Internal Income			
Income from other Directorates		(1,852)	(2,077)
		(1,852)	(2,077)
Income - Sales			
Sale of Goods and Services		(52)	(62)
		(52)	(62)
Income - Charges			
Fees and charges		(120)	(15)
Contributions		(206)	0
Other income		(293)	(349)
		(619)	(364)
Managed Income		(2,523)	(2,503)
Net Managed Budget		2,895	3,084
Accounting Adjustments			
IAS 19 Pensions Costs		438	616
Capital Charges		0	0
		438	616

Resources and Housing

Budget Manager : City Solicitor

Legal Services			
	£000	Budget 2019/20	Budget 2020/21
Central Recharges Corporate & Democratic Core Income		(99)	(116)
		(99)	(116)
Managed Outside the Service		339	500
Net Cost of Service		3,234	3,584

Resources and Housing

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,976	4,050
National Insurance Contributions		372	368
Superannuation Costs		273	271
Other Pension Costs		50	77
Other Employee Related Costs		3	10
Training And Development		10	10
		4,684	4,785
Premises			
Grounds Maintenance		1	1
Building Security		1	1
Cleaning And Workplace Refuse		0	0
		2	2
Supplies & Services			
Materials and Equipment		6	7
Stationery and Postage		42	42
Advertising		4	4
IT and telecommunications		97	93
Insurance		5	5
Professional Services and Subscriptions		13	11
Allowances		7	3
Other Hired and Contracted Services		42	48
Publication and Promotion		14	14
		230	228
Transport			
Vehicles And Plant Related Expenditure		3	3
Travel Allowances		13	13
Fuel		5	5
Transport Related Insurance		0	0
		22	22
Transfer Payments			
Civic Allowances		57	57
		57	57
Managed Expenditure		4,996	5,095
Income - Charges			
Fees and charges		(2)	0
Other income		(5)	0
		(7)	0
Managed Income		(7)	0
Net Managed Budget		4,989	5,095
Accounting Adjustments			
IAS 19 Pensions Costs		189	216
Capital Charges		0	0
		189	216

Resources and Housing

Budget Manager : City Solicitor

Democratic Services			
	£000	Budget 2019/20	Budget 2020/21
Central Recharges Corporate & Democratic Core Income		(5,188)	(5,270)
		(5,188)	(5,270)
Managed Outside the Service		(4,998)	(5,054)
Net Cost of Service		(10)	41

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Leeds Building Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		19,784	20,728
National Insurance Contributions		1,938	2,021
Superannuation Costs		3,145	3,128
Other Pension Costs		30	30
Other Employee Related Costs		44	100
Training And Development		85	180
		25,026	26,187
Premises			
Buildings Maintenance		105	105
Building Security		17	24
Cleaning And Workplace Refuse		294	324
Gas		6	6
Electricity		31	26
Other Utilities		12	12
NNDR		60	56
		526	554
Supplies & Services			
Materials and Equipment		11,217	9,442
Stationery and Postage		54	64
IT and telecommunications		205	121
Insurance		21	27
Professional Services and Subscriptions		17	17
Allowances		0	0
Other Hired and Contracted Services		16,420	19,927
Licences		3	3
		27,937	29,602
Transport			
Vehicles And Plant Related Expenditure		620	868
Travel Allowances		112	148
Fuel		460	480
Transport Related Insurance		146	157
		1,338	1,653
Internal Charges			
Managed Recharges Frm Other Directorates		739	664
		739	664
Managed Expenditure		55,566	58,660
Internal Income			
Income from other Directorates		(66,505)	(69,305)
		(66,505)	(69,305)
Income - Charges			
Other income		(70)	(10)
		(70)	(10)
Managed Income		(66,575)	(69,315)
Net Managed Budget		(11,009)	(10,655)

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Leeds Building Services				
		£000	Budget 2019/20	Budget 2020/21
Accounting Adjustments IAS 19 Pensions Costs Capital Charges				
			2,727	3,354
			596	221
			3,323	3,575
Managed Outside the Service			3,323	3,575
Net Cost of Service			(7,687)	(7,081)

Resources and Housing

Budget Manager : Chief Officer Housing

Supporting People Contracts			
	£000	Budget 2019/20	Budget 2020/21
Supplies & Services			
Grants and Contributions		12	12
		12	12
Agency Payments			
Services provided by other organisations		9,972	9,972
		9,972	9,972
Managed Expenditure		9,984	9,984
Internal Income			
Income from other Directorates		(899)	(899)
Recharge Income from Capital		(198)	(198)
Charges to / from HRA		(2,804)	(2,804)
		(3,901)	(3,901)
Managed Income		(3,901)	(3,901)
Net Managed Budget		6,083	6,083
Accounting Adjustments			
Capital Charges		44	32
		44	32
Managed Outside the Service		44	32
Net Cost of Service		6,127	6,115

Resources and Housing

Budget Manager : Chief Officer Housing

Strategic Housing Partnership & Support			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		5,010	6,979
National Insurance Contributions		503	693
Superannuation Costs		822	1,140
Other Pension Costs		6	1
Other Employee Related Costs		2	3
Training And Development		3	4
		6,346	8,820
Premises			
Buildings Maintenance		133	44
Cleaning And Workplace Refuse		0	0
Other Utilities		1	1
Rents		37	37
NNDR		13	13
Premises Related Insurance		2	1
		187	97
Supplies & Services			
Materials and Equipment		8	13
Stationery and Postage		11	15
Advertising		3	3
IT and telecommunications		8	40
Insurance		6	8
Professional Services and Subscriptions		79	26
Grants and Contributions		167	276
Security Services		2	2
Other Hired and Contracted Services		416	503
Miscellaneous		0	0
		699	888
Transport			
Vehicles And Plant Related Expenditure		20	30
Travel Allowances		100	103
Fuel		4	4
Transport Related Insurance		1	2
		125	138
Internal Charges			
Managed Recharges Frm Other Directorates		1,848	2,156
Charges To/From HRA		441	441
		2,288	2,596
Agency Payments			
Contributions to Partnerships		19	0
		19	0
Appropriations			
Transfers to/from Earmarked Reserves		(779)	(1,221)
		(779)	(1,221)
Managed Expenditure		8,885	11,318
Internal Income			
Income from other Directorates		(62)	(134)
Recharge Income from Capital		(1,811)	(2,400)
Charges to / from HRA		(3,015)	(3,497)

Resources and Housing

Budget Manager : Chief Officer Housing

Strategic Housing Partnership & Support			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Redistribution of grants income		(268)	(268)
		(5,155)	(6,299)
Income - Grants			
DCLG Grants		(1,723)	(2,389)
		(1,723)	(2,389)
Income - Sales			
Sale of Goods and Services		(15)	(15)
		(15)	(15)
Income - Charges			
Fees and charges		(436)	(635)
Other income		(104)	(203)
Rents		(352)	(362)
Income Received From BITMO		(6)	(6)
		(899)	(1,206)
Income - Other			
Interest and Dividends		(2)	(2)
		(2)	(2)
Managed Income		(7,793)	(9,910)
Net Managed Budget		1,091	1,409
Accounting Adjustments			
IAS 19 Pensions Costs		714	1,233
Capital Charges		709	8,778
		1,424	10,011
Central Recharges			
Corporate & Democratic Core Income		(18)	0
		(18)	0
Managed Outside the Service		1,406	10,011
Net Cost of Service		2,497	11,420

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Corporate Property Management			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		708	811
National Insurance Contributions		75	80
Superannuation Costs		116	129
Other Pension Costs		26	24
Other Employee Related Costs		0	0
Training And Development		4	3
		930	1,047
Premises			
Buildings Maintenance		5,158	5,307
Grounds Maintenance		5	0
Building Security		25	26
Gas		37	37
Electricity		60	61
Other Utilities		33	33
NNDR		285	371
Premises Related Insurance		6	7
		5,610	5,842
Supplies & Services			
Materials and Equipment		4	4
IT and telecommunications		17	16
Insurance		2	3
Consultancy Services		0	2
		23	25
Transport			
Vehicles And Plant Related Expenditure		2	0
Travel Allowances		32	26
Fuel		1	1
		34	26
Internal Charges			
Managed Recharges Frm Other Directorates		119	95
		119	95
Managed Expenditure		6,716	7,036
Internal Income			
Recharge Income from Capital		(450)	(620)
		(450)	(620)
Income - Charges			
Other income		(96)	(96)
		(96)	(96)
Managed Income		(546)	(716)
Net Managed Budget		6,170	6,320
Accounting Adjustments			
IAS 19 Pensions Costs		75	115
Capital Charges		328	178
		404	294
Managed Outside the Service		404	294

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Corporate Property Management			
£000		Budget 2019/20	Budget 2020/21
Net Cost of Service		6,574	6,614

Resources and Housing

Budget Manager : Chief Officer Strategy and Policy

Shared Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		18,574	18,710
National Insurance Contributions		1,650	1,654
Superannuation Costs		2,855	2,816
Other Pension Costs		394	440
Other Employee Related Costs		655	654
Training And Development		25	25
		24,152	24,299
Premises			
Buildings Maintenance		1	1
Building Security		4	4
Cleaning And Workplace Refuse		5	4
Gas		9	9
Electricity		15	15
Other Utilities		4	4
Rents		151	151
NNDR		33	34
		222	222
Supplies & Services			
Materials and Equipment		447	445
Stationery and Postage		1,169	1,119
IT and telecommunications		83	23
Insurance		25	28
Professional Services and Subscriptions		2	2
Other Hired and Contracted Services		393	393
		2,118	2,011
Transport			
Vehicles And Plant Related Expenditure		23	23
Travel Allowances		7	7
Fuel		13	13
Transport Related Insurance		1	5
		44	48
Internal Charges			
Managed Recharges Frm Other Directorates		119	119
		119	119
Managed Expenditure		26,655	26,698
Internal Income			
Income from other Directorates		(6,284)	(6,206)
Recharge Income from Capital		(67)	(67)
Charges to / from HRA		0	(52)
		(6,351)	(6,325)
Income - Grants			
DCLG Grants		0	(13)
		0	(13)
Income - Sales			
Sale of Goods and Services		(264)	(264)
		(264)	(264)
Income - Charges			
Fees and charges		(489)	(500)

Resources and Housing

Budget Manager : Chief Officer Strategy and Policy

Shared Services			
	£000	Budget 2019/20	Budget 2020/21
Income - Charges Other income		(361)	(361)
		(851)	(862)
Managed Income		(7,466)	(7,464)
Net Managed Budget		19,189	19,234
Accounting Adjustments IAS 19 Pensions Costs Capital Charges		2,073	2,606
		32	12
		2,104	2,618
Central Recharges Corporate & Democratic Core Income		(7)	(5)
		(7)	(5)
Managed Outside the Service		2,097	2,613
Net Cost of Service		21,286	21,848

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Commercial Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		32,634	33,698
Agency And Temporary Staff		498	482
National Insurance Contributions		1,678	1,690
Superannuation Costs		4,440	4,525
Other Pension Costs		210	235
Other Employee Related Costs		85	147
Training And Development		194	154
		39,739	40,931
Premises			
Buildings Maintenance		59	60
Grounds Maintenance		1	1
Building Security		7	7
Cleaning And Workplace Refuse		224	238
Gas		56	57
Electricity		59	60
Other Utilities		12	12
NNDR		129	134
Accommodation Charges		(9)	(9)
Premises Related Insurance		5	3
		543	564
Supplies & Services			
Materials and Equipment		6,774	6,922
Stationery and Postage		13	13
Advertising		21	21
IT and telecommunications		127	124
Insurance		37	54
Professional Services and Subscriptions		56	16
Catering Service		0	0
Waste Disposal and Landfill Tax		280	285
Allowances		6	6
Other Hired and Contracted Services		1,467	1,353
Publication and Promotion		8	13
Miscellaneous		25	25
		8,815	8,832
Transport			
Vehicles And Plant Related Expenditure		6,016	6,653
Travel Allowances		111	113
Fuel		4,508	4,339
Private Hire		7,816	7,816
Transport Related Insurance		136	147
		18,588	19,068
Internal Charges			
Managed Recharges Frm Other Directorates		374	512
Charges To/From HRA		245	245
		619	757
Agency Payments			
Services provided by Voluntary Sector		28	88 28
		28	28

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Commercial Services			
	£000	Budget 2019/20	Budget 2020/21
Managed Expenditure		68,332	70,181
Internal Income			
Income from other Directorates		(58,249)	(59,106)
Charges to / from HRA		(307)	(307)
		(58,556)	(59,414)
Income - Grants			
Government Grants		(178)	(178)
		(178)	(178)
Income - Sales			
Sale of Goods and Services		(2,070)	(2,830)
		(2,070)	(2,830)
Income - Charges			
Fees and charges		(2,145)	(2,390)
Contributions		(447)	(447)
Other income		(555)	(501)
		(3,147)	(3,339)
Managed Income		(63,951)	(65,760)
Net Managed Budget		4,382	4,421
Accounting Adjustments			
IAS 19 Pensions Costs		3,624	4,677
Capital Charges		2,068	2,441
		5,692	7,118
Central Recharges			
Corporate & Democratic Core Income		0	(39)
		0	(39)
Other Internal Adjustments			
Internal Reallocations Charges		1,272	1,272
Internal Reallocations Income		(1,272)	(1,272)
		0	0
Managed Outside the Service		5,692	7,079
Net Cost of Service		10,073	11,500

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Facilities Management			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,619	1,499
National Insurance Contributions		106	103
Superannuation Costs		229	216
Other Pension Costs		73	75
Other Employee Related Costs		4	1
Training And Development		6	6
		2,036	1,900
Premises			
Buildings Maintenance		555	138
Grounds Maintenance		123	120
Building Security		369	372
Cleaning And Workplace Refuse		774	738
Gas		563	521
Electricity		1,539	1,500
Other Utilities		198	198
Rents		1,340	1,711
NNDR		2,978	2,776
Premises Related Insurance		205	102
		8,644	8,176
Supplies & Services			
Materials and Equipment		310	268
Stationery and Postage		1	1
IT and telecommunications		28	26
Insurance		14	37
Professional Services and Subscriptions		10	10
Security Services		330	337
Other Hired and Contracted Services		115	143
Licences		6	6
		814	828
Transport			
Vehicles And Plant Related Expenditure		8	8
Travel Allowances		22	20
Fuel		4	4
Private Hire		0	0
Transport Related Insurance		11	10
		44	42
Internal Charges			
Managed Recharges Frm Other Directorates		475	438
Charges To/From HRA		63	63
		538	501
Managed Expenditure		12,076	11,448
Internal Income			
Income from other Directorates		(1,596)	(1,405)
Charges to / from HRA		(76)	(1)
		(1,671)	(1,406)
Income - Grants			
Government Grants		(936)	90 (936)
		(936)	(936)

Resources and Housing

Budget Manager : Chief Officer Civic Enterprise Leeds

Facilities Management			
	£000	Budget 2019/20	Budget 2020/21
Income - Sales			
Sale of Goods and Services		(1)	(26)
		(1)	(26)
Income - Charges			
Fees and charges		(704)	(726)
Other income		(319)	(237)
Rents		(201)	(201)
		(1,224)	(1,164)
Managed Income		(3,832)	(3,532)
Net Managed Budget		8,244	7,916
Accounting Adjustments			
IAS 19 Pensions Costs		127	159
Capital Charges		1,743	760
		1,871	918
Central Recharges			
Corporate & Democratic Core Income		(26)	0
		(26)	0
Managed Outside the Service		1,845	918
Net Cost of Service		10,089	8,834

Resources and Housing

Budget Manager : Chief Officer Sustainable Energy & AQ

Sustainable Energy & Air Quality			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		857	1,493
National Insurance Contributions		94	161
Superannuation Costs		139	237
Other Pension Costs		0	0
Other Employee Related Costs		3	4
Training And Development		6	6
		1,099	1,901
Premises			
Other Utilities		7	7
NNDR		154	221
		161	228
Supplies & Services			
Materials and Equipment		0	0
Stationery and Postage		0	0
Advertising		14	15
IT and telecommunications		3	3
Insurance		0	1
Professional Services and Subscriptions		0	0
Grants and Contributions		60	0
Consultancy Services		20	20
Other Hired and Contracted Services		431	752
Miscellaneous		0	586
		529	1,378
Transport			
Travel Allowances		6	6
Transport Related Insurance		0	1
		6	7
Internal Charges			
Managed Recharges Frm Other Directorates		39	837
		39	837
Appropriations			
Transfers to/from Earmarked Reserves		(14)	(864)
		(14)	(864)
Managed Expenditure		1,820	3,487
Internal Income			
Income from other Directorates		(110)	(72)
Recharge Income from Capital		(152)	(351)
Charges to / from HRA		(654)	(1,050)
		(916)	(1,474)
Income - Grants			
Government Grants		(419)	(565)
		(419)	(565)
Income - Sales			
Sale of Goods and Services		(65)	(235)
		(65)	(235)
Income - Charges			
Fees and charges		(31)	92
Other income		(57)	(136)

Resources and Housing

Budget Manager : Chief Officer Sustainable Energy & AQ

Sustainable Energy & Air Quality		
	£000	
	Budget 2019/20	Budget 2020/21
Income - Charges	(88)	(167)
Managed Income	(1,487)	(2,441)
Net Managed Budget	332	1,046
Accounting Adjustments		
IAS 19 Pensions Costs	121	227
Capital Charges	350	66
	471	293
Central Recharges		
Corporate & Democratic Core Income	(12)	(13)
	(12)	(13)
Managed Outside the Service	459	280
Net Cost of Service	791	1,326

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Communities and Environment

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Officer Communities	Communities	6,558	16,566	(11,714)	4,852	1,154	6,007
Chief Officer Customer Access & Welfare	Customer Access	22,402	25,106	(4,560)	20,546	2,840	23,386
Chief Officer Elections & Regulatory	Elections, Licensing and Registration	1,207	6,258	(5,847)	411	418	829
Chief Officer Customer Access & Welfare	Welfare and Benefits	5,074	196,901	(191,795)	5,105	618	5,723
Chief Officer Environmental Services	Car Parking Services	(7,395)	4,867	(12,252)	(7,385)	959	(6,427)
Chief Officer Safer Leeds	Community Safety	3,033	8,842	(6,504)	2,338	825	3,163
Chief Officer Environmental Services	Waste Management	36,350	44,279	(9,766)	34,513	3,487	38,000
Chief Officer Parks & Countryside	Parks And Countryside	11,162	33,914	(26,147)	7,766	4,072	11,839
Chief Officer Environmental Services	Environmental Action (City Centre)	1,819	2,119	(427)	1,692	204	1,896
Chief Officer Elections & Regulatory	Environmental Health	1,636	2,038	(581)	1,457	150	1,607
Chief Officer Environmental Services	Cleaner Neighbourhood Teams	11,181	12,762	(4,372)	8,390	3,238	11,628
Net Cost of Service		93,027	353,651	(273,965)	79,686	17,966	97,652
Net Revenue Charge	Transfers to and from earmarked reserves	(7,810)	0	0	0	(10,534)	(10,534)
		85,217	353,651	(273,965)	79,686	7,432	87,118

Communities and Environment

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		69,799	73,324
Agency And Temporary Staff		314	336
National Insurance Contributions		6,704	6,894
Superannuation Costs		10,235	10,569
Other Pension Costs		1,161	684
Other Employee Related Costs		189	225
Training And Development		237	230
		88,639	92,262
Premises			
Buildings Maintenance		149	147
Grounds Maintenance		3,385	3,629
Building Security		413	425
Cleaning And Workplace Refuse		755	770
Gas		582	528
Electricity		948	966
Other Utilities		281	305
Rents		210	211
NNDR		2,524	2,310
Accommodation Charges		1,051	1,015
Premises Related Insurance		81	82
		10,380	10,388
Supplies & Services			
Materials and Equipment		5,761	5,834
Stationery and Postage		1,049	1,033
Advertising		85	87
IT and telecommunications		2,654	2,689
Insurance		301	457
Professional Services and Subscriptions		1,650	1,679
Grants and Contributions		5,897	5,903
Catering Service		3	3
Recycling and Reuse		2,938	2,796
Waste Disposal and Landfill Tax		2,653	2,841
Allowances		9	8
Consultancy Services		55	55
External Audit Fees		45	45
Security Services		96	76
Commissioned Services		(12)	0
Other Hired and Contracted Services		6,606	6,248
Licences		91	88
Publication and Promotion		338	261
PFI Unitary Charges		11,852	12,035
Miscellaneous		1,613	1,275
		43,683	43,413
Transport			
Vehicles And Plant Related Expenditure		5,925	6,171
Travel Allowances		343	331
Fuel		2,653	2,792
Private Hire		5	5
Transport Related Insurance		284	289
		9,210	9,587

Communities and Environment

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Internal Charges		
Managed Recharges Fm Other Directorates	8,827	8,739
Distributed Grants	829	679
	9,656	9,418
Agency Payments		
Services provided by other organisations	3,864	3,783
Contributions to Partnerships	273	80
Home Care	90	90
	4,226	3,953
Transfer Payments		
Compensation Payments	1	1
Housing Benefit Payments	253,667	185,429
	253,668	185,430
Appropriations		
Transfers to/from Earmarked Reserves	0	(799)
	0	(799)
Managed Expenditure	419,462	353,651
Internal Income		
Income from other Directorates	(9,519)	(9,459)
Recharge Income from Capital	(900)	(909)
Charges to / from HRA	(14,401)	(15,372)
Redistribution of grants income	(487)	(627)
	(25,307)	(26,366)
Income - Grants		
Government Grants	(265,139)	(197,459)
DCLG Grants	(1,362)	(1,271)
	(266,501)	(198,730)
Income - Sales		
Sale of Goods and Services	(5,306)	(5,247)
	(5,306)	(5,247)
Income - Charges		
Fees and charges	(28,995)	(28,794)
Contributions	(3,275)	(3,635)
Other income	(10,512)	(10,197)
Rents	(986)	(986)
Income Received From BITMO	(9)	(9)
	(43,777)	(43,622)
Managed Income	(340,891)	(273,965)
Net Managed Budget	78,571	79,686
Accounting Adjustments		
IAS 19 Pensions Costs	7,810	10,534
Transfers to/from Statutory Reserves	(7,810)	(10,534)
Capital Charges	7,093	7,969
	7,093	7,969
Central Recharges		
Corporate & Democratic Core Income	(447)	(537)
	(447)	(537)

Communities and Environment

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Other Internal Adjustments		
Internal Reallocations Charges	2,059	2,059
Internal Reallocations Income	(2,059)	(2,059)
	0	0
Managed Outside the Service	6,646	7,432
Net Cost of Service	85,217	87,118

Communities and Environment

Budget Manager : Chief Officer Communities

Communities			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,788	3,942
National Insurance Contributions		385	413
Superannuation Costs		571	605
Other Pension Costs		73	79
Other Employee Related Costs		1	5
Training And Development		0	0
		4,818	5,045
Premises			
Cleaning And Workplace Refuse		0	0
Gas		6	6
Electricity		2	2
Rents		7	7
NNDR		205	208
Accommodation Charges		1,037	951
Premises Related Insurance		20	9
		1,277	1,183
Supplies & Services			
Materials and Equipment		9	8
Stationery and Postage		15	15
IT and telecommunications		67	68
Insurance		13	14
Professional Services and Subscriptions		93	84
Grants and Contributions		3,107	3,098
Catering Service		3	3
Allowances		1	1
Other Hired and Contracted Services		2,027	1,757
Licences		4	4
Publication and Promotion		56	43
		5,396	5,096
Transport			
Travel Allowances		34	31
Transport Related Insurance		12	7
		45	37
Internal Charges			
Managed Recharges Frm Other Directorates		1,100	952
Distributed Grants		829	679
		1,928	1,631
Agency Payments			
Services provided by other organisations		3,864	3,783
		3,864	3,783
Appropriations			
Transfers to/from Earmarked Reserves		0	(209)
		0	(209)
Managed Expenditure		17,328	16,566
Internal Income			
Income from other Directorates		(1,113)	(993)
Charges to / from HRA		(511)	(511)
Redistribution of grants income		(487)	(627)

Communities and Environment

Budget Manager : Chief Officer Communities

Communities			
	£000	Budget 2019/20	Budget 2020/21
Internal Income		(2,110)	(2,131)
Income - Grants			
Government Grants		(7,750)	(7,474)
DCLG Grants		(313)	(229)
		(8,063)	(7,703)
Income - Charges			
Fees and charges		(292)	(292)
Contributions		(1,399)	(1,477)
Other income		(108)	(110)
Rents		(1)	(1)
		(1,798)	(1,879)
Managed Income		(11,972)	(11,714)
Net Managed Budget		5,356	4,852
Accounting Adjustments			
IAS 19 Pensions Costs		428	580
Capital Charges		1,004	886
		1,432	1,466
Central Recharges			
Corporate & Democratic Core Income		(230)	(312)
		(230)	(312)
Managed Outside the Service		1,202	1,154
Net Cost of Service		6,558	6,007

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Customer Access			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		14,863	16,006
Agency And Temporary Staff		27	27
National Insurance Contributions		1,591	1,508
Superannuation Costs		1,886	2,052
Other Pension Costs		451	316
Other Employee Related Costs		16	13
Training And Development		27	27
		18,860	19,948
Premises			
Buildings Maintenance		20	20
Grounds Maintenance		4	4
Building Security		324	324
Cleaning And Workplace Refuse		17	16
Gas		101	90
Electricity		176	181
Other Utilities		10	25
Rents		1	0
NNDR		522	579
Accommodation Charges		8	58
Premises Related Insurance		19	50
		1,203	1,348
Supplies & Services			
Materials and Equipment		939	937
Stationery and Postage		64	63
Advertising		3	3
IT and telecommunications		810	848
Insurance		27	37
Professional Services and Subscriptions		119	119
Allowances		5	5
Security Services		2	2
Commissioned Services		(12)	0
Other Hired and Contracted Services		778	786
Licences		2	2
Publication and Promotion		4	4
Miscellaneous		0	0
		2,740	2,805
Transport			
Vehicles And Plant Related Expenditure		76	76
Travel Allowances		52	52
Fuel		34	34
Transport Related Insurance		4	4
		166	166
Internal Charges			
Managed Recharges Frm Other Directorates		977	988
		977	988
Appropriations			
Transfers to/from Earmarked Reserves		0	103 (150)
		0	(150)

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Customer Access		
	£000	
	Budget 2019/20	Budget 2020/21
Managed Expenditure	23,945	25,106
Internal Income		
Income from other Directorates	(980)	(892)
Recharge Income from Capital	(899)	(907)
Charges to / from HRA	(490)	(1,320)
	(2,368)	(3,120)
Income - Sales		
Sale of Goods and Services	(462)	(457)
	(462)	(457)
Income - Charges		
Fees and charges	(673)	(569)
Contributions	(15)	0
Other income	(414)	(414)
Rents	0	0
	(1,102)	(983)
Managed Income	(3,933)	(4,560)
Net Managed Budget	20,012	20,546
Accounting Adjustments		
IAS 19 Pensions Costs	1,201	1,788
Capital Charges	1,222	1,110
	2,423	2,898
Central Recharges		
Corporate & Democratic Core Income	(33)	(58)
	(33)	(58)
Managed Outside the Service	2,389	2,840
Net Cost of Service	22,402	23,386

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Elections, Licensing and Registration			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		3,392	3,478
Agency And Temporary Staff		5	5
National Insurance Contributions		265	300
Superannuation Costs		474	469
Other Pension Costs		17	7
Other Employee Related Costs		3	3
Training And Development		53	53
		4,210	4,316
Premises			
Buildings Maintenance		6	1
Grounds Maintenance		3	3
Building Security		7	7
Cleaning And Workplace Refuse		7	19
Gas		8	8
Electricity		35	35
Other Utilities		2	2
Rents		164	165
NNDR		33	33
Premises Related Insurance		0	0
		263	272
Supplies & Services			
Materials and Equipment		120	113
Stationery and Postage		453	456
Advertising		17	14
IT and telecommunications		425	423
Insurance		10	9
Professional Services and Subscriptions		25	56
Allowances		1	1
Security Services		2	2
Other Hired and Contracted Services		184	136
Licences		1	1
		1,237	1,211
Transport			
Vehicles And Plant Related Expenditure		6	6
Travel Allowances		29	28
Fuel		2	2
Transport Related Insurance		0	0
		37	36
Internal Charges			
Managed Recharges Frm Other Directorates		424	423
		424	423
Managed Expenditure		6,170	6,258
Internal Income			
Income from other Directorates		(6)	(6)
		(6)	(6)
Income - Grants			
Government Grants		0	105
		0	(400)

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Elections, Licensing and Registration			
	£000	Budget 2019/20	Budget 2020/21
Income - Sales			
Sale of Goods and Services		(39)	(39)
		(39)	(39)
Income - Charges			
Fees and charges		(4,261)	(4,358)
Contributions		(935)	(935)
Other income		(109)	(109)
		(5,305)	(5,402)
Managed Income		(5,350)	(5,847)
Net Managed Budget		820	411
Accounting Adjustments			
IAS 19 Pensions Costs		398	501
Capital Charges		9	9
		407	509
Central Recharges			
Corporate & Democratic Core Income		(20)	(91)
		(20)	(91)
Managed Outside the Service		387	418
Net Cost of Service		1,207	829

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Welfare and Benefits			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		4,834	4,858
National Insurance Contributions		428	446
Superannuation Costs		752	724
Other Pension Costs		108	127
Other Employee Related Costs		4	3
Training And Development		9	9
		6,135	6,167
Premises			
Cleaning And Workplace Refuse		8	8
Electricity		0	0
Rents		5	5
Accommodation Charges		6	6
		19	20
Supplies & Services			
Materials and Equipment		5	5
Stationery and Postage		461	445
Advertising		43	43
IT and telecommunications		543	529
Insurance		7	7
Professional Services and Subscriptions		108	109
Grants and Contributions		2,259	2,334
Allowances		1	1
Consultancy Services		45	45
External Audit Fees		45	45
Other Hired and Contracted Services		278	283
Publication and Promotion		8	8
Miscellaneous		1,612	1,273
		5,414	5,127
Transport			
Travel Allowances		29	29
Private Hire		5	5
		34	34
Internal Charges			
Managed Recharges Frm Other Directorates		123	123
		123	123
Transfer Payments			
Compensation Payments		1	1
Housing Benefit Payments		253,667	185,429
		253,668	185,430
Managed Expenditure		265,394	196,901
Internal Income			
Income from other Directorates		(540)	(545)
Charges to / from HRA		(900)	(900)
		(1,440)	(1,445)
Income - Grants			
Government Grants		(251,422)	(183,970)
DCLG Grants		(1,049)	¹⁰⁷ (1,042)
		(252,471)	(185,012)

Communities and Environment

Budget Manager : Chief Officer Customer Access & Welfare

Welfare and Benefits		
	£000	
	Budget 2019/20	Budget 2020/21
Income - Charges		
Fees and charges	(20)	(20)
Other income	(6,936)	(5,318)
	(6,956)	(5,338)
Managed Income	(260,867)	(191,795)
Net Managed Budget	4,527	5,105
Accounting Adjustments		
IAS 19 Pensions Costs	551	634
Capital Charges	1	0
	552	634
Central Recharges		
Corporate & Democratic Core Income	(5)	(16)
	(5)	(16)
Managed Outside the Service	547	618
Net Cost of Service	5,074	5,723

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Car Parking Services			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		2,038	2,073
National Insurance Contributions		183	187
Superannuation Costs		308	309
Other Pension Costs		3	1
Other Employee Related Costs		2	1
Training And Development		2	2
		2,535	2,574
Premises			
Buildings Maintenance		1	3
Grounds Maintenance		30	32
Building Security		18	18
Cleaning And Workplace Refuse		19	19
Electricity		62	64
Other Utilities		10	10
NNDR		812	751
Premises Related Insurance		11	7
		964	904
Supplies & Services			
Materials and Equipment		148	158
Stationery and Postage		21	21
Advertising		0	5
IT and telecommunications		285	293
Insurance		4	4
Professional Services and Subscriptions		190	186
Other Hired and Contracted Services		422	415
		1,070	1,082
Transport			
Vehicles And Plant Related Expenditure		40	41
Travel Allowances		1	1
Fuel		10	9
Transport Related Insurance		2	3
		53	53
Internal Charges			
Managed Recharges Frm Other Directorates		252	254
		252	254
Managed Expenditure		4,874	4,867
Internal Income			
Income from other Directorates		(57)	(70)
		(57)	(70)
Income - Charges			
Fees and charges		(13,073)	(12,161)
Other income		(9)	(6)
Rents		(15)	(15)
		(13,098)	(12,182)
Managed Income		(13,155)	(12,252)
Net Managed Budget	Page 405	(8,280)	¹⁰⁹ (7,385)

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Car Parking Services			
£000		Budget 2019/20	Budget 2020/21
Accounting Adjustments			
IAS 19 Pensions Costs		267	333
Capital Charges		618	626
		885	959
Managed Outside the Service		885	959
Net Cost of Service		(7,395)	(6,427)

Communities and Environment

Budget Manager : Chief Officer Safer Leeds

Community Safety			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		4,918	5,121
National Insurance Contributions		518	533
Superannuation Costs		764	756
Other Pension Costs		35	0
Other Employee Related Costs		5	5
Training And Development		2	2
		6,241	6,415
Premises			
Cleaning And Workplace Refuse		0	0
Electricity		14	14
Rents		8	8
		22	22
Supplies & Services			
Materials and Equipment		13	13
Stationery and Postage		9	8
IT and telecommunications		286	287
Insurance		6	16
Professional Services and Subscriptions		318	318
Grants and Contributions		130	130
Allowances		1	1
Security Services		18	18
Other Hired and Contracted Services		922	909
Licences		4	4
		1,706	1,704
Transport			
Vehicles And Plant Related Expenditure		59	58
Travel Allowances		54	54
Fuel		34	35
Transport Related Insurance		2	2
		149	149
Internal Charges			
Managed Recharges Frm Other Directorates		411	382
		411	382
Agency Payments			
Contributions to Partnerships		273	80
Home Care		90	90
		363	170
Managed Expenditure		8,892	8,842
Internal Income			
Income from other Directorates		(1,375)	(1,391)
Charges to / from HRA		(3,697)	(3,827)
		(5,073)	(5,218)
Income - Grants			
Government Grants		(658)	(306)
		(658)	(306)
Income - Charges			
Contributions		(563)	111 (774)
Other income		(206)	(206)

Communities and Environment

Budget Manager : Chief Officer Safer Leeds

Community Safety			
	£000	Budget 2019/20	Budget 2020/21
Income - Charges		(769)	(980)
Managed Income		(6,499)	(6,504)
Net Managed Budget		2,392	2,338
Accounting Adjustments			
IAS 19 Pensions Costs		634	817
Capital Charges		38	16
		672	833
Central Recharges			
Corporate & Democratic Core Income		(31)	(8)
		(31)	(8)
Managed Outside the Service		641	825
Net Cost of Service		3,033	3,163

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Waste Management			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		12,285	13,583
Agency And Temporary Staff		283	305
National Insurance Contributions		1,246	1,376
Superannuation Costs		1,862	2,010
Other Pension Costs		253	21
Other Employee Related Costs		46	116
Training And Development		42	42
		16,017	17,452
Premises			
Buildings Maintenance		88	88
Building Security		5	15
Cleaning And Workplace Refuse		5	5
Gas		4	4
Electricity		140	135
Other Utilities		25	28
Rents		5	5
NNDR		250	260
Premises Related Insurance		3	1
		524	542
Supplies & Services			
Materials and Equipment		309	298
Stationery and Postage		6	6
IT and telecommunications		100	97
Insurance		27	29
Professional Services and Subscriptions		3	3
Recycling and Reuse		2,938	2,796
Waste Disposal and Landfill Tax		2,652	2,840
Allowances		0	0
Consultancy Services		8	8
Security Services		47	26
Other Hired and Contracted Services		168	140
Licences		48	44
Publication and Promotion		215	154
PFI Unitary Charges		11,852	12,035
		18,372	18,477
Transport			
Vehicles And Plant Related Expenditure		2,831	3,058
Travel Allowances		10	10
Fuel		1,536	1,636
Transport Related Insurance		129	137
		4,506	4,841
Internal Charges			
Managed Recharges Frm Other Directorates		3,317	3,408
		3,317	3,408
Appropriations			
Transfers to/from Earmarked Reserves		0	(440)
		0	(440)
Managed Expenditure		42,737	44,279

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Waste Management			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Income from other Directorates		(461)	(461)
Charges to / from HRA		(268)	(273)
		(729)	(734)
Income - Grants			
Government Grants		(5,269)	(5,269)
		(5,269)	(5,269)
Income - Sales			
Sale of Goods and Services		(600)	(422)
		(600)	(422)
Income - Charges			
Fees and charges		(427)	(786)
Contributions		0	(7)
Other income		(668)	(2,548)
		(1,095)	(3,341)
Managed Income		(7,693)	(9,766)
Net Managed Budget		35,044	34,513
Accounting Adjustments			
IAS 19 Pensions Costs		1,379	2,153
Capital Charges		2,029	3,406
		3,409	5,559
Central Recharges			
Corporate & Democratic Core Income		(44)	(12)
		(44)	(12)
Other Internal Adjustments			
Internal Reallocations Income		(2,059)	(2,059)
		(2,059)	(2,059)
Managed Outside the Service		1,306	3,487
Net Cost of Service		36,350	38,000

Communities and Environment

Budget Manager : Chief Officer Parks & Countryside

Parks And Countryside			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		13,822	14,270
National Insurance Contributions		1,184	1,226
Superannuation Costs		2,123	2,159
Other Pension Costs		32	13
Other Employee Related Costs		59	40
Training And Development		65	65
		17,284	17,773
Premises			
Buildings Maintenance		13	13
Grounds Maintenance		3,349	3,591
Building Security		59	60
Cleaning And Workplace Refuse		349	352
Gas		460	417
Electricity		513	526
Other Utilities		188	192
Rents		17	18
NNDR		693	459
Premises Related Insurance		27	14
		5,668	5,642
Supplies & Services			
Materials and Equipment		3,941	4,028
Stationery and Postage		10	10
Advertising		22	22
IT and telecommunications		83	83
Insurance		192	322
Professional Services and Subscriptions		268	270
Grants and Contributions		341	341
Waste Disposal and Landfill Tax		1	1
Allowances		0	0
Consultancy Services		2	2
Security Services		26	27
Other Hired and Contracted Services		1,310	1,337
Licences		32	33
Publication and Promotion		52	52
Miscellaneous		1	1
		6,284	6,530
Transport			
Vehicles And Plant Related Expenditure		1,266	1,270
Travel Allowances		20	20
Fuel		505	535
Transport Related Insurance		54	59
		1,846	1,885
Internal Charges			
Managed Recharges Frm Other Directorates		2,082	2,084
		2,082	2,084
Managed Expenditure		33,164	33,914
Internal Income	Page 411		115
Income from other Directorates		(4,690)	(4,781)

Communities and Environment

Budget Manager : Chief Officer Parks & Countryside

Parks And Countryside			
	£000	Budget 2019/20	Budget 2020/21
Internal Income			
Charges to / from HRA		(4,206)	(4,305)
		(8,896)	(9,086)
Income - Grants			
Government Grants		(40)	(40)
		(40)	(40)
Income - Sales			
Sale of Goods and Services		(4,094)	(4,210)
		(4,094)	(4,210)
Income - Charges			
Fees and charges		(10,012)	(10,377)
Contributions		(329)	(408)
Other income		(1,556)	(1,056)
Rents		(970)	(970)
		(12,866)	(12,811)
Managed Income		(25,896)	(26,147)
Net Managed Budget		7,268	7,766
Accounting Adjustments			
IAS 19 Pensions Costs		1,829	2,240
Capital Charges		2,087	1,856
		3,916	4,096
Central Recharges			
Corporate & Democratic Core Income		(22)	(24)
		(22)	(24)
Managed Outside the Service		3,894	4,072
Net Cost of Service		11,162	11,839

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,259	1,285
National Insurance Contributions		119	119
Superannuation Costs		202	205
Other Pension Costs		28	19
Other Employee Related Costs		1	1
Training And Development		4	4
		1,613	1,633
Premises			
Buildings Maintenance		1	1
Electricity		2	3
Other Utilities		4	4
NNDR		2	15
		10	23
Supplies & Services			
Materials and Equipment		28	29
IT and telecommunications		6	10
Insurance		2	2
Professional Services and Subscriptions		142	143
Other Hired and Contracted Services		27	27
		204	211
Transport			
Vehicles And Plant Related Expenditure		174	175
Travel Allowances		2	2
Fuel		51	52
Transport Related Insurance		0	0
		227	230
Internal Charges			
Managed Recharges Frm Other Directorates		25	23
		25	23
Managed Expenditure		2,079	2,119
Internal Income			
Income from other Directorates		(167)	(167)
Recharge Income from Capital		(1)	(1)
		(168)	(168)
Income - Charges			
Fees and charges		(214)	(214)
Other income		(45)	(45)
		(259)	(259)
Managed Income		(427)	(427)
Net Managed Budget		1,652	1,692
Accounting Adjustments			
IAS 19 Pensions Costs		149	203
Capital Charges		18	10
		167	213

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Environmental Action (City Centre)		
	£000	
	Budget 2019/20	Budget 2020/21
Central Recharges		
Corporate & Democratic Core Income	0	(9)
	0	(9)
Managed Outside the Service	167	204
Net Cost of Service	1,819	1,896

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Environmental Health			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		1,136	1,153
National Insurance Contributions		108	114
Superannuation Costs		179	178
Other Pension Costs		110	50
Other Employee Related Costs		1	1
Training And Development		15	8
		1,549	1,504
Premises			
Electricity		1	2
		1	2
Supplies & Services			
Materials and Equipment		26	16
Stationery and Postage		8	7
Advertising		0	0
IT and telecommunications		40	37
Insurance		2	2
Professional Services and Subscriptions		300	306
Other Hired and Contracted Services		99	59
Publication and Promotion		4	0
		479	425
Transport			
Vehicles And Plant Related Expenditure		13	10
Travel Allowances		49	40
Fuel		7	8
Transport Related Insurance		0	0
		69	57
Internal Charges			
Managed Recharges Frm Other Directorates		60	49
		60	49
Managed Expenditure		2,157	2,038
Internal Income			
Income from other Directorates		(114)	(137)
Charges to / from HRA		(49)	(58)
		(163)	(195)
Income - Sales			
Sale of Goods and Services		(91)	(98)
		(91)	(98)
Income - Charges			
Fees and charges		(24)	(17)
Contributions		(34)	(34)
Other income		(243)	(228)
Income Received From BITMO		(9)	(9)
		(310)	(288)
Managed Income		(563)	(581)
Net Managed Budget		1,594	1,457

Communities and Environment

Budget Manager : Chief Officer Elections & Regulatory

Environmental Health		
	£000	
	Budget 2019/20	Budget 2020/21
Accounting Adjustments		
IAS 19 Pensions Costs	46	143
Capital Charges	3	14
	50	157
Central Recharges		
Corporate & Democratic Core Income	(7)	(7)
	(7)	(7)
Managed Outside the Service	43	150
Net Cost of Service	1,636	1,607

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Cleaner Neighbourhood Teams			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Direct Pay Costs		7,464	7,556
National Insurance Contributions		678	672
Superannuation Costs		1,116	1,103
Other Pension Costs		50	50
Other Employee Related Costs		50	37
Training And Development		17	17
		9,375	9,435
Premises			
Buildings Maintenance		20	20
Cleaning And Workplace Refuse		349	349
Gas		4	4
Electricity		4	4
Other Utilities		43	44
Rents		3	3
NNDR		8	7
		430	431
Supplies & Services			
Materials and Equipment		222	230
Stationery and Postage		4	4
IT and telecommunications		10	14
Insurance		12	14
Professional Services and Subscriptions		83	83
Grants and Contributions		60	0
Allowances		0	0
Other Hired and Contracted Services		391	400
		782	745
Transport			
Vehicles And Plant Related Expenditure		1,461	1,477
Travel Allowances		63	64
Fuel		473	483
Transport Related Insurance		80	76
		2,078	2,099
Internal Charges			
Managed Recharges Frm Other Directorates		57	52
		57	52
Managed Expenditure		12,722	12,762
Internal Income			
Income from other Directorates		(17)	(17)
Charges to / from HRA		(4,280)	(4,177)
		(4,297)	(4,194)
Income - Sales			
Sale of Goods and Services		(20)	(20)
		(20)	(20)
Income - Charges			
Other income		(218)	(158)
		(218)	(158)
Managed Income		(4,535)	(4,372)

Communities and Environment

Budget Manager : Chief Officer Environmental Services

Cleaner Neighbourhood Teams		
£000	Budget 2019/20	Budget 2020/21
Net Managed Budget	8,186	8,390
Accounting Adjustments		
IAS 19 Pensions Costs	928	1,143
Capital Charges	64	36
	992	1,179
Central Recharges		
Corporate & Democratic Core Income	(56)	0
	(56)	0
Other Internal Adjustments		
Internal Reallocations Charges	2,059	2,059
	2,059	2,059
Managed Outside the Service	2,995	3,238
Net Cost of Service	11,181	11,628

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Strategic and Central Accounts

Summary of budget by service (£000)

Budget Manager	Service	Total 2019/20	Managed by the Service			Managed Outside the Service	Total 2020/21
			Spending	Income	Net		
Chief Officer Financial Services	Strategic Accounts	1,150	(13,311)	(20,217)	(33,528)	31,712	(1,816)
Chief Officer Financial Services	Debt Financing Costs	2,983	35,747	(17,881)	17,866	(600)	17,266
Chief Officer Financial Services	Corporate & Democratic Core	10,954	0	128	128	10,547	10,674
Chief Officer Financial Services	Non-Distributable Costs	6,122	0	0	0	6,123	6,123
Chief Officer Financial Services	Government Grants And Parish Precepts	(30,208)	2,161	(27,581)	(25,420)	0	(25,420)
Chief Officer Financial Services	Joint Committees And Other Bodies	35,894	35,201	0	35,201	0	35,201
Chief Officer Financial Services	Miscellaneous	(83)	5,746	(794)	4,952	(5,008)	(56)
Chief Officer Financial Services	Capital Accounting Appropriations	(96,333)	0	0	0	(101,865)	(101,865)
Chief Officer Financial Services	Corporate Insurance	0	9,167	(9,167)	0	0	0
Net Cost of Service		(69,521)	74,710	(75,512)	(802)	(59,091)	(59,893)
	Transfers to and from earmarked reserves	(24,759)	0	0	0	(31,835)	(31,835)
Net Revenue Charge		(94,280)	74,710	(75,512)	(802)	(90,926)	(91,728)

Strategic and Central Accounts

Summary of budget by type of spending or income

	£000	Budget 2019/20	Budget 2020/21
Employees			
Other Pension Costs		5,053	4,977
Training And Development		(90)	(90)
		4,963	4,887
Premises			
NNDR		177	0
		177	0
Supplies & Services			
IT and telecommunications		35	35
Insurance		4,788	4,715
Professional Services and Subscriptions		600	700
Grants and Contributions		362	363
General Capitalisation		(8,082)	(7,582)
Contingency		760	155
Corporate Initiatives & Savings Targets		800	(800)
Other Hired and Contracted Services		478	480
		(259)	(1,934)
Internal Charges			
Managed Recharges Frm Other Directorates		4,646	3,942
		4,646	3,942
Agency Payments			
Former joint committee residual costs		378	364
WY Joint Committees		1,396	1,396
WY Probation Service		9	0
WY Combined Authority (formerly WY PTE)		32,740	32,076
Flood Defence Levy		384	384
Coroners Service		1,373	1,345
		36,279	35,564
Transfer Payments			
Business Rates Pool		6,001	2,161
Land Drainage Levies		8	8
		6,009	2,169
Capital			
Capital Financing Charge		(10,316)	(9,389)
External Interest Charge		75,254	78,314
Statutory capital charge to HRA		(28,062)	(28,116)
Use of capital receipts to fund PFI		(17,517)	(19,923)
Minimum Revenue Provision		1,000	14,261
		20,359	35,147
Appropriations			
Transfer to/from General Fund Reserves		4,485	(9,000)
Transfers to/from Earmarked Reserves		(1,400)	3,710
Transfers to/from Capital Reserve		133	226
		3,218	(5,064)
Managed Expenditure		75,393	74,710
Internal Income			
Income from other Directorates		(27,245)	(26,378)
Charges to / from HRA		(12,803)	(12,803)
Corporate & Democratic Core Chge to HRA		(1,355)	126 (1,655)
		(41,403)	(40,835)

Strategic and Central Accounts

Summary of budget by type of spending or income

£000	Budget 2019/20	Budget 2020/21
Income - Grants		
Government Grants	(383)	(348)
DCLG Grants	(35,899)	(27,305)
	(36,282)	(27,653)
Income - Charges		
Fees and charges	(782)	(747)
Contributions	(754)	(719)
Other income	(3,732)	(4,819)
	(5,269)	(6,285)
Income - Other		
Interest and Dividends	(713)	(739)
	(713)	(739)
Managed Income	(83,666)	(75,512)
Net Managed Budget	(8,273)	(802)
Accounting Adjustments		
IAS 19 Pensions Costs	24,759	31,835
Transfers to/from Statutory Reserves	(24,759)	(31,835)
Capital Charges	(96,245)	(100,773)
	(96,245)	(100,773)
Central Recharges		
Corporate & Democratic Core Income	10,238	9,846
	10,238	9,846
Managed Outside the Service	(86,007)	(90,926)
Net Cost of Service	(94,280)	(91,728)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Strategic Accounts			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Training And Development		(90)	(90)
		(90)	(90)
Premises			
NNDR		177	0
		177	0
Supplies & Services			
Grants and Contributions		65	66
General Capitalisation		(8,082)	(7,582)
Contingency		760	155
Corporate Initiatives & Savings Targets		800	(800)
Other Hired and Contracted Services		4	5
		(6,453)	(8,157)
Appropriations			
Transfer to/from General Fund Reserves		4,485	(9,000)
Transfers to/from Earmarked Reserves		(2,000)	3,710
Transfers to/from Capital Reserve		133	226
		2,618	(5,064)
Managed Expenditure		(3,748)	(13,311)
Internal Income			
Income from other Directorates		(562)	(562)
Charges to / from HRA		(12,803)	(12,803)
Corporate & Democratic Core Chge to HRA		(1,471)	(1,782)
		(14,836)	(15,147)
Income - Charges			
Fees and charges		(459)	(459)
Other income		(3,519)	(4,611)
		(3,978)	(5,070)
Managed Income		(18,814)	(20,217)
Net Managed Budget		(22,562)	(33,528)
Accounting Adjustments			
IAS 19 Pensions Costs		23,712	30,712
Capital Charges		0	1,000
		23,712	31,712
Managed Outside the Service		23,712	31,712
Net Cost of Service		1,150	(1,816)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Debt Financing Costs			
	£000	Budget 2019/20	Budget 2020/21
Supplies & Services			
Professional Services and Subscriptions		500	600
		500	600
Capital			
Capital Financing Charge		(10,316)	(9,389)
External Interest Charge		75,254	78,314
Statutory capital charge to HRA		(28,062)	(28,116)
Use of capital receipts to fund PFI		(17,517)	(19,923)
Minimum Revenue Provision		1,000	14,261
		20,359	35,147
Managed Expenditure		20,859	35,747
Internal Income			
Income from other Directorates		(16,147)	(16,654)
		(16,147)	(16,654)
Income - Charges			
Fees and charges		(316)	(288)
Other income		(200)	(200)
		(516)	(488)
Income - Other			
Interest and Dividends		(713)	(739)
		(713)	(739)
Managed Income		(17,376)	(17,881)
Net Managed Budget		3,483	17,866
Central Recharges			
Corporate & Democratic Core Income		(500)	(600)
		(500)	(600)
Managed Outside the Service		(500)	(600)
Net Cost of Service		2,983	17,266

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate & Democratic Core			
	£000	Budget 2019/20	Budget 2020/21
Internal Income Corporate & Democratic Core Chge to HRA		117	128
		117	128
Managed Income		117	128
Net Managed Budget		117	128
Central Recharges Corporate & Democratic Core Income		10,838	10,547
		10,838	10,547
Managed Outside the Service		10,838	10,547
Net Cost of Service		10,954	10,674

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Government Grants And Parish Precepts		
	£000	
	Budget 2019/20	Budget 2020/21
Transfer Payments		
Business Rates Pool	6,001	2,161
	6,001	2,161
Managed Expenditure	6,001	2,161
Income - Grants		
Government Grants	(310)	(275)
DCLG Grants	(35,899)	(27,305)
	(36,209)	(27,581)
Managed Income	(36,209)	(27,581)
Net Managed Budget	(30,208)	(25,420)
Net Cost of Service	(30,208)	(25,420)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Joint Committees And Other Bodies		
£000	Budget 2019/20	Budget 2020/21
Agency Payments		
WY Joint Committees	1,396	1,396
WY Probation Service	9	0
WY Combined Authority (formerly WY PTE)	32,740	32,076
Flood Defence Levy	384	384
Coroners Service	1,373	1,345
	35,902	35,201
Managed Expenditure	35,902	35,201
Income - Charges		
Fees and charges	(8)	0
	(8)	0
Managed Income	(8)	0
Net Managed Budget	35,894	35,201
Net Cost of Service	35,894	35,201

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Miscellaneous			
	£000	Budget 2019/20	Budget 2020/21
Employees			
Other Pension Costs		5,053	4,977
		5,053	4,977
Supplies & Services			
Professional Services and Subscriptions		100	100
Grants and Contributions		298	298
		398	398
Agency Payments			
Former joint committee residual costs		378	364
		378	364
Transfer Payments			
Land Drainage Levies		8	8
		8	8
Managed Expenditure		5,836	5,746
Income - Grants			
Government Grants		(73)	(73)
		(73)	(73)
Income - Charges			
Contributions		(754)	(719)
Other income		(6)	(3)
		(760)	(722)
Managed Income		(833)	(794)
Net Managed Budget		5,003	4,952
Accounting Adjustments			
IAS 19 Pensions Costs		(5,053)	(4,977)
Capital Charges		67	69
		(4,986)	(4,908)
Central Recharges			
Corporate & Democratic Core Income		(100)	(100)
		(100)	(100)
Managed Outside the Service		(5,086)	(5,008)
Net Cost of Service		(83)	(56)

Strategic and Central Accounts

Budget Manager : Chief Officer Financial Services

Corporate Insurance			
	£000	Budget 2019/20	Budget 2020/21
Supplies & Services			
IT and telecommunications		35	35
Insurance		4,788	4,715
Other Hired and Contracted Services		474	475
		5,297	5,225
Internal Charges			
Managed Recharges Frm Other Directorates		4,646	3,942
		4,646	3,942
Appropriations			
Transfers to/from Earmarked Reserves		600	0
		600	0
Managed Expenditure		10,543	9,167
Internal Income			
Income from other Directorates		(10,536)	(9,162)
		(10,536)	(9,162)
Income - Charges			
Other income		(7)	(5)
		(7)	(5)
Managed Income		(10,543)	(9,167)
Net Managed Budget		0	0
Net Cost of Service		0	0

Report of the Chief Officer – Financial Services

Report to Council

Date: 26th February 2020

Agenda Item 8 (ii)

Subject: Council Tax 2020/21

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

- Section 30 of the Local Government Act 1992 imposes on the City Council a duty to set council taxes within its area. This report sets out the background to the calculations, the various steps in the process and the proposed council taxes for 2020/21 including the precepts issued by the Police and Crime Commissioner for West Yorkshire, the West Yorkshire Fire & Rescue Authority and the parish and town councils within the Leeds area.
- It is proposed that Leeds City Council's element of the Band D council tax charge be increased by 3.99% to £1,449.00, an increase of 1.99% to the Leeds element plus a 2% increase for the Adult Social Care precept.

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

- The Best Council Plan is the Council's strategic plan which sets out its ambitions, outcomes and priorities for the City of Leeds and the Local Authority.
- The council tax recommendations detailed in this report have been developed to ensure that appropriate financial resources are provided to support Council policies and the Best Council Plan, as set out in the 2020/21 Revenue Budget and Council Tax report.

3. Resource Implications

- This is a financial report and the financial implications are outlined in the main body of the report and set out in detail in the 2020/21 Revenue Budget and Council Tax report.

Recommendations

- a) Council is requested to adopt the resolutions set out in **Section 6**.

1. Purpose of this report

- 1.1 This report sets out how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2020/21.

2. Background information

- 2.1 Section 30 of the Local Government Finance Act 1992 requires the City Council to set the council tax within its area. The amounts paid are based upon the capital values of each dwelling and are calculated by reference to their values at 1st April 1991 prices.
- 2.2 Properties are placed in one of eight valuation bands by the Listing Officer of the Valuation Office Agency as follows:

Table 1: Valuation Bands

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

- 2.3 When the consultation paper relating to council tax was first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of council tax is calculated, a Band D Tax is calculated initially and the taxes for the other bands are then calculated as proportions of that. Amounts of council tax are calculated in the first instance for households with two or more adults; single adult households receive a 25% discount.

3. Main issues

- 3.1 Council Taxes and the Collection Fund

- 3.1.1 The City Council's net budget is funded through a combination of business rates income, council tax income and government grant. Council tax income comes via the Leeds Collection Fund, a separate account from the City Council's General Fund, set up in accordance with Section 89 of the Local Government Finance Act 1988. The Collection Fund collects council tax income and pays out the demands and precepts made upon it by the City Council, the Police and Crime Commissioner for West Yorkshire and the West Yorkshire Fire & Rescue Authority.
- 3.1.2 Leeds City Council is both a precepting and a billing authority. This means that the Council is responsible for maintaining the Collection Fund, setting the council tax, sending out council tax bills and collecting council tax. Leeds City Council, the Police and Crime Commissioner and the Fire & Rescue Authority each calculate their own element of council tax and Leeds as the billing authority then formally sets the overall tax by adding these elements together.
- 3.1.3 In the 2019 Spending Review 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 and the Provisional Local Government Finance Settlement 2020/21. The Final Local Government Settlement was published on 6th February 2020, with the parliamentary approval process scheduled for 24th February. The 2020/21 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%.
- 3.1.4 For 2020/21 the Secretary of State for Housing, Communities and Local Government has again determined the 'principles' that will require local authorities that wish to increase their council taxes beyond set limits to hold local referendums. The limit this year for Leeds is up to 4%, comprising of 2% for the Leeds element of the tax plus the Adult Social Care precept of 2%. The referendum limit for the Police and Crime Commissioner is £10 per Band D property and the limit for the Fire & Rescue Authority is up to 2%.
- 3.1.5 The proposed council taxes (including Police and Fire elements) for a two-adult household in Leeds are shown below. A 1.99% council tax increase is proposed to the Leeds element of the tax plus an additional 2% increase in council tax for the Adult Social Care precept. The Police and Crime Commissioner has approved an increase of £9.33 per Band D property (4.99%) and the **Fire & Rescue Authority is expected to approve a precept increase of 1.97% on 21st February 2020.**

Table 2: 2020/21 Council Tax by Band

	2019/20 £	2020/21 £	Increase %
Band A	1096.60	1140.76	4.03%
Band B	1,279.37	1,330.89	4.03%
Band C	1,462.13	1,521.02	4.03%
Band D	1,644.90	1,711.15	4.03%
Band E	2,010.43	2,091.40	4.03%
Band F	2,375.97	2,471.65	4.03%
Band G	2,741.50	2,851.91	4.03%
Band H	3,289.80	3,422.29	4.03%

3.1.6 Council will be assured that the council taxes proposed for the Leeds area, as set out in **Table 2**, will not exceed the referendum limits set by the Secretary of State.

3.2 Calculation and Setting of Council Tax

3.2.1 The process of calculating and setting council tax is as follows:

- i. Calculate the “council tax requirement” following the steps set out in Section 31A of the Local Government Finance Act 1992. This takes the Council’s gross budget and gross income as a starting point and is shown in abbreviated form in **Table 3**.
- ii. Divide the council tax requirement by the tax base (as agreed by Council on 15th January 2020) to give a Band D Tax that includes amounts for parishes.
- iii. Calculate separately the Band D Taxes for non-parished areas (by removing parish precepts) and for each parish.
- iv. Calculate the taxes for each property band for non-parished areas and for parishes.

3.2.2 **Table 3** includes the precepts and Band D amounts for the Police and Crime Commissioner and for the Fire & Rescue Authority.

3.2.3 **Table 3** includes the total of parish precepts, which is not yet finalised. **No precept request has yet been received from Ledston Parish Council.**

Table 3: Council Tax Requirement 2020/21

	2019/20		2020/21	
	TOTAL £	Per Band D Equivalent £ p	TOTAL £	Per Band D Equivalent £ p
Leeds City Council				
Gross Expenditure (inc. trans. to reserves)	2,055,895,423		2,088,415,000	
Less:				
Gross Income (inc. trans. from reserves)	1,539,218,423		1,562,710,000	
Net Budget	516,677,000	2,264.05	525,705,000	2,272.07
Add:				
Parish Precepts	1,992,385	8.73	2,080,227	8.99
	518,669,385	2,272.78	527,785,227	2,281.06
Less:				
Leeds RSG	0	0.00	28,213,228	121.94
Leeds Business Rates	273,547,642	1,198.67	183,663,479	793.78
	245,121,743	1,074.11	315,908,520	1,365.34
Add:				
Tariff to Central Government	73,113,461	320.38	14,358,365	62.06
Basic amount needed from Council Tax	318,235,204	1,394.49	330,266,885	1,427.40
Adjust for:				
Business Rates Collection Fund (Surplus)/Deficit	606,694	2.66	5,526,702	23.89
Council Tax Collection Fund (Surplus)/Deficit	1,127,906	4.94	1,553,117	6.71
COUNCIL TAX REQUIREMENT (Including Parishes)	319,969,804	1,402.09	337,346,704	1,457.99
Less:				
Parish Precepts	1,992,385	8.73	2,080,227	8.99
COUNCIL TAX REQUIREMENT (Excluding Parishes)	317,977,419	1,393.36	335,266,477	1,449.00
Add:				
Police Precept	42,663,531	186.95	45,414,349	196.28
Fire Precept	14,740,302	64.59	15,240,048	65.87
TOTAL BAND D TAX (Non Parished Areas)	375,381,252	1,644.90	395,920,874	1,711.15
Total including parishes	377,373,637	1,653.63	398,001,101	1,720.14

Notes:

- The council tax base for 2020/21 as agreed by Council on 15th January 2020 and expressed as the number of Band D equivalent properties is 231,377.6.
- The precepts for individual parish and town councils and their parish Band D council taxes are set out in **Appendix I. The total of parish precepts is not yet finalised.**
- "Per Band D equivalents" shown in the table may not add due to rounding.

3.3 Local Council Tax Support Scheme

- 3.3.1 The Council Tax Support Scheme operates as a discount on the same basis as other discounts currently in place, with protected groups currently receiving a 100% discount. At its December 2016 meeting, Executive Board agreed to recommend to Full Council the replacement of the previous Council Tax Support scheme with a scheme aligned with Universal Credit. Full Council supported the adoption of the proposed scheme at its January 2017 meeting, with it taking effect from 1 April 2017. Customers now move on to this new scheme when they transfer to Universal Credit, at which time eligible customers will move off the scheme of automatic protections. Non-protected recipients of council tax benefit continue to be required to pay 25% of their council tax bills.
- 3.3.2 No changes are proposed to the current scheme, detailed in 3.3.1 above, in 2020/21.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The setting of council taxes is the final step in a budget setting process which has been underway for a number of months. Leeds City Council's initial budget proposals have been the subject of consultation with key stakeholders as set out in **section 15** of the 2020/21 Revenue Budget and Council Tax report.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The Council is fully committed to assessing and understanding the impact of its decisions on equality and diversity issues. 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.
- 4.2.2 A specific Equality Impact Assessment of the budget at a strategic level has been carried out and this is attached to the 2020/21 Revenue Budget and Council Tax report included in the pack of papers available at this meeting. Separate equality impact assessments will be undertaken in respect to specific actions included in the budget where appropriate.

4.3 Council policies and the Best Council Plan

- 4.3.1 The council tax recommendations detailed in this report have been developed to ensure that appropriate financial resources are provided to support Council policies and the Best Council Plan, as set out in the 2020/21 Revenue Budget and Council Tax report referred to earlier.

Climate Emergency

- 4.3.2 There are no implications for the climate emergency resulting from this report.

4.4 Resources, procurement and value for money

- 4.4.1 This is a financial report and the financial implications are outlined in the main body of the report and set out in detail in the 2020/21 Revenue Budget and Council Tax report.

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

- 4.5.1 In accordance with the Council's Budget and Policy Framework decisions as to the Council's budget and council tax are reserved to Council. Agreement of the recommendations contained in this report implies the Council's agreement to the actions necessary to deliver the budget described in the 2020/21 Revenue Budget and Council Tax report.

4.6 Risk management

- 4.6.1 A full assessment of budget risks both at directorate level and corporately has been made and is explained in **paragraph 11** of the 2020/21 Revenue Budget and Council Tax report.

5. Conclusions

- 5.1 This report explains how the council tax is calculated and makes recommendations regarding Leeds' council tax requirement, the calculation of Leeds and parish elements of council tax and the setting of the overall level of council tax for Leeds for 2020/21.

6. Recommendations

- 6.1 Council is asked to adopt the following resolutions.
- 6.2 That it be noted that at the meeting on 15th January 2020, Council agreed the following amounts for the year 2020/21, in accordance with regulations made under Sections 31B(3) and 34(4) of the Local Government Finance Act 1992:-
 - a) 231,377.6 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) as its council tax base for the year.

b) **Table 4: Taxbase Numbers 2020/21**

PARISH OF	Taxbase Numbers 2019/20	Taxbase Numbers 2020/21
Aberford and District	778.8	777.8
Allerton Bywater	1,479.7	1,491.2
Alwoodley	3,658.6	3,635.0
Arthington	291.0	292.9
Austhorpe	25.4	61.3
Bardsey cum Rigton	1,133.6	1,137.1
Barwick in Elmet and Scholes	1,996.8	2,005.4
Boston Spa	2,054.2	1,994.2
Bramham cum Oglethorpe	738.6	737.7
Bramhope and Carlton	1,827.1	1,885.9
Clifford	765.2	846.2
Collingham with Linton	1,722.2	1,704.0
Drighlington	1,868.3	1,894.6
East Keswick	586.6	590.7
Gildersome	1,863.0	1,856.7
Great and Little Preston	609.0	620.3
Harewood	1,836.2	1,850.3
Horsforth	7,203.3	7,388.6
Kippax	2,927.4	3,020.5
Ledsham	95.8	96.3
Ledston	159.9	152.2
Micklefield	515.5	536.7
Morley	10,795.5	11,087.9
Otley	5,003.3	5,053.1
Pool in Wharfedale	960.3	978.1
Rawdon	2,753.3	2,765.6
Scarcroft	819.8	818.0
Shadwell	971.4	974.4
Swillington	958.6	959.0
Thorner	758.3	760.9
Thorp Arch	374.7	376.1
Walton	114.8	117.3
Wetherby	4,881.4	4,977.4
Wothersome	9.0	8.1

being the amounts calculated by the Council in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which one or more special items relate.

6.3 That the following amounts be now calculated by the Council for the year 2020/21 in accordance with Sections 31A to 36 of the Local Government Finance Act 1992:-

a) **£2,111,933,411**

being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2)(a) to (f) of the Act.

- b) **£1,774,586,707** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act.
- c) **£337,346,704** being the amount by which the aggregate at 6.3(a) above exceeds the aggregate at 6.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **council tax requirement** for the year.
- d) **£1,457.992061** being the amount at 6.3(c) above, divided by the amount at 6.2(a) above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the **basic amount of its council tax for the year**.
- e) **2,080,227.00** being the aggregate amount of all special items referred to in Section 34(1) of the Act.
- f) **£1,499.00** being the amount at 6.3(d) above, less the result given by dividing the amount at 6.3(e) above by the amount at 6.2(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the **basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates**.

The total of parish precepts, included in the figures above, includes a precept for Ledston Parish Council that is yet to be confirmed.

g) **Table 5: Band D Precept by Parish**

Parish	Band D £ p	
Aberford and District	1,476.00	
Allerton Bywater	1,476.16	
Alwoodley	1,463.00	
Arthington	1,457.54	
Bardsey cum Rigton	1,479.52	
Barwick in Elmet and Scholes	1,467.52	
Boston Spa	1,475.41	
Bramham cum Oglethorpe	1,483.71	
Bramhope and Carlton	1,479.50	
Clifford	1,488.77	
Collingham with Linton	1,504.75	
Drighlington	1,475.90	
East Keswick	1,482.01	
Gildersome	1,462.11	
Great and Little Preston	1,493.33	
Harewood	1,458.34	
Horsforth	1,465.96	
Kippax	1,482.90	
Ledsham	1,502.66	
Ledston	1,470.66	No precept received to date
Micklefield	1,553.28	
Morley	1,467.94	
Otley	1,540.03	
Pool in Wharfedale	1,496.67	
Rawdon	1,464.62	
Scarcroft	1,480.66	
Shadwell	1,489.02	
Swillington	1,481.44	
Thornier	1,487.90	
Thorp Arch	1,500.05	
Walton	1,502.95	
Wetherby	1,506.53	

being the amounts given by adding to the amount at 6.3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 6.2(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

h) Table 6: Leeds and Parish Precepts Excluding Police and Fire 2020/21

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	966.00	1,127.00	1,288.00	1,449.00	1,771.00	2,093.00	2,415.00	2,898.00
Parish of:								
Aberford and District	984.00	1,148.00	1,312.00	1,476.00	1,804.00	2,132.00	2,460.00	2,952.00
Allerton Bywater	984.11	1,148.12	1,312.14	1,476.16	1,804.20	2,132.23	2,460.27	2,952.32
Alwoodley	975.33	1,137.89	1,300.44	1,463.00	1,788.11	2,113.22	2,438.33	2,926.00
Arthington	971.69	1,133.64	1,295.59	1,457.54	1,781.44	2,105.34	2,429.23	2,915.08
Bardsey cum Rigton	986.35	1,150.74	1,315.13	1,479.52	1,808.30	2,137.08	2,465.87	2,959.04
Barwick in Elmet and Scholes	978.35	1,141.40	1,304.46	1,467.52	1,793.64	2,119.75	2,445.87	2,935.04
Boston Spa	983.61	1,147.54	1,311.48	1,475.41	1,803.28	2,131.15	2,459.02	2,950.82
Bramham cum Oglethorpe	989.14	1,154.00	1,318.85	1,483.71	1,813.42	2,143.14	2,472.85	2,967.42
Bramhope and Carlton	986.33	1,150.72	1,315.11	1,479.50	1,808.28	2,137.06	2,465.83	2,959.00
Clifford	992.51	1,157.93	1,323.35	1,488.77	1,819.61	2,150.45	2,481.28	2,977.54
Collingham with Linton	1,003.17	1,170.36	1,337.56	1,504.75	1,839.14	2,173.53	2,507.92	3,009.50
Drighlington	983.93	1,147.92	1,311.91	1,475.90	1,803.88	2,131.86	2,459.83	2,951.80
East Keswick	988.01	1,152.67	1,317.34	1,482.01	1,811.35	2,140.68	2,470.02	2,964.02
Gildersome	974.74	1,137.20	1,299.65	1,462.11	1,787.02	2,111.94	2,436.85	2,924.22
Great and Little Preston	995.55	1,161.48	1,327.40	1,493.33	1,825.18	2,157.03	2,488.88	2,986.66
Harewood	972.23	1,134.26	1,296.30	1,458.34	1,782.42	2,106.49	2,430.57	2,916.68
Horsforth	977.31	1,140.19	1,303.08	1,465.96	1,791.73	2,117.50	2,443.27	2,931.92
Kippax	988.60	1,153.37	1,318.13	1,482.90	1,812.43	2,141.97	2,471.50	2,965.80
Ledsham	1,001.77	1,168.74	1,335.70	1,502.66	1,836.58	2,170.51	2,504.43	3,005.32
Ledston	980.44	1,143.85	1,307.25	1,470.66	1,797.47	2,124.29	2,451.10	2,941.32
Micklefield	1,035.52	1,208.11	1,380.69	1,553.28	1,898.45	2,243.63	2,588.80	3,106.56
Morley	978.63	1,141.73	1,304.84	1,467.94	1,794.15	2,120.36	2,446.57	2,935.88
Otley	1,026.69	1,197.80	1,368.92	1,540.03	1,882.26	2,224.49	2,566.72	3,080.06
Pool in Wharfedale	997.78	1,164.08	1,330.37	1,496.67	1,829.26	2,161.86	2,494.45	2,993.34
Rawdon	976.41	1,139.15	1,301.88	1,464.62	1,790.09	2,115.56	2,441.03	2,929.24
Scarcroft	987.11	1,151.62	1,316.14	1,480.66	1,809.70	2,138.73	2,467.77	2,961.32
Shadwell	992.68	1,158.13	1,323.57	1,489.02	1,819.91	2,150.81	2,481.70	2,978.04
Swillington	987.63	1,152.23	1,316.84	1,481.44	1,810.65	2,139.86	2,469.07	2,962.88
Thorner	991.93	1,157.26	1,322.58	1,487.90	1,818.54	2,149.19	2,479.83	2,975.80
Thorp Arch	1,000.03	1,166.71	1,333.38	1,500.05	1,833.39	2,166.74	2,500.08	3,000.10
Walton	1,001.97	1,168.96	1,335.96	1,502.95	1,836.94	2,170.93	2,504.92	3,005.90
Wetherby	1,004.35	1,171.75	1,339.14	1,506.53	1,841.31	2,176.10	2,510.88	3,013.06

TBC

being the amounts given by multiplying the amounts at 6.3(f) and 6.3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 6.4 That it be noted for the year 2020/21 that the Police and Crime Commissioner and the Fire & Rescue Authority have issued the following precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below.

Table 7: Police and Fire Precepts 2020/21

Precepting Authority	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
Police & Crime Commissioner West Yorkshire	130.8521	152.6607	174.4694	196.2781	239.8954	283.5128	327.1302	392.5561
West Yorkshire Fire and Rescue Authority	43.911044	51.229551	58.548058	65.866566	80.503580	95.140595	109.777610	131.733132

- 6.5 That, having calculated the aggregate in each case of the amounts at 6.3(h) and 6.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2020/21 for each of the categories of dwellings shown below:

Table 8: Leeds and Parish Precepts Including Police and Fire 2020/21

	Band A £ p	Band B £ p	Band C £ p	Band D £ p	Band E £ p	Band F £ p	Band G £ p	Band H £ p
LEEDS EXCEPT PARTS BELOW:	1,140.76	1,330.89	1,521.02	1,711.15	2,091.40	2,471.65	2,851.91	3,422.29
Parish of:								
Aberford and District	1,158.76	1,351.89	1,545.02	1,738.15	2,124.40	2,510.65	2,896.91	3,476.29
Allerton Bywater	1,158.87	1,352.01	1,545.16	1,738.31	2,124.60	2,510.88	2,897.18	3,476.61
Alwoodley	1,150.09	1,341.78	1,533.46	1,725.15	2,108.51	2,491.87	2,875.24	3,450.29
Arthington	1,146.45	1,337.53	1,528.61	1,719.69	2,101.84	2,483.99	2,866.14	3,439.37
Bardsey cum Rigton	1,161.11	1,354.63	1,548.15	1,741.67	2,128.70	2,515.73	2,902.78	3,483.33
Barwick in Elmet and Scholes	1,153.11	1,345.29	1,537.48	1,729.67	2,114.04	2,498.40	2,882.78	3,459.33
Boston Spa	1,158.37	1,351.43	1,544.50	1,737.56	2,123.68	2,509.80	2,895.93	3,475.11
Bramham cum Oglethorpe	1,163.90	1,357.89	1,551.87	1,745.86	2,133.82	2,521.79	2,909.76	3,491.71
Bramhope and Carlton	1,161.09	1,354.61	1,548.13	1,741.65	2,128.68	2,515.71	2,902.74	3,483.29
Clifford	1,167.27	1,361.82	1,556.37	1,750.92	2,140.01	2,529.10	2,918.19	3,501.83
Collingham with Linton	1,177.93	1,374.25	1,570.58	1,766.90	2,159.54	2,552.18	2,944.83	3,533.79
Drighlington	1,158.69	1,351.81	1,544.93	1,738.05	2,124.28	2,510.51	2,896.74	3,476.09
East Keswick	1,162.77	1,356.56	1,550.36	1,744.16	2,131.75	2,519.33	2,906.93	3,488.31
Gildersome	1,149.50	1,341.09	1,532.67	1,724.26	2,107.42	2,490.59	2,873.76	3,448.51
Great and Little Preston	1,170.31	1,365.37	1,560.42	1,755.48	2,145.58	2,535.68	2,925.79	3,510.95
Harewood	1,146.99	1,338.15	1,529.32	1,720.49	2,102.82	2,485.14	2,867.48	3,440.97
Horsforth	1,152.07	1,344.08	1,536.10	1,728.11	2,112.13	2,496.15	2,880.18	3,456.21
Kippax	1,163.36	1,357.26	1,551.15	1,745.05	2,132.83	2,520.62	2,908.41	3,490.09
Ledsham	1,176.53	1,372.63	1,568.72	1,764.81	2,156.98	2,549.16	2,941.34	3,529.61
Ledston	1,155.20	1,347.74	1,540.27	1,732.81	2,117.87	2,502.94	2,888.01	3,465.61
Micklefield	1,210.28	1,412.00	1,613.71	1,815.43	2,218.85	2,622.28	3,025.71	3,630.85
Morley	1,153.39	1,345.62	1,537.86	1,730.09	2,114.55	2,499.01	2,883.48	3,460.17
Otley	1,201.45	1,401.69	1,601.94	1,802.18	2,202.66	2,603.14	3,003.63	3,604.35
Pool in Wharfedale	1,172.54	1,367.97	1,563.39	1,758.82	2,149.66	2,540.51	2,931.36	3,517.63
Rawdon	1,151.17	1,343.04	1,534.90	1,726.77	2,110.49	2,494.21	2,877.94	3,453.53
Scarcroft	1,161.87	1,355.51	1,549.16	1,742.81	2,130.10	2,517.38	2,904.68	3,485.61
Shadwell	1,167.44	1,362.02	1,556.59	1,751.17	2,140.31	2,529.46	2,918.61	3,502.33
Swillington	1,162.39	1,356.12	1,549.86	1,743.59	2,131.05	2,518.51	2,905.98	3,487.17
Thorncliffe	1,166.69	1,361.15	1,555.60	1,750.05	2,138.94	2,527.84	2,916.74	3,500.09
Thorp Arch	1,174.79	1,370.60	1,566.40	1,762.20	2,153.79	2,545.39	2,936.99	3,524.39
Walton	1,176.73	1,372.85	1,568.98	1,765.10	2,157.34	2,549.58	2,941.83	3,530.19
Wetherby	1,179.11	1,375.64	1,572.16	1,768.68	2,161.71	2,554.75	2,947.79	3,537.35

TBC

- 6.6 That, in accordance with section 52ZB of the Local Government Finance Act 1992, following the principles set out by the Secretary of State and in the Referendums Relating to Council Tax Increases (Principles) (England) Report 2020/21, it be determined that Leeds City Council's relevant basic amount of council tax for the year 2020/21 is not excessive.
- 6.7 That the schedule of instalments for 2020/21 for transfers to Leeds City Council and payments to the Police and Crime Commissioner and the Fire & Rescue Authority out of the Collection Fund be determined as set out in **Appendix II** of this report.

7. Background documents¹

- 7.1 There are no background documents associated with this report.

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

PARISH PRECEPTS & COUNCIL TAX BAND D CHARGES 2020/21

Parish	2019/20		2020/21	
	Parish Precept	Parish Band D Council Tax	Parish Precept	Parish Band D Council Tax
	£	£ p	£	£ p
Aberford and District	21,000.00	26.96	21,000.00	27.00
Allerton Bywater	39,220.00	26.51	40,500.00	27.16
Alwoodley	51,220.00	14.00	50,890.00	14.00
Arthington	2,500.00	8.59	2,500.00	8.54
Austhorpe	0.00	0.00	0.00	0.00
Bardsey cum Rigton	34,000.00	29.99	34,700.00	30.52
Barwick in Elmet and Scholes	37,148.00	18.60	37,148.00	18.52
Boston Spa	51,160.00	24.91	52,673.00	26.41
Bramham cum Oglethorpe	25,120.00	34.01	25,603.00	34.71
Bramhope and Carlton	56,300.00	30.81	57,524.00	30.50
Clifford	26,000.00	33.98	33,652.00	39.77
Collingham with Linton	91,000.00	52.84	95,000.00	55.75
Drighlington	49,000.00	26.23	50,960.00	26.90
East Keswick	19,000.00	32.39	19,500.00	33.01
Gildersome	23,404.00	12.56	24,340.00	13.11
Great and Little Preston	22,500.00	36.95	27,500.00	44.33
Harewood	16,000.00	8.71	17,280.00	9.34
Horsforth	119,800.00	16.63	125,300.00	16.96
Kippax	96,845.00	33.08	102,400.00	33.90
Ledsham	5,167.00	53.94	5,167.00	53.66
Ledston	3,296.00	20.61	3,296.00	21.66
Micklefield	54,632.00	105.98	55,967.00	104.28
Morley	204,379.00	18.93	210,000.00	18.94
Otley	435,788.00	87.10	460,000.00	91.03
Pool in Wharfedale	43,176.00	44.96	46,630.00	47.67
Rawdon	42,190.00	15.32	43,200.00	15.62
Scarcroft	26,000.00	31.72	25,900.00	31.66
Shadwell	37,874.00	38.99	39,000.00	40.02
Swillington	30,500.00	31.82	31,110.00	32.44
Thorner	29,500.00	38.90	29,600.00	38.90
Thorp Arch	22,500.00	60.05	19,200.00	51.05
Walton	6,016.00	52.40	6,328.00	53.95
Wetherby	270,150.00	55.34	286,359.00	57.53
Wothersome	0.00	0.00	0.00	0.00
TOTAL	1,992,385.00		2,080,227.00	

APPENDIX II

LEEDS COLLECTION FUND

SCHEDULE OF INSTALMENTS OF PAYMENTS OR TRANSFERS 2020/21

15th April 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th May 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th June 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th July 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
17th August 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th September 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th October 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
16th November 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th December 2020	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th January 2021	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th February 2021	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority
15th March 2021	Transfer to Leeds City Council Payment to Police & Crime Commissioner West Yorkshire Payment to West Yorkshire Fire & Rescue Authority

The amount of each instalment will be the amount of the billing authority's undischarged liability, divided by the number of instalments remaining to be paid or transferred.

Report of the Chief Officer Financial Services

Report to Council

Date: 26th February 2020

Agenda Item 8 (iii)

Subject: Capital Programme Update 2020 – 2024

Are specific electoral Wards affected?	☐ Yes	☒ No
If relevant, name(s) of Ward(s):		
Has consultation being carried out ?	☒ Yes	☐ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Is the decision eligible for Call-In?	☒ Yes	☐ No
6.1 (a)-(c) are not eligible for Call In.		
Does the report contain confidential or exempt information?	☐ Yes	☒ No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Main issues

1. This report sets out the updated capital programme for 2020-2024 with a forecast of resources available over that period. An update of the 2019/20 programme is also provided. The Council continues to deliver significant capital investment across the city which will provide improved facilities and infrastructure and support the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
2. In the period from 2019-2024, the council is seeking to deliver capital investment of £2,009.9m to support Best Council Plan objectives. This will utilise £954.8m of borrowing and capital receipts to fund this investment. The council's borrowing includes £747.8m of capital expenditure that is funded by additional income, generates revenue savings or ensures that our assets are maintained to an acceptable standard. The council will continue to reduce its borrowing by making debt repayments of £240.3m over the period.
3. Whilst the capital programme remains affordable in 2020/21, ongoing reviews will need to consider the continued affordability of debt costs in future years in the context of: planned expenditure and the Best Council Plan priorities; projections on interest rates; and the strength of the Council's balance sheet to fund capital spend.
4. An update to the 2019/20 position shows projected spend of £388.1m. **Appendix A** outlines the objective analysis of this spend for the period 2019-2024, along with the capital resources required to finance this.

5. The updated capital programme for 2019-2024 requires injections of £544.1m and these are detailed at **Appendix A(iii)**.
6. The Council's Minimum Revenue Provision (MRP) Policy for 2020/21 is set out in **Appendix C** and Capital and Investment Strategy at **Appendix D**.
7. **Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)
Capital objectives were agreed by Executive Board in December 2013 and the capital programme enclosed is structured to show schemes under these objectives.

Climate Emergency

The capital programme has been developed, including a prioritisation process, to direct resources to support Best Council Plan objectives, including the key priority in addressing the climate emergency. The capital programme allows for significant investment in flood defences, district heating, tree planting, the Clean Air Zone, electric vehicles, and energy efficiencies in street lighting and council buildings, including housing. Where there are specific climate emergency issues arising from individual capital schemes, these will be covered in their individual decision reports.

8. Resource Implications

The current cost of the capital programme is projected to remain affordable within the Medium Term Financial Strategy.

Recommendations

9. *Executive Board is asked to recommend to Council:*
 - a) the capital programme for 2020-2024 totalling £2,009.9m, including the revised projected position for 2019/20, as presented in **Appendix A**;
 - b) the MRP policy statements for 2020/21 as set out in **Appendix C**; and
 - c) The Capital and Investment Strategy as set out in **Appendix D**.
10. Executive Board is asked to approve the following injections into the capital programme:
 - £146.0m of annual programme injections as set out in **Appendix A(iii)** and **listed at Appendix A(iv)**, funded by £129.7m LCC borrowing and £16.3m of specific resources;
 - £75.9m of major programme injections as set out in **Appendix A(iii)** and **listed at Appendix A(iv)**, funded by £54.1m LCC borrowing and £21.8m of specific resources;
 - £322.2m of other injections, primarily relating to the roll forward of the HRA Programme and annual capital grant allocations, as set out in **Appendix A(iii)**, fully funded by specific resources.

The above decision to inject funding of £544.1m will be implemented by the Chief Officer Financial Services.

1. Purpose of this report

- 1.1. This report sets out the updated capital programme for 2020-2024 and includes details of forecast resources for that period. It also includes an update of the 2019/20 programme.
- 1.2. In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5) are approved by Council. As such, the recommendations at 6.1 (a-c) are not subject to call in.

2. Background information

- 2.1. In preparing the capital programme update, ongoing reviews of the phasing of expenditure on existing capital schemes has been undertaken together with an updated projection of capital resources. Where appropriate, scheme estimates have been revised.
- 2.2. This update of the capital programme has been prepared in the context of the overall resources available to the Council. The provisional local government settlement announced in December 2019 set out the revenue funding local authorities can expect in 2020/21 and this capital programme is therefore set in line with these funding limits and in line with the Medium Term Financial Strategy.
- 2.3. The capital programme outlined at **Appendix A**, is split between General Fund and HRA with **Appendix A(i), A(ii), A(iii) and A(iv)** providing the details across the annual and major programmes and injections since the quarter 2 report. **Appendix F** provides a full list of schemes by capital objective analysis.

3. Capital Programme Update

3.1. Capital Programme Update 2019/20

- 3.1.1. The latest projected expenditure for 2019/20 is £388.1m and it is forecast that resources will be available to fund this level of expenditure both within the General Fund and HRA programmes. **Table 1** shows the latest position against previous updates to Executive Board.

Table 1 - Capital Resources Position 2019/20

	2019/20				
	February 2019 Capital Programme	Capital Programme Q1	Capital Programme Q2	This Report	Variance This Report to Q2
	£m	£m	£m	£m	£m
Forecast Expenditure	490.2	503.8	418.8	388.1	(30.7)
Funded By;					
Borrowing	221.4	202.9	168.8	148.2	(20.6)
Government Grants	156.4	185.8	145.8	130.6	(15.2)
HRA Self Financing	67.6	68.3	69.2	72.1	2.9
Other Grants & Contributions	22.5	24.6	20.0	22.1	2.1
HRA Right to Buy Receipts	22.3	22.2	15.0	15.1	0.1
Total Forecast Resources	490.2	503.8	418.8	388.1	(30.7)

- 3.1.2. A review of all capital schemes within the programme takes place on a monthly basis, with two quarterly reviews reported to Executive Board in July and November. These reviews ensure that where schemes are funded from borrowing, they are still an essential priority for the Council in supporting the delivery of the Best Council Plan. Table 1 shows that since the February 2019 capital programme, borrowing decreased by £52.6m between February '19 and Q2 and a further £20.6m between Q2 and this report, a net £73.2m which mainly relates to rephasing in Council House Growth, Clean Air Zone, George Street Redevelopment and Street Lighting LED Replacement schemes.
- 3.1.3. Members are asked to note that there are other capital related reports elsewhere on the agenda. These include reports on; East of Otley Relief Road and Housing Allocation, Connecting Leeds - Corn Exchange Gateway and the Refurbishment of the former Burley Park PRU. Reports with capital funding implications are included within this capital programme update.

3.2. Capital Programme Resources 2019/20 to 2023/24

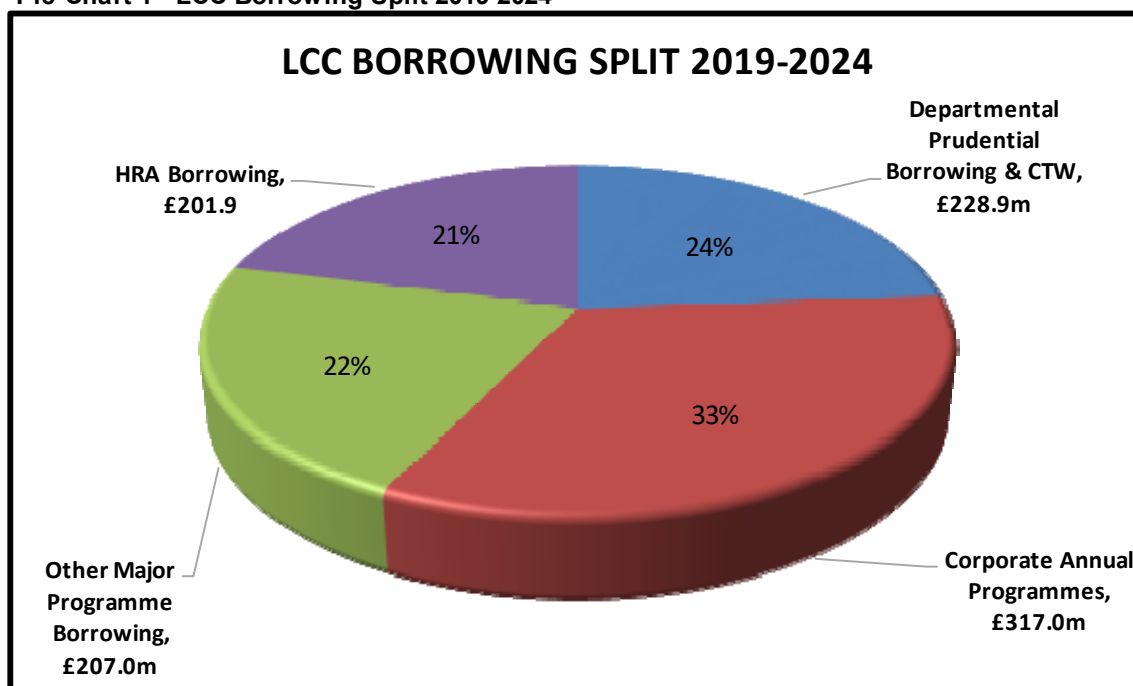
- 3.2.1. **General Fund** - The Council's revenue funding envelope over the medium term places constraints on the level of debt that the Council can afford. As such only those schemes supported by a robust business case and that meet the Council's priorities will progress. However, the strategy allows for an additional increase in debt where the additional debt cost is met from schemes that generate greater savings, or avoid revenue costs, or provide income streams. The council will continue to explore and take advantage of investment opportunities as they arise and these will also be subject to robust business case review in line with financial / governance procedure rules. Table 2 below shows the Council's level of annual programmes, corporate borrowing and borrowing supported by income streams and or cost savings.

Table 2 - Capital Programme Net Borrowing Requirement 2019-2024

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m	£m	£m
Corporate Borrowing						
Annual Programmes in Year	77.6	73.1	64.5	56.7	45.1	317.0
Corporate Borrowing Gen Fund	29.9	66.7	87.6	37.4	7.3	228.9
Corporate Borrowing HRA	6.3	47.3	51.9	41.5	54.9	201.9
Total Corporate Borrowing	113.8	187.1	204.0	135.6	107.3	747.8
Borrowing supported by revenue	34.4	61.2	36.4	29.7	45.3	207.0
Total LCC Borrowing	148.2	248.3	240.4	165.3	152.6	954.8
Repayment of Debt (MRP)	17.7	45.2	55.1	59.7	62.6	240.3
Net Borrowing requirement	130.5	203.1	185.3	105.6	90.0	714.5

- 3.2.2. Overall the level of borrowing required to fund the full 2019-2024 capital programme is £954.8m. Of this, £747.8m or 78% relates to capital expenditure that is funded by additional income or generates revenue savings or ensures that our assets are maintained to an acceptable standard. The council will continue to reduce its borrowing by making debt repayments of £240.3m. The split of LCC borrowing for the full programme is shown in the pie chart below.

Pie Chart 1 - LCC Borrowing Split 2019-2024



- 3.2.3. Resources of £2,009.9m are required to fund the City Council's capital programme from 2019-2024. These are summarised in **Appendix A**, divided into General Fund resources and HRA resources. **Appendix A(i) and (ii)** provides the details across the annual and major programmes. **Table 3** below shows the overall resources position including 2019/20.

Table 3: Total Capital Resources 2019-2024

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Specific Resources General Fund	148.5	233.2	101.0	49.2	31.1	563.0
Specific Resources HRA	91.4	106.8	103.8	101.5	88.6	492.1
Corporate Borrowing Resources	148.2	248.3	240.4	165.3	152.6	954.8
Total Resources	388.1	588.3	445.2	316.0	272.3	2,009.9

Includes £201.9m of borrowing for the HRA programme - £189.9m for Council House Growth Programme and £12.0m for Housing Leeds.

- 3.2.4. **Specific Resources General Fund £563.0m** – This includes funding which has been secured for specific schemes in the form of government grants such as Learning Places (Basic Need), Capital Maintenance in Schools, Section 31 transport grant, Leeds Public Transport Programme, East Leeds Orbital Road, Flood Alleviation, Local Transport Plan, Other government departments and other contributions from external bodies including the Heritage Lottery Fund and private developers which is then passported to the relevant directorate programmes.
- 3.2.5. **Specific Resources HRA £492.1m** - In accordance with the HRA budget, HRA capital expenditure has been set assuming a 2.7% rent increase for 2020/21. This will deliver HRA investment of £400.3m for the Council House refurbishment programme and £91.8m for the Council Housing Growth Programme.
- 3.2.6. **Corporate Resources £954.8m, Gen Fund £752.9m & HRA £201.9m** - These represent resources which the Council has more freedom to allocate to its own policy priorities. The main sources are borrowing and capital receipts. Capital receipts are allocated firstly to fund the liabilities to be written down for the year in

relation to PFI schemes and finance leases then the Council's statutory requirement to repay debt (MRP). In financing the overall capital programme, the Chief Officer Financial Services will use the optimum mix of funding sources available to achieve the best financial position for the Council.

3.2.7. In terms of capital receipts, a list of land and property sites due for disposal during the period of the capital programme were agreed by Executive Board in January 2020.

3.2.8. In deciding on the application of capital funding it is proposed that:

- Capital receipts are allocated firstly to the liabilities to be funded for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- For any remaining capital receipts, the Chief Officer Financial Services will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.
- Any other general capital income will be allocated to those capital schemes which relate to the shortest lived assets.

3.3. Capital Expenditure 2019/20 to 2023/24

3.3.1. A summary of the forecast capital programme by capital objective is set out below and the updated capital programme by individual scheme within these objectives is attached at **Appendix F**.

Table 4: Total Capital Expenditure 2019-2024

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Improving Our Assets	193.3	296.5	281.4	213.7	202.6	1,187.5
Investing In Major Infrastructure	95.2	177.0	91.4	53.4	0.2	417.2
Supporting Service Provision	36.1	49.5	27.0	11.3	28.7	152.6
Investing in New Technology	13.1	13.9	12.1	9.3	8.6	57.0
Supporting the Leeds Economy	13.8	25.8	13.8	1.4	0.8	55.6
Central and Operational Expenditure	36.6	25.6	19.5	26.9	31.4	140.0
Total Resources	388.1	588.3	445.2	316.0	272.3	2,009.9

3.3.2. As can be seen from table 4 above, investment of £388.1m is taking place during 2019/20 with further investment of £1,621.8m planned from 2020/21 to 2023/24.

3.3.3. **Appendix A(iii)** details the injections that this report seeks which have taken place between the Quarter 2 update report and this report. This report seeks to inject £544.1m of which £146.0m relates to annual programmes and £75.9m relates to major programmes that require a combined Corporate Borrowing injection of £183.9m.

3.3.4. As previously indicated to Executive Board, a revised approach to setting the capital programme involved the mid-year review of pressures and capital requirements for future years. This review considered the affordability of the programme and the capital spending requirements over a 10 year time period, better reflecting a more coordinated approach to capital investment requirements whilst ensuring that affordability remains within the Medium Term Financial Strategy. **Appendix A(iv)** details the results of this review, providing additional details of the injections for annual and major programmes.

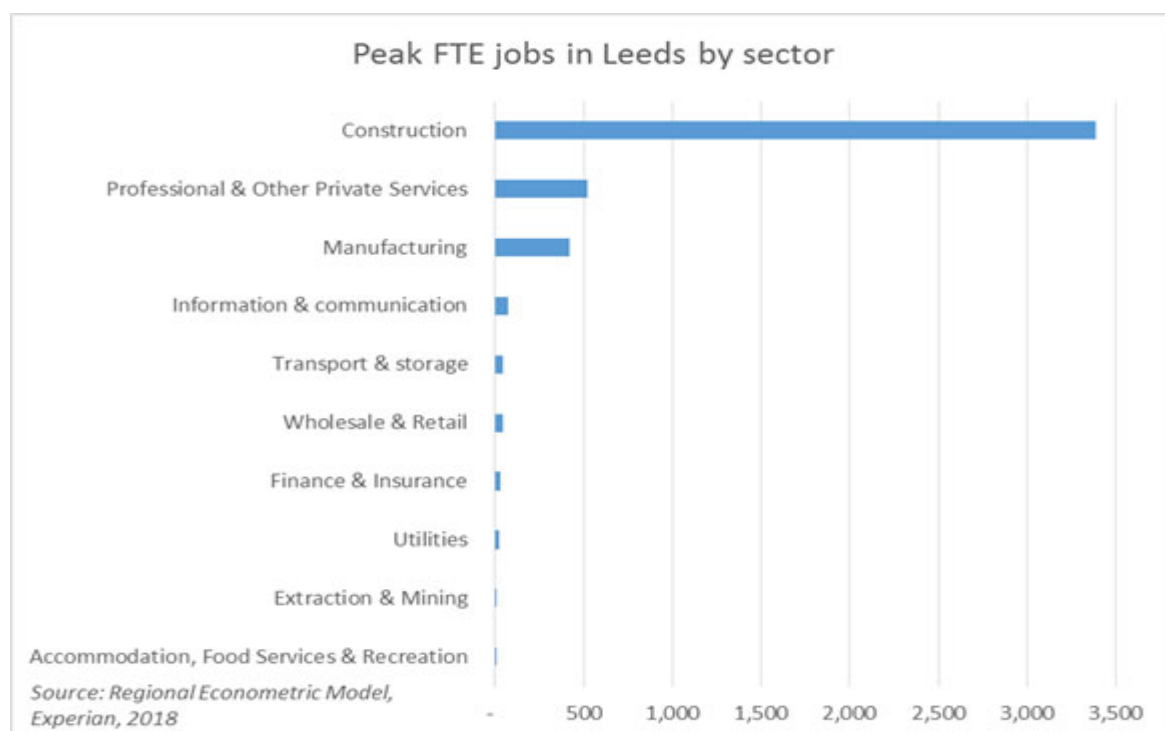
- 3.3.5. £8.0m of Community Infrastructure Levy is being injected into the Capital Programme; £5.0m to the Learning Places Programme to assist in cashflowing the expected programme of works during 2020/21 and £3.0m to the Leeds Flood Alleviation Scheme Phase 2.
- 3.3.6. £6.0m of Corporate Borrowing is being injected into General Contingencies, providing a provision of £11.9m to deal with unforeseen circumstances.
- 3.3.7. The other injections being sought as part of this report, totalling £322.2m, relate to the roll forward of the HRA Programme (£264.5m) and annual capital grant allocations (£34.8m) into 2022/23 and 2023/24, along with other external funding (£22.9m) that has been secured since the Quarter 2 report and which requires injection approval.
- 3.3.8. The Council recovers VAT on expenditure (capital and revenue) relating to the council's statutory functions and on activities which are charged for at the standard rate of VAT. VAT incurred on expenditure relating to activities which are charged for and which are exempt from VAT is only recoverable if the amount of such VAT does not exceed 5% of the council's total VAT on expenditure in any one year. Examples of exempt activities are sport, culture, land & property transactions, and crematoria. If the Council's VAT on expenditure relating to its exempt activities exceeds the 5% limit, all VAT on expenditure attributable to exempt activities is irrecoverable. This would create an additional cost to the Council of at least £7m. In addition, the Council would also have to bring into account a proportion of any VAT incurred in the prior 10 years which was attributable to exempt activities and recovered in full at the time. The mid-year review of pressures and capital requirements for future years took these vat implications into account to ensure that the current programme stays within the 5% limit. Future schemes will only be allowed to progress once the full impact of the VAT implication has been assessed.
- 3.3.9. The overall capital investment will deliver against a number of council priorities and objectives. **Appendix B (i)** lists the major schemes contained within each objective in the period 2019-2024 and **Appendix B (ii)** provides a narrative update on these.

3.4. **Economic Impact Analysis**

- 3.4.1 An assessment of the economic impact of the Council's capital programme investment has been undertaken which makes use of the Capital Expenditure (CAPEX) to model construction employment generated through Capital Expenditure and the Regional Econometric Model (REM) which can estimate the wider economic impact of the capital programme through multiplier effects. The key points below estimate the economic impact for Leeds and the Leeds City Region from 2019-2024:
- An estimated peak of 4,550 net additional FTE job roles in Leeds will be created over the 5 years through Leeds City Council capital expenditure generating £1.075bn Gross Value Added (GVA) for the Leeds economy over this period.
 - In addition a further net additional 560 jobs and £98m GVA will be created in the wider Leeds City Region by our capital expenditure.

- In total, it is therefore estimated that Leeds City Council capital expenditure between 2019-2024 will create a peak of 5,110 FTE jobs and generate £1.173bn GVA in the Leeds City Region.

3.4.2 The industry employment sector breakdown of FTEs in Leeds in the peak year is set out below:



3.5 Capital Strategy – MRP

- 3.5.1 The MRP is an annual revenue charge for the repayment of borrowing and other capital financing liabilities. Local authorities are required by statute to determine each financial year what they consider to be a prudent amount of MRP, and are required by statutory guidance to approve an annual statement setting out their MRP policy. The policy should be approved by full council, and any subsequent revisions which are proposed to the approved policy should also be approved by full council.
- 3.5.2 Changes were made to the 2017/18 MRP policy, to recalculate the MRP on the tranche of debt which originated in 2007/08 and earlier on the basis of an annuity asset life calculation applied from 2008/09. This will mean that this element of debt will be repaid seven years earlier than previously planned, but also meant that more MRP had been set aside between 2008/09 and 2016/17 than the minimum required. Under the 2017/18 MRP policy, this overprovision is being applied firstly over a three year period to 2019/20 in a way which limits the impact of any timing variations in the availability of capital receipts and reduces the MRP charge to revenue to £1.0m. The final tranche of this overprovision is expected to be applied during 2020/21.
- 3.5.3 There are no proposed changes to the Council's MRP policy for 2019/20 and no material changes from that to the Council's MRP policy for 2020/21. The 2020/21 MRP Policy is attached at **Appendix C**.

3.6 Prudential Indicators

- 3.6.1 Under the current self-regulatory financial framework, CIPFA's prudential code for capital finance¹, each authority is required to set a number of prudential indicators and limits for its capital plans which will include affordability, the impact of capital investment plans on council tax and housing rents, capital expenditure levels, external debt and treasury management indicators. A number of these indicators relate specifically to treasury management operations and for 2019/20 to 2021/22 these are included in the treasury management strategy report elsewhere on the agenda. In relation to capital expenditure, and in accordance with the prudential code, this report indicates future levels of capital expenditure, forecast resources and the resulting borrowing requirement (before providing for the statutory charge to revenue for past capital expenditure, known as minimum revenue provision). Details are set out in Appendix A of the Treasury Management Strategy Report elsewhere on the February agenda.
- 3.6.2 Any unsupported borrowing carried out must be affordable within the revenue budget (i.e. the cost of interest and debt repayments). For 2019/20, the debt cost of all schemes funded through borrowing have been provided for in the revenue budget, approval for which is contained within the revenue budget report elsewhere on this agenda.

3.7 Capital and Investment Strategy

- 3.7.1 The prudential code for capital finance also requires each authority to have both a Capital Strategy and an Investment Strategy, with the option to produce one strategy document covering both of these areas. The council has opted to produce an overall Capital and Investment Strategy, and is attached at **Appendix D**.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The Council's initial budget proposals, including capital programme, were set out in a report to Executive Board in January 2020.
- 4.1.2 The report was also used for wider consultation with the public through the Leeds City Council web-site, the results of this consultation are contained in the revenue budget report which is elsewhere on the agenda.

4.2 Equality and Diversity / Cohesion and Integration Screening

- 4.2.1 The capital programme sets out a plan of capital expenditure over future years and further spending decisions are taken in accordance with capital approval processes, as projects are developed. This is when more detailed information will be available as to where in the city capital spending will be incurred and the impact on services, buildings and people. Service Directorates will include equality considerations as part of the rationale in determining specific projects from capital budgets.
- 4.2.2 In terms of the content of this report, an Equality Screening document has been prepared and is attached at **Appendix E**.

¹ CIPFA – The Prudential Code for Capital Finance in Local Authorities (amended 2017)

4.3 Council policies and Best Council Plan

- 4.3.1 Capital objectives were agreed by Executive Board in December 2013. The capital programme attached to this report is structured to show schemes under these objectives. The schemes have been drawn up in conjunction with the 2020/21 revenue budget and seek to ensure that the Council's financial resources are directed towards its policies and priorities and, that these policies and priorities as part of the Best Council Plan, are affordable.

Climate Emergency

- 4.3.2 The capital programme has been developed, including a prioritisation process, to direct resources to support Best Council Plan objectives, including the key priority in addressing the climate emergency. The capital programme allows for significant investment in flood defences, district heating, tree planting, the Clean Air Zone, electric vehicles, and energy efficiencies in street lighting and council buildings, including housing. Where there are specific climate emergency issues arising from individual capital schemes, these will be covered in their individual decision reports.

4.4 Resources and value for money

- 4.4.1 The resource implications of this report are detailed in section 3 above. For the capital programme to be sustainable, the Chief Officer Financial Services must be satisfied that the cost of borrowing currently included in the capital programme can be contained within the approved revenue debt budget. The updated capital programme funding statement set out in Appendix A shows that the total borrowing for 2019-2024 is £954.8m.
- 4.4.2 In order to ensure that schemes meet Council priorities and are value for money, the Chief Officer Financial Services has processes in place to ensure:
- capital pressures and capital requirements for future years are scrutinised and prioritised by Officer challenge groups in line with four key criteria. Only schemes meeting these criteria are put forward as proposals for consultation. The criteria are:
 - essential health and safety
 - protecting revenue budgets
 - business critical - corporate priority (Best Council Plan objectives)
 - climate / carbon - specific projects
 - promotion of best practice in capital planning and estimating to ensure that scheme estimates and programmes are realistic;
 - the introduction of new schemes into the capital programme will only take place after the identification of the required resources;
 - the use of departmental unsupported borrowing for spend to save schemes is based on individual business cases and in the context of identifying the revenue resources to meet the borrowing costs.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 In accordance with the Council's Budget and Policy Framework, decisions as to the Council's capital programme are reserved to Council. In addition, statutory guidance requires that policies on Minimum Revenue Provision (see 3.5 and Appendix C) are

approved by Council. As such, the recommendations at 6.1 (a to c) are not subject to call in.

- 4.5.2 In accordance with the Budget and Policy Framework Rules, the Executive Board is required to make proposals to Council regarding the degree of in year changes which may be undertaken by the Executive. There are no proposed changes to these rules.

4.6 Risk Management

- 4.6.1 One of the main risks in managing the capital programme is that insufficient resources are available to fund the programme. As the capital programme is fully funded this risk lies within the treasury management of the debt budget. Monthly monitoring procedures are in place for expenditure, resources and capital receipts, and debt monitoring to ensure that this risk can be managed effectively.
- 4.6.2 In addition, the following measures are in place:
- ensuring written confirmation of external funding is received prior to contractual commitments being entered into;
 - quarterly monitoring of the council's VAT partial exemption position to ensure that full eligibility to VAT reclaimed can be maintained;
 - provision of a £11.9m central contingency within the capital programme to deal with unforeseen circumstances. Individual programmes and schemes will also contain a risk provision for unexpected circumstances;
 - compliance with both financial regulations and contract procedure rules to ensure the Council's position is protected; and
 - ensuring all major programmes are supported by programme boards.
- 4.6.3 The aspiration remains to limit the increase in the level of debt. The Council has sought to manage this through the mid-year review of pressures and capital requirements for future years, ensuring that affordability remains within the Medium Term Financial Strategy.

5 Conclusions

- 5.1 The Council continues to deliver significant capital investment across the city which will provide improved facilities and infrastructure and support the Leeds economy, whilst ensuring the impact on debt costs within the revenue budget is managed.
- 5.2 In the period from 2019-2024, the council is seeking to deliver capital investment of £2,009.9m, of which £1,315.9m relates to the General Fund and £694.0m relates to the Housing Revenue Account (HRA). This is funded through £954.8m of LCC borrowing and £1,055.1m of specific resources.
- 5.3 Forecasts for the debt budget beyond 2020/21 are dependent upon interest rate assumptions, the likely level of capital spend and the Councils cash balances. These will be kept under review throughout 2020/21, before establishing the 2021/22 debt budget. Funding is available to meet the level of HRA investment.
- 5.4 The Chief Officer Financial Services will continue to ensure adequate resources are available to meet the planned level of investment through continued and regular review of profiling, priorities and resources within the programme.

6 Recommendations

6.1 *Executive Board is asked to recommend to Council:*

- a) the capital programme for 2020-2024 totalling £2,009.9m, including the revised projected position for 2019/20, as presented in **Appendix A**;
- b) the MRP policy statement for 2020/21 as set out in **Appendix C**; and
- c) The Capital and Investment Strategy as set out in **Appendix D**.

6.2 Executive Board is asked to approve the following injections into the capital programme:

- £146.0m of annual programme injections as set out in **Appendix A(iii) and listed at Appendix A(iv)**, funded by £129.7m LCC borrowing and £16.3m of specific resources;
- £75.9m of major programme injections as set out in **Appendix A(iii) and listed at Appendix A(iv)**, funded by £54.1m LCC borrowing and £21.8m of specific resources;
- £322.2m of other injections, primarily relating to the roll forward of the HRA Programme and annual capital grant allocations, as set out in **Appendix A(iii)**, fully funded by specific resources.

The above decision to inject funding of £544.1m will be implemented by the Chief Officer Financial Services.

Appendices

A – Capital Programme Funding Statement 2019-2024

A (i) – Annual Programmes

A (ii) – Major Programmes and Other Directorate Schemes

A (iii) – Net increase in funding since February 2019 to end of January 2020

A (iv) – Capital Programme Review 2019/20 to 2028/29

B (i) – Major schemes contained within each Objective 2019-2024 (Pie Chart)

B (ii) – Major schemes contained within each Objective 2019-2024 (Narrative)

C – Statement of Policy on the Minimum Revenue Provision for 2020/21

D – Capital and Investment Strategy

E – Equality, Diversity, Cohesion and Integration Screening Document

F – Capital Programme – Scheme Details (Organised by Capital Objective)

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.

Capital Programme Funding Statement 2019-2024

Appendix A

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
EXPENDITURE						
GENERAL FUND (GF)						
IMPROVING OUR ASSETS	95,621	142,479	125,680	70,758	59,032	493,569
INVESTING IN MAJOR INFRASTRUCTURE	95,215	176,974	91,352	53,372	250	417,163
SUPPORTING SERVICE PROVISION	36,064	49,460	27,031	11,296	28,702	152,552
INVESTING IN NEW TECHNOLOGY	13,108	13,884	12,112	9,285	8,619	57,008
SUPPORTING THE LEEDS ECONOMY	13,823	25,817	13,827	1,367	810	55,644
CENTRAL & OPERATIONAL EXPENDITURE	36,555	25,596	19,553	26,901	31,421	140,026
TOTAL ESTIMATED SPEND ON GF	290,386	434,209	289,555	172,978	128,833	1,315,962
HOUSING REVENUE ACCOUNT (HRA)						
IMPROVING OUR ASSETS - COUNCIL HOUSING	97,680	154,067	155,671	143,018	143,521	693,957
TOTAL ESTIMATED SPEND ON HRA	97,680	154,067	155,671	143,018	143,521	693,957
TOTAL ESTIMATED SPEND	388,066	588,277	445,226	315,996	272,354	2,009,918
RESOURCES						
GENERAL FUND (GF)						
Specific Resources						
GOVERNMENT GRANTS	130,624	215,715	97,717	47,191	28,603	519,850
OTHER GRANTS & CONTRIBUTIONS	17,779	17,417	3,351	1,961	2,512	43,019
RCCO / RESERVES	123	0	0	0	0	123
Corporate Resources						
BORROWING - Corporate	124,465	156,435	167,811	113,756	72,411	634,877
BORROWING - Departmental	17,396	44,643	20,677	10,070	25,307	118,093
CAP. RESOURCES REQD FOR GF	290,386	434,209	289,555	172,978	128,833	1,315,962
HOUSING REVENUE ACCOUNT (HRA)						
Specific Resources						
HRA SELF FINANCING	72,142	71,385	70,385	68,264	50,313	332,488
R.T.B. CAPITAL RECEIPTS	15,055	25,847	26,377	28,598	38,298	134,174
GOVERNMENT GRANTS	0	3,333	3,000	1,928	0	8,261
RCCO / RESERVES	642	845	1,362	79	0	2,928
OTHER GRANTS & CONTRIBUTIONS	3,553	5,347	2,688	2,604	0	14,191
BORROWING - Departmental	6,289	47,311	51,859	41,545	54,910	201,915
CAP. RESOURCES REQD FOR HRA	97,680	154,067	155,671	143,018	143,521	693,957
TOTAL CAP. RESOURCES REQD	388,066	588,277	445,226	315,996	272,354	2,009,918
BORROWING REQUIRED TO FUND THIS PROGRAMME	148,150	248,388	240,347	165,371	152,628	954,885
Average Interest rate (subject to change)	1.25%	1.50%	1.75%	2.25%	2.50%	

Annual Programmes

Appendix A (i)

	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£000	£000	£000	£000	£000	£000
Improving Our Assets						
Highways Maintenance	12,587	13,000	13,000	13,000	13,000	64,587
Highways Maintenance Capitalisations	4,600	4,600	4,600	4,600	3,700	22,100
Section 278	3,689	4,690	6,362	3,500	3,500	21,741
Heritage Assets	4,658	5,557	6,750	1,538	0	18,503
Highways Bridges & Structures	1,300	6,700	5,000	2,700	2,700	18,400
Schools Capital Expenditure	3,200	3,500	3,500	3,500	3,115	16,815
Corporate Property Management	5,395	5,000	1,500	1,500	1,500	14,895
Demolition Programme	1,712	1,000	1,000	1,000	1,000	5,712
General Refurbishment Schools	977	1,210	1,000	1,000	1,165	5,351
Fire Risk Assessments	1,502	450	750	750	0	3,452
Library Books	700	700	700	700	600	3,400
Sports Maintenance	381	750	500	500	500	2,631
Traffic Management Programme	277	200	200	0	0	677
Civic Hall Backlog Maintenance	226	300	0	0	0	526
	41,205	47,656	44,862	34,288	30,780	198,792
Supporting Service Provision						
Adaptations - Disabled Facilities Grants	8,128	7,518	7,518	8,622	8,622	40,407
Telecare ASC	580	600	600	600	600	2,980
Adaptation to Private Homes	437	470	470	470	470	2,317
Childrens Centres	50	50	50	50	50	250
	9,194	8,638	8,638	9,742	9,742	45,954
Investing In New Technology						
Digital Development	4,650	5,350	5,000	5,000	5,000	25,000
Essential Services Programme	5,917	5,820	4,210	4,210	3,403	23,560
	10,567	11,170	9,210	9,210	8,403	48,560
Supporting The Leeds Economy						
Project Support Fund - Groundwork	70	70	70	70	70	350
Central & Operational Expenditure						
Vehicle Programme	19,455	8,368	4,000	8,663	1,700	42,187
General Capitalisations	3,600	4,100	4,100	4,100	3,800	19,700
Capital Programme Management	575	575	575	575	575	2,877
Capitalisation of Interest	566	534	400	300	300	2,100
	24,197	13,577	9,075	13,639	6,375	66,864
Total Annual Programmes 2019-2024	85,233	81,111	71,856	66,949	55,371	360,520

Major Programmes & Other Directorate Schemes

Appendix A (ii)

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Improving our assets - Council Housing						
HRA Housing Leeds Refurbishment & BITMO & Other	84,822	81,735	81,735	81,740	82,221	412,253
HRA Council Housing Growth Phase 2	5,367	59,560	45,171	59,350	61,300	230,748
HRA Council Housing Growth Phase 1	7,492	12,772	28,765	1,928	0	50,957
Improving our assets - General Fund						
Childrens - Capital Maintenance	6,766	11,235	21,772	14,685	7,683	62,141
Challenge Fund Bids	3,000	18,400	8,900	700	0	31,000
Streetlighting Replacement LEDs	2,000	6,180	6,040	8,170	8,000	30,390
Highways Maintenance LTP Grant	5,833	5,750	5,750	5,750	5,750	28,833
Parklife Fullerton Park Elland Road	300	14,000	3,902	0	0	18,202
Aireborough (Ph2) and Fearnville Leisure Centres	1,191	2,819	12,154	0	0	16,165
Parks & Countryside Schemes / Climate Emergency	4,055	6,095	2,770	750	800	14,470
Strategic Investment Fund Acquisitions.	1,093	6,060	7,211	0	0	14,364
Highways Transport Package	2,273	2,738	2,500	2,500	2,500	12,511
Childrens - Devolved Formula Capital	2,900	2,805	1,386	1,386	2,585	11,061
Community Hubs Programme	2,095	3,228	3,880	0	0	9,202
Network/Junction Improvements	3,820	4,325	0	0	0	8,145
Assisted Living Leeds	3,000	1,871	725	1,400	0	6,996
Changing the Workplace 1 & 2	4,738	1,000	1,000	0	0	6,738
Bridges and Structures	3,063	1,200	500	0	0	4,763
Albion House Purchase & Red Hall Demolition	1,663	1,000	0	0	0	2,663
Telecare Analog to Digital	0	500	500	600	0	1,600
Adoption of 32 Highways & Beckhills Estate	641	800	0	0	0	1,441
Aire Valley (Temple Green) Park and Ride	0	0	1,177	0	0	1,177
Section 106 Highways Works	317	542	162	50	0	1,072
Other smaller schemes within the objective	5,667	4,276	489	479	934	11,845
	152,096	248,890	236,489	179,487	171,773	988,735
Investing in Major Infrastructure						
Leeds Public Transport Investment Programme (LPTIP)	46,476	70,695	8,743	0	0	125,913
East Leeds Orbital Road (ELOR)	17,011	38,874	43,180	20,000	0	119,065
Flood Alleviation Schemes	11,009	21,019	25,646	32,150	250	90,074
Clean Air Zone	6,813	30,569	8,000	0	0	45,382
District Heating Network & Energy Efficiency	5,019	5,199	1,381	222	0	11,821
Cycle City Ambition & A6120 ORR Cycleways	4,725	6,100	500	0	0	11,324
UTMC Works	2,057	1,245	964	0	0	4,266
City Centre Vehicle Access Restrictions & Electric Charge Points	1,315	2,194	0	0	0	3,509
LISM & HS2 Capitalisations	750	750	769	1,000	0	3,269
Leeds Station Joint Venture	0	0	2,000	0	0	2,000
Other smaller schemes within the objective	41	329	170	0	0	540
	95,215	176,974	91,352	53,372	250	417,163
Supporting Service Provision						
Childrens - Learning Places Programme	17,020	30,735	15,141	52	738	63,685
Social Care & Health Fund	1,863	1,461	800	800	18,120	23,044
Private Sector Renewal - Equity Loans	4,832	796	1,033	0	0	6,661
Waste Depot	440	3,359	0	0	0	3,799
Childrens - SEMH Programme	367	380	0	0	0	746
Other smaller schemes within the objective	2,348	4,092	1,420	702	102	8,664
	26,869	40,822	18,393	1,554	18,960	106,599

Major Programmes & Other Directorate Schemes

Appendix A (ii)

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Investing in New Technology						
Digital Information Service - Full Fibre Network	1,200	1,200	1,200	0	0	3,600
Customer Access Phase 1 & 2	490	510	517	0	28	1,545
A&H Care Act Implementation	123	550	552	0	0	1,225
Smart Phone and Tablet Replacement Programme	413	227	523	0	0	1,164
Other smaller schemes within the objective	315	227	110	75	188	915
	2,541	2,714	2,902	75	216	8,448
Supporting the Leeds Economy						
T&D & THI & LOCAN	2,032	4,576	2,749	0	0	9,356
Kirkgate Market Strategy	768	5,381	2,890	0	0	9,039
West Yorkshire Playhouse	5,388	889	0	0	0	6,277
Southbank Regeneration	785	2,977	1,250	0	0	5,012
City Development Public Realm	2,432	1,737	480	0	0	4,649
Supporting the Creative Sector & Tech Hubs	234	3,334	840	0	0	4,408
City Region Revolving Infrastructure	0	520	521	0	0	1,041
Temple Works & HIF	0	750	0	0	0	750
Other smaller schemes within the objective	2,115	5,582	5,028	1,297	740	14,762
	13,753	25,747	13,757	1,297	740	55,293
Central & Operational Expenditure						
PFI Lifecycle Capitalisations	10,316	9,389	8,678	11,462	11,980	51,825
General Contingencies	0	300	300	300	10,994	11,894
Transformational Change	1,926	2,329	1,500	1,500	2,071	9,326
Other smaller schemes within the objective	117	0	0	0	0	117
	12,358	12,018	10,478	13,262	25,045	73,162
Total Major Programmes & Other Directorate schemes	302,833	507,166	373,371	249,047	216,983	1,649,399
Annual Programmes - See Appendix A (i)	85,233	81,111	71,856	66,949	55,371	360,520
Total Annual & Major Programmes	388,066	588,277	445,226	315,996	272,354	2,009,918

Net Increase in funding since February 2019 to end of January 2020

Appendix A (iii)

	Corporate Borrowing £000	Borrowing Supported by Revenue £000	Specific Resources £000	Total Resources £000
22/23 & 23/24 HRA Programme Injections		81,235.0	183,305.7	264,540.7
Annual Programme Injections	129,727.3		16,305.4	146,032.7
Major Programme Injections	54,138.6		21,771.7	75,910.3
22/23 and 23/24 LTP Grant Injections			19,397.3	19,397.3
22/23 & 23/24 Capital Maintenance Grant Injections / Realignments			10,024.2	10,024.2
EA Grant / WYCA Local Growth Fund injections re Flood Alleviation Schemes			8,537.0	8,537.0
HIF Grant Injection re East of Otley Housing Access Rd			6,218.0	6,218.0
District Heating Network Phase 2 Injections		2,792.0	2,489.0	5,281.0
Future Years LTP Grant Injection			2,918.0	2,918.0
22/23 & 23/24 Devolved Formula Capital (DFC) Grant Injections / Realignments			2,412.9	2,412.9
Adjustments to Housing Leeds Programme			2,305.4	2,305.4
WY+TF Grant Injection re Transforming Cities Fund			267.0	267.0
S106 Injections to Highways Schemes			151.0	151.0
WYCA Grant Funding Injection re City Connect Cycle Schemes Monitoring			69.0	69.0
Net Injections sought as part of this report	183,865.9	84,027.0	276,171.6	544,064.5
Net Injections with approvals in place		38,223.7	91,687.2	129,910.9
Total Net Injections in place since February 2019	183,865.9	122,250.7	367,858.8	673,975.4
Slippage Movements as at 2018/19 Outturn				-10,857.7
Net Increase in funding since February 2019 to end of January 2020				663,117.7

Capital Programme Review 2019/20 to 2028/29

APPENDIX A (iv)

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			2,400.0	13,000.0	13,000.0	13,000.0	13,000.0	13,000.0	13,000.0	13,000.0	93,400.0
Highways Section 278				3,500.0	2,800.0	2,100.0	1,400.0	700.0			10,500.0
Highways Section 278 external contributions					700.0	1,400.0	2,100.0	2,800.0	3,500.0	3,500.0	14,000.0
Highways Maintenance Capitalisations				4,600.0	3,700.0	2,800.0	1,800.0	900.0			13,800.0
Corporate Property Management		1,200.8	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	13,200.8
Schools Capital Expenditure				3,500.0	2,800.0	2,100.0	1,400.0	700.0			10,500.0
Fire Risk Assessments			750.0	750.0							1,500.0
Demolition Programme				1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	7,000.0
General Refurbishment Schools				1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	7,000.0
Library Books				700.0	600.0	400.0	300.0	100.0			2,100.0
Sports Maintenance				500.0	500.0	500.0	500.0	500.0	500.0	500.0	3,500.0
Adaptations - Disabled Facilities Grants				1,069.0	1,069.0	1,069.0	1,069.0	1,069.0	1,069.0	1,069.0	7,483.0
Adaptations - supported by external funding				7,552.7	7,552.7	7,552.7	7,552.7	7,552.7	7,552.7	7,552.7	52,868.9
Telecare ASC				600.0	600.0	600.0	600.0	600.0	600.0	600.0	4,200.0
Adaptation to Private Homes				470.0	470.0	470.0	470.0	470.0	470.0	470.0	3,290.0
Childrens Centres				50.0	50.0	50.0	50.0	50.0	50.0	50.0	350.0
Essential Services Programme				4,210.0	3,400.0	2,500.0	1,700.0	800.0			12,610.0
Digital Development				5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	5,000.0	35,000.0
Climate Emergency - Reprioritised to/from another Directorate Programme	151.0										151.0
Climate Emergency		800.0	600.0	600.0	600.0	600.0	600.0	600.0	600.0	600.0	5,600.0
Climate Emergency - supported by external funding		50.0	100.0	150.0	200.0	250.0	300.0	350.0	350.0	350.0	2,100.0
Project Support Fund - Groundwork				70.0	70.0	70.0	70.0	70.0	70.0	70.0	490.0
General Capitalisation			736.7	4,500.0	3,600.0	2,700.0	1,800.0	900.0			14,236.7
Transformational Change to LCC		500.0	1,000.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	12,000.0
PFI Lifecycle Capitalisations				11,462.0	11,980.0	12,895.0	13,395.0	13,895.0	14,395.0	14,895.0	92,917.0
Vehicle Programme				2,079.3	1,700.0	1,200.0	800.0	400.0			6,179.3
Capital Programme Management				575.4	575.4	575.4	575.4	575.4	575.4	575.4	4,027.8
Capitalisation of Interest				189.7	300.0	300.0	300.0	300.0	300.0	300.0	1,989.7
Total	151.0	2,550.8	7,086.7	70,128.1	66,267.1	63,132.1	59,782.1	56,332.1	53,032.1	53,532.1	431,994.2
Reprioritised to/from another Directorate Programme	151.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	151.0
LCC Borrowing	0.0	2,500.8	6,986.7	62,425.4	57,814.4	53,929.4	49,829.4	45,629.4	41,629.4	42,129.4	362,874.3
External Funding	0.0	50.0	100.0	7,702.7	8,452.7	9,202.7	9,952.7	10,702.7	11,402.7	11,402.7	68,968.9
Total	151.0	2,550.8	7,086.7	70,128.1	66,267.1	63,132.1	59,782.1	56,332.1	53,032.1	53,532.1	431,994.2
LCC Borrowing Injections					129,727.3						
Specific Resources Injections					16,305.4						
Annual Programme Injections					146,032.7						

Capital Programme Review 2019/20 to 2028/29

APPENDIX A (iv)

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	3,000.0	10,400.0	8,900.0	700.0							23,000.0
Flood Risk Mgt		250.0	250.0	250.0	250.0						1,000.0
Leeds Flood Alleviation Scheme Phase 2 - CIL Strategic Fund Allocation	260.0	260.0	2,480.0								3,000.0
Regeneration Feasibility		150.0	100.0	100.0	100.0						450.0
Fearnville LC	250.0	2,024.0	12,154.0								14,428.0
City Square			250.0	250.0							500.0
Parklife	300.0	3,500.0	630.6								4,430.6
Parklife - supported by external funding		10,500.0	3,271.7								13,771.7
Childrens and Families											
Childrens Home Refurb		500.0	500.0	500.0							1,500.0
Burley Park Childrens Centre		1,050.0									1,050.0
Learning Places Programme - CIL Strategic Fund Allocation		5,000.0	0.0								5,000.0
Resources and Housing											
Core Systems Review	500.0	829.0									1,329.0
General Contingencies					6,000.0						6,000.0
Community and Environments											
Community Hubs year 3 Phase 3		1,350.0	1,380.0								2,730.0
Core Centre Infra Upgrade		330.0	170.0								500.0
Web & Insite Dev		303.0	315.0	134.0	52.0						804.0
Cottingley cemetery expansion	600.0										600.0
Lawnswood Crematoria Replacement		1,000.0									1,000.0
Total	4,910.0	37,446.0	30,401.3	1,934.0	6,402.0	0.0	0.0	0.0	0.0	0.0	81,093.3
LCC Borrowing											
LCC Borrowing	4,150.0	18,674.0	23,664.6	1,300.0	6,350.0	0.0	0.0	0.0	0.0	0.0	54,138.6
External Funding	260.0	15,760.0	5,751.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21,771.7
Reprioritised from Existing Directorate Programme	500.0	1,329.0	500.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	2,829.0
Reprioritised to/from another Directorate Programme	0.0	1,683.0	485.0	134.0	52.0	0.0	0.0	0.0	0.0	0.0	2,354.0
Total	4,910.0	37,446.0	30,401.3	1,934.0	6,402.0	0.0	0.0	0.0	0.0	0.0	81,093.3
					LCC Borrowing Injections		54,138.6				
					Specific Resources Injections		21,771.7				
					Major Programme Injections		75,910.3				

Capital Programme Review 2019/20 to 2028/29

APPENDIX A (iv)

Summary/Key

Supported Bids - LCC Borrowing	4,150.0	21,174.8	30,651.3	63,725.4	64,164.4	53,929.4	49,829.4	45,629.4	41,629.4	42,129.4	417,012.9
Supported Bids - External Funding	260.0	15,810.0	5,851.7	7,702.7	8,452.7	9,202.7	9,952.7	10,702.7	11,402.7	11,402.7	90,740.6
Reprioritised from Existing Directorate Programme	500.0	1,329.0	500.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	2,829.0
Reprioritised to/from another Directorate Programme	151.0	1,683.0	485.0	134.0	52.0	0.0	0.0	0.0	0.0	0.0	2,505.0
Total Capital Review 2019/20 to 2028/29	5,061.0	39,996.8	37,488.0	72,062.1	72,669.1	63,132.1	59,782.1	56,332.1	53,032.1	53,532.1	513,087.5

Reconciliation of Changes made since November '19 Executive Board

Total Reported to November '19 Executive Board	4,800.0	22,336.8	29,855.7	57,596.4	51,635.4	47,133.4	43,233.4	39,233.4	35,433.4	35,433.4	366,691.3

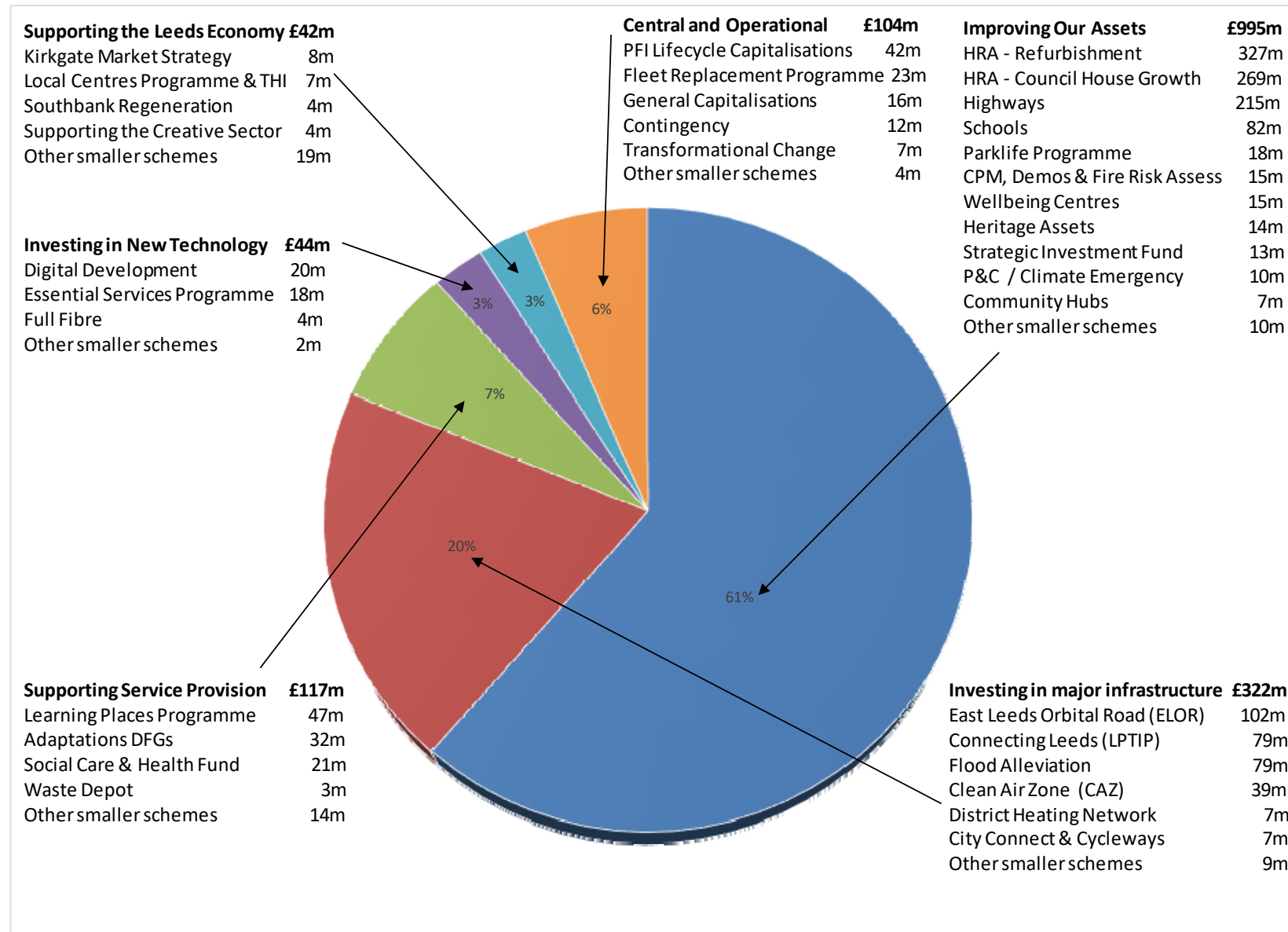
Changes

Adaptations - supported by external funding				1,103.7	1,103.7	1,103.7	1,103.7	1,103.7	1,103.7	1,103.7	7,725.9
Climate Emergency - Reprioritised to/from another Directorate Programme	1.0										1.0
Climate Emergency		500.0	350.0	400.0	450.0	500.0	550.0	600.0	600.0	600.0	4,550.0
General Contingencies					6,000.0						6,000.0
Transformational Change to LCC		500.0	1,000.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	12,000.0
PFI Lifecycle Capitalisations				11,462.0	11,980.0	12,895.0	13,395.0	13,895.0	14,395.0	14,895.0	92,917.0
CIL Strategic Fund Allocation - Leeds Flood Alleviation Scheme Phase 2	260.0	260.0	2,480.0								3,000.0
Parklife		700.0	530.6								1,230.6
Parklife supported by external funding		10,500.0	3,271.7								13,771.7
Burley Park Childrens Centre		200.0									200.0
CIL Strategic Fund Allocation - Learning Places Programme		5,000.0									5,000.0

Total Capital Review 2019/20 to 2028/29	5,061.0	39,996.8	37,488.0	72,062.1	72,669.1	63,132.1	59,782.1	56,332.1	53,032.1	53,532.1	513,087.5
Check	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Major Schemes contained within each Objective 2020-2024 (Pie Chart)

Appendix B (i)



Major schemes contained within each Objective 2020-2024 (Narrative)

1. Improving our Assets

Housing Revenue Account (HRA)

Council Housing Refurbishment Programme

The housing investment programme has historically been driven by the need to meet the Decent Homes standard and reducing fuel poverty. This has focussed on delivering a series of programmes to renew roofs, windows, doors, kitchens and bathrooms, which was generally well received by tenants. This four year investment is a forward-looking plan aligned to meeting the aspiration to improve our housing stock beyond decency standards, to be an exemplar housing provider and support the council's ambition to reach carbon neutrality by 2030 and tackle inequalities in the city.

The Housing Leeds and BITMO refurbishment programmes provide for £327m over the coming 4 year period. New capital investment proposals will be prioritised as follows:

High Priority

- Statutory compliance and landlord obligations, including fire safety and asbestos
- Structural work, concrete repairs,
- Energy efficiency and Fuel Poverty
- Carbon Reduction
- Projects using digital technology and innovation to improve condition of housing stock and tenant experience

Medium

- Maintain the decency at level to meet regulators requirement (roofs, windows, doors)
- Investment to support the High Rise Strategy, internal works and non-key building components
- Supporting independent living through adaptations to homes
- Investment to support prevention of damp
- Lifecycle replacement

Desirable

- Environmental and estate improvements such as garages, fencing, paths, commercial properties
- Aesthetic improvements to internal communal areas
- Recycling and waste management initiatives
- Investment un-adopted land and car parking

Council Housing Growth Programme

On 30th October 2018, the Government abolished the cap on borrowing within the HRA. Local authorities are now able to borrow for housebuilding in accordance with the Prudential Code, and can therefore build their future generations of council homes at a scale and pace which would not have previously been possible.

Executive Board approved the 2019-22 programme of new build general needs council housing on 21st November 2018 which included an initial programme of around 358 homes and committed to deliver 300 homes per year. Further sites and funding were approved in June 2019 and Executive Board noted that the programme had grown to just under 600 new homes at that time. The programme will include 3 extra care housing schemes for older people built, owned and managed by the council. The homes will all be built to very high standards in terms of space, quality and design and will let at affordable rents which are around 60% of market rent levels and no greater than 30% of local average incomes.

Approval has also been given to a programme of acquisitions focussing initially on ex-right to buy properties that are offered to the Council under the Right of First Refusal (ROFR) Regulations.

The Council House Growth Programme includes £269m over the next 4 years up to 2023/24 and represents an opportunity to drive regeneration in some of the city's most deprived wards over the coming years, providing employment and skills opportunities and also helping to address derelict / problem sites and potentially supporting the re-configuration of existing /problematic stock holdings.

General Fund

Highways - Annual Maintenance and Specific Targeted Funded Programmes

The Highways annual maintenance programmes over the next 4 years provides for £105m to address backlog maintenance on district roads/streets. Specific funding is also provided for Street lighting replacement LEDs £28m, Regent Street Flyover £28m, Local Transport plan maintenance £23m, transport package £10m and Network Junction improvements £4m.

Schools - Capital Maintenance and Devolved Formula Capital

These programmes currently include estimated future grant allocations up to 2023/24 of £6.0m and £1.4m respectively based on 2019/20 funding allocations. The next schools capital funding announcement is expected in March 2020 at the earliest, and funding estimates that are already included in the programme will be updated as necessary. Also included within this area of the capital programme is the £28.5m rebuild of Benton Park High School; this scheme will also provide an additional 55 learning places for September 2021, with this element of the scheme being funded by Basic Need grant.

Parklife Programme

The Fullerton Park and Woodhall schemes have both been completed to the end of RIBA Stage 3 and have been submitted for planning, following two very supportive public consultation sessions. LCC have agreed a funding package with the Football Foundation that will see the council contribute £4.6m towards a total package of capital investment of £18.3m. The Fullerton Park scheme includes in the planning submission the introduction of an air-dome over the 9v9 pitch, funded by Leeds United, which will provide facilities that can be used by the Leeds United Foundation as well as the local community. The current estimate for the scheme is £10.6m. The Woodhall scheme is looking to add in some alternative sporting facilities such as outdoor park activity stations, to enable people to do fitness training whilst running around the park, and the

inclusion of some athletics facilities such as a running track and training grids. The current estimate for the project is £7.7m.

Corporate Property Management, Demolition and Fire Risk Assessments

Our annual Corporate Property Management, Demolitions and Fire Risk Assessment programmes will deliver £15m of works over the next 4 years.

Wellbeing Centres

This programme primarily relates to the construction of a new Wellbeing Centre to replace the existing Fearnville Leisure Centre. The Leisure Centre is life expired, the building design and layout is outdated and the facilities are not fully accessible because of this. It cannot offer a modern sporting programme to the community, is under used compared to other similar spaces, and is not achieving its potential revenue capacity. The new Wellbeing Centre will be built on land adjacent to the existing Leisure Centre, for completion within 2022. The new centre is to include one large and one small swimming pool, general sports halls (2 court), studios and fitness gym along with a café facility. Following completion of the new Wellbeing Centre, the existing building is to be demolished and the land given alternative sport related use.

Heritage Assets - Town Hall

As a significant heritage asset, the Leeds Town Hall is in need of essential restoration and upgrading. The programme allows for the Council to address some of these issues whilst it undertakes more detailed feasibility works. The RIBA stage 1 design has been approved and the design team has now been commissioned to RIBA stage 3. Consultations have taken place with the LCC access, conservation and building control officers to ensure the proposals are in line with relevant regulations and guidelines. The current programme envisages construction commencing in the spring of 2021 and completing in the first quarter of 2023. Current cost estimates are approximately £1m above the £10m injected by Executive Board. This will be addressed through a combination of value engineering and potentially prudential borrowing, supported by a Business Case that is currently being prepared.

Strategic Investment Fund - (George Street development)

Executive Board at its meeting in December 2017 authorised the Director of City Development to approve the award of a contract to Town Centre Securities as the Council's selected development partner for the redevelopment of the George Street shops and the vacant units on the north side of the former Butchers Row in Kirkgate Market. The scheme proposals incorporate the provision of an apart-hotel and ancillary ground floor commercial space. The Council will grant the Limited Liability partnership to be formed between the Council and Town Centre Securities a 250 year lease of the site. The Council's contribution to the development totals £13.527m for the acquisition of a 50% interest in the ownership of the Limited Liability Partnership that will own the completed development, the cost of refurbishing Westminster Building for the relocation of the Market Service from offices on George Street to Westminster Building and associated legal and technical advice to facilitate the delivery of the scheme. Planning and Listed Building consent for the scheme has been secured. Vacant possession of the site has been achieved. The procurement process for the appointment of the contractor to undertake the works has commenced and it is envisaged that works will start on site in Autumn 2020, with completion of the works on site in spring 2022.

Parks & Countryside Schemes / Climate Emergency

The council is committed to making Leeds carbon neutral by 2030 following the declaration of a climate emergency in March 2019 and will be making further funding available for proposals to combat climate change in the next 4 years of the capital programme.

Community Hubs

This programme is fully funded by Leeds Resources. Community Hubs have brought together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, whilst providing integration with other partners including police, health, credit union and the third sector. It has addressed essential backlog maintenance, provided new ICT infrastructure and equipment to enable new ways of working, whilst facilitating asset rationalisation. Phase 3 Year 2 schemes, a £4.84m phase of schemes approved by Executive Board in February 2019, continue to progress. The programme now includes a new injection of £2.73m for Phase 3 Year 3 schemes which will deliver Community Hubs at Calverley, Holt Park and Chapel Allerton, a mini hub at Wortley and some refurbishment work at Central Library.

CTW & Workspace Rationalisation Programme

Guided by the emerging Estate Management Strategy, Changing the Workplace is the programme through which Leeds City Council continues to rationalise its asset base whilst helping services and staff to work more flexibly and efficiently to deliver transformational service change and improved service provision, whilst helping the Council's carbon footprint to be reduced through releasing inefficient buildings and reducing the need for staff to travel. Over the last year, the Council has closed the Middleton Complex and Hough Top Court at Pudsey, with staff being relocated into our city centre estate. Navigation House at Hunslet is due to be closed and the building handed back to the landlord at the end of March.

A wholesale asset review is currently being undertaken which will define the rationalisation programme for the coming years, but also guide investment decisions around our existing estate as well as exploring opportunities to acquire more modern and flexible workspace. Capital funding will be injected as specific business cases are approved but it is expected that the overall programme will be self financing and provide additional savings to the council. A specific focus will be on our heritage properties, some of which the Council will need to continue to own and run, given their significance in the city, and it is therefore important that we identify the most appropriate uses and appropriate investment to protect these for the future.

2. Investing in Major Infrastructure

East Leeds Orbital Road (ELOR)

The Council continues to make good progress in the delivery of a package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. The 7km road would unlock the potential to build up to 5,000 new homes in the East Leeds Extension and support the wider housing and economic growth of East Leeds. The scheme has three distinct phases with Phase 1, improvements to the Outer Ring road junctions, having received full approval and is

now substantially complete. Phase 2 (design development of ELOR) is also substantially complete and the delivery team are in the final stages of negotiation and procurement preparation for an imminent award of Phase 3 (construction of ELOR). Business cases for part funding of the scheme through the West Yorkshire Transport Fund have been submitted and approved by the Combined Authority including an increase in funding to a total of circa £90m. The Council is continuing to assume prudential borrowing to meet the initial gap between the available funding and capital cost of the scheme, to be eventually reimbursed through contributions from house builders as dwellings are completed.

Connecting Leeds (LPTIP)

Connecting Leeds comprises a programme of funding of £270 million to be invested in a number of public transport schemes across Leeds. Funding for Connecting Leeds comprises that devolved by the DfT (following the cancellation of the Leeds New Generation Transport scheme) alongside that from the Council, Combined Authority, bus operators and developers.

By improving bus journey times and reliability, and improving facilities for cyclists and pedestrians, these schemes are anticipated to encourage modal shift from private car to bus and cycling. This is expected to contribute to a reduction in greenhouse gas (GHG) emissions. The anticipated reduction in car usage will also have a beneficial impact on air quality, and links in with the proposed Clean Air Zone (CAZ) and its objectives of reducing nitrogen oxide particles.

Working with partners, including the Combined Authority, Network Rail, bus operators and key businesses, a comprehensive package of interventions has been brought forward and is now being progressed. First Bus are contributing £71 million for 284 new low emission vehicles by 2020. Similarly, 37 Arriva buses, which meet the latest CAZ emission standards, are operating in Leeds.

Projects progressed with Connecting Leeds funding include:

- bus priority corridors;
- creation and improvement of the City Centre 'Gateways' including the Headrow and the Corn Exchange;
- expansion of existing bus and rail park & ride sites and creation of new sites;
- improvements to rail stations accessibility and creation of new stations; and
- complementary investment in bus services and low emission vehicles.

Each scheme is being progressed as a separate project with a separate business case, albeit the objectives of each independent scheme align with the overall aim of other Connecting Leeds funded schemes in the intention to improve public transport provision across Leeds for Leeds Citizens.

Flood Alleviation

Capital programme funding primarily relates to Phase 2 of the Leeds Flood Alleviation Scheme which employs a 2-Step approach. Construction works commenced in December 2019 on Step 1 shortly before the 4th anniversary of the Storm Eva Boxing Day 2015 flood, and will make use of a range of flood defence measures including natural flood management, conveyance improvements and linear defences to deliver a 1 in 100 year standard of protection to the area upstream of Leeds train station. Step 2,

for which work continues to secure sufficient funding, will be to construct a flood attenuation area at Calverley and flood defence walls at Apperley Bridge which will provide a 1 in 200 year standard of protection to all areas of Leeds along the River Aire. This report includes the following injections for this scheme; £4.517m of EA Grant, £3.9m of the Combined Authority's Local Growth Fund and a £3.0m allocation from the CIL Strategic Fund. The Council has written to DEFRA highlighting the funding gap and the importance of instructing construction works for Step 2 by July 2020 to enable the works to be undertaken as an extension of the existing contract, mitigating significant impacts on both programme and cost. Smaller flood alleviation schemes at Killingbeck Meadows, Otley and Mickletown are also provided for, along with a £1.0m injection to identify and implement further flood alleviation schemes, whilst supporting bids for securing external funding.

Clean Air Zone

Since receiving the approval of £29m (capital / revenue) funding from Central Government to implement the CAZ B, the council has confirmed to central Government that it does not need to access £2.5m capital funding (and £2.5m revenue funding), reducing the overall funding package to £24m. Infrastructure spend will continue into the middle of 2020 and financial support schemes will remain on offer until the end of 2020. Should any funds remain, plans will be developed to repurpose the funds in line with the spend objectives in the Clean Air Zone legislation.

District Heating Network

Heat generation from phase 1 started in April 2019 with low carbon heat from the Recycling Energy Recovery Facility (RERF) coming on line in September 2019. This allowed flat changeovers to start in April 2019 and over 750 flats in the Lincoln Green area have now been converted from unpopular electric storage heaters/underfloor heating to efficient wet systems. All 1,983 flats are on track to be connected to low carbon heat this summer.

The project team has secured an additional £2.4m of Heat Network Investment Project (HNIP) funding for a phase 2 extension into the city centre. This commenced construction on the 2nd September 2019 in order to allow the project to work alongside the Connecting Leeds project on the Headrow, to minimise disruption in the city. Construction is making good progress and 5 major council buildings (Civic Hall, Town Hall, Museum, Library / Art Gallery and St George House) are due to be connected this autumn. Low carbon heat is already being supplied to the Playhouse and council flats and we expect to announce at least 5 additional customers this year. The project team is now exploring the business case for a phase 3 extension to take the network south of the river. This would be reliant on additional HNIP support and we would aim to start construction this calendar year.

City Connect & Cycleways

This programme is fully externally funded and primarily relates to the £6.14m City Connect 3 scheme (funded from the Combined Authority's West Yorkshire + Transport Fund and providing segregated cycleways on Dewsbury Rd, Elland Rd and Clay Pit Lane), and the £3.2m A6120 Outer Ring Road scheme (funded from DfT's National Productivity Investment Fund and providing segregated cycleways at the new junction created by the East Leeds Orbital Route at Red Hall to King Lane in Alwoodley). City Connect 1 and City Connect 2 schemes were also fully externally funded by the

Combined Authority. The Combined Authority are yet to fully refund the Council for the costs of City Connect 1 and some minor works are outstanding around the Majestic Development to fully complete City Connect 2.

3. Supporting Service Provision

Learning Places Programme

Basic Need Grant allocations for 2019/20 and 2020/21 have previously been confirmed at £28.7m and £130k respectively, along with Special Educational Needs and Disability (SEND) Special Provision Fund allocations for 19/20 and 20/21 of £1.45m pa; a further £1.5m 'top-up' SEND grant allocation has since been provided and injected into the programme. The next schools capital funding announcement is expected in the spring, and a funding injection of 2021/22 Basic Need grant together with any adjustments to previously announced allocations will be updated as necessary. The Learning Places funding deficit is currently estimated at £59.4m, with the deficit projected to first arise in 2021/22. This takes into account the injection of £25m of LCC Borrowing and Community Infrastructure Levy (CIL) funding that was injected as part of the 2018/19 Capital Programme approved by Executive Board in February 2018; a further £5.0m of CIL funding is being injected into the programme to assist the cash flow position.

Adaptations (Disabled facilities private sector)

The general fund adaptations programme has funding of £33m across the next 4 years. This supports in the region of 800+ grants for adaptations per year. A further £1.6m is provided as an annual programme for smaller adaptations to private homes to support more people to remain independently in their own homes.

Social Care and Health Fund

Work continues with colleagues from the Health sector to bring forward schemes designed to fulfil requirements and further develop initiatives at the local level.

Operational Depot

The scheme has now reached the end of RIBA Stage 3 (planning status), and has been formally submitted for planning permission. The scheme will see the development of a three storey office and workshop accommodation that can fully bring together the Waste Management service and Cleaner Neighbourhoods Teams. The site will include parking for all of the city's Refuse Collection Vehicle (RCV) fleet as well as up to 20 cleaner neighbourhoods vehicles. The site has the ability to power up to 20 electric RCV vehicles and all the smaller LCC Waste Management fleet vans, to assist with reduction in air pollution. To add further to the projects green credentials, it is powered using the electricity that is produced at the Recycling Energy Recovery Facility (RERF), which effectively comes from the waste that is collected by the RCVs daily, thereby providing an almost CO² neutral operation for the building and the electric vehicles.

4. Investing in New Technology

Digital Development and Applications Refresh

The Digital Development project is to fund the development of reusable digital capabilities and solutions to modernise or support the achievement of process efficiencies, business system standardisation and simplification, and ensuring systems meet users / citizen needs. The Applications Refresh Programme is focussed on ensuring that the council's 500+ systems / application estate is safe, secure and compliant by meeting statutory and regulatory requirements. It will also drive savings and efficiencies and the development of a long-term plan for the rationalisation, replacement, modernisation and management of the Council's portfolio of applications.

Essential Service Programme

The Essential Services Programme enables the council to continuously refresh and upgrade critical ICT infrastructure (computer hardware and software) in advance of obsolescence and to avoid major failure. The programme scope includes building a major new platform that will replace previous, end of life server, network and storage infrastructure. Investment will also be made in 'Cyber Security' solutions to help ensure that the ongoing threats to our information and systems are minimised as well as the replacement of a significant number of aging Personal Computers.

Full Fibre Network Programme for Leeds - LCC has set out an ambition for all premises across the district both residential and commercial, to be able to access gigabit capable services. The scheme will provide full fibre connectivity to schools, council flats and CCTV point from which fibre providers will expand their networks into localities. It also has the potential to provide Leeds with the largest full scale fibre gigabit network in the UK outside of London and will assist in attracting new business to the area, increasing regional GDP, reducing the City's carbon footprint and helping to address issues of digital and social exclusion. A contract with a partner organisation is being procured, who will be responsible for the build and service delivery of full fibre connectivity to ensure the provision of the greatest amount of coverage, coupled with the opportunity to extend connectivity further with commercial investment.

5. Supporting the Leeds Economy

Kirkgate Market Strategy

The market has now completed stripping back two of the block shops in the 1875 hall. Surveys are now complete and initial thoughts are that the water ingress issues relate to poor guttering and fall pipes rather than the main roof. Plans are now underway for phasing in the repair work to the roof, reinstatement of the units, and negotiations with traders to temporarily relocate to other units whilst the works are carried out. We will shortly be going out to tender with a view to start work late summer 2020. There have been delays submitting the planning application for the surface level car park due to the service having to look at initial concerns raised by Highways and the Police; it was also called in for scrutiny relating to the climate change emergency. Plans have now been amended and a submission to planning will be going in early 2020. All tenants have now successfully been relocated for the start of the George Street hotel development. January 2020 sees the demolition of 14 units to make way for the hoarding line which will be required to ensure a safe working area for the contractor.

Local Centres & Townscape Heritage Initiative (THI) Programmes

The Local Centres Programme (LCP) aims to help create viable local centres that are accessible, safe, and a resilient fit for the 21st century. Executive Board approved capital projects to support these aspirations in 12 town and local centres. A total of £1,125,500 was allocated from LCP, with £2,057,000 from other sources, including HRA – albeit prices are subject to refinement during project development. In addition to the initial 12 centres, officers have been engaging with ward members, local businesses and communities across the city to support and refine emerging project ideas.

Southbank Regeneration

The LCC contribution to Aire Park is progressing on Meadow Lane with the intention to bring forward green infrastructure utilising the land released by the LP-TIP highway works. This will create a new public space and an enhanced walking/cycling route connecting the Vastint Phase 1 Aire Park site and Sovereign Square footbridge (with onward journeys north to Sovereign Square / City Square and also the Southern entrance of Leeds station and Holbeck and Beeston to the south). The Meadow Lane public realm is at pre-feasibility stage; the next step is commissioning a feasibility to RIBA Stage 2 via the MBARCS framework. Options for a development plot within the area are under investigation and it is envisaged this could generate a capital receipt to contribute to the delivery of the public realm.

Consideration is being given to the LCC landholding at Armouries Drive and how this can contribute to the regeneration of this location.

Supporting the Creative Sector – TV & Film Studios

Leeds Studios will open in May 2020; the 130,000 sq ft development will offer high quality production space on the site of the former Polestar Petty printworks on Whitehall Road. It will consist of 68,000 sq ft of premium sound stages and over 60,000 sq ft of flexible production office and service space, including prop stores, workshops, makeup and costume facilities. Once complete the studios will more than double the existing amount of production space in Leeds.

Leeds Studios is a joint-venture between All Studios, operators of the Manchester Studios complex (formerly Granada/ITV studios in the city) and Leeds based Prime Studios. The project has been supported by Leeds City Council, with a shared vision to deliver high-quality production spaces in growing city regions across the UK. The council has worked closely with the project team to help secure the space and offer a loan for acoustic solutions on the property. In 2020 the council will continue to work closely with the operators of the studio as they complete the internal works prior to becoming operational.

6. Central and Operational

PFI Lifecycle Capitalisations

This programme is fully funded by Leeds Resources and was set up as part of the 2019/20 budget decision. Prior to 2018/19 the council chose to fund its capital expenditure on lifecycle costs by applying an element of PFI grant to capital to fund them. The Council now funds its PFI lifecycle costs by borrowing and applies appropriate MRP charges, based on useful life of capital spend.

Fleet Replacement Programme

The council's fleet replacement and improvement plan places us at the forefront of new technology and shows that as a council we are prepared to show environmental leadership. The electric vehicle scheme and all the planned electric vehicle infrastructure present an exciting opportunity for the city to establish itself at the forefront of electric vehicle growth, helping local businesses to adopt to the latest technologies whilst supporting further improvements in air quality.

General Capitalisations

This is an annual programme that has primarily been used to fund the purchase of short term assets such as ICT and furniture and equipment and has helped relieve pressure on scarce revenue resources. From 2023/24, along with other capitalisations, capital programme provision will start to reduce over a 5 year period as reliance on capitalisations to support the revenue budget is reduced.

Contingency

This report includes a new £6.0m injection of Corporate Borrowing into General Contingencies, providing a provision of £11.9m to deal with unforeseen circumstances. Calls against this provision are managed by Strategic Investment Board.

Transformational Change

Legislation provides for the flexible use of capital receipts to fund revenue transformation projects. This funding contributes to funding redundancy costs arising from the Early Leavers Initiative (ELI) and transformational ICT projects such as the Core Systems Review.

Statement of Policy on the Minimum Revenue Provision for 2020/21

1. Introduction

- 1.1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
- 1.2. Since 2008/09, the legislation has simply required local authorities to make a prudent level of MRP provision, and the government has issued statutory guidance, which local authorities are should 'have regard to' when setting a prudent level of MRP. The guidance says that the broad aim of a prudent MRP policy should be to ensure that debt is repaid over the period over which the capital expenditure is expected to provide benefits (or, for supported borrowing, the period assumed in the original grant determination). Within this overall aim, the guidance gives local authorities considerable freedom to determine what would be a prudent level of MRP.
- 1.3. The statutory guidance recommends that local authorities draw up a statement of their policy on the MRP, for approval by full council in advance of the year to which it applies.

2. Details of MHCLG Guidance on MRP

- 2.1. The statutory guidance identifies four options for calculating MRP and recommends the circumstances in which each option should be used, but states that other approaches are not ruled out.
- 2.2. The first two options are based on the old statutory method of a 4% reducing balance, and the third and fourth options are based on asset lives. For capital schemes acquiring new assets which take more than one year to complete, application of Options 3 and 4 allows councils to delay charging MRP until the year after the new asset becomes operational. Under the statutory guidance, local authorities should not use Options 1 or 2 for calculating MRP on new capital expenditure.
- 2.3. For balance sheet liabilities relating to finance leases and PFI schemes, the guidance recommends that one prudent approach would be for local authorities to make an MRP charge equal to the element of the annual rental which goes to write down the balance sheet liability. This would have the effect that the total impact on the bottom line would be equal to the actual rentals paid for the year. However the guidance also states that Option 3 could be used for this type of debt.

3. Implications for the application of capital receipts

- 3.1. One of the implications of the arrangements for MRP is that it is necessary to identify which individual schemes have been funded by borrowing and which have been funded by non-specific capital income (e.g. capital receipts and grants), rather

than treating the balance of the capital funding requirement after specific capital funding has been applied as being met from a general receipts and borrowing pool.

- 3.2. In the case of capital receipts, statute gives local authorities the option to apply these to fund the payment of any liabilities relating to finance leases and PFI schemes. This is a reflection of the fact that such schemes are being treated in accounting terms as the acquisition of fixed assets, and the liability represents the amount being paid towards the purchase of the asset itself, rather than interest or service charges payable.
- 3.3. Local authorities may also use capital receipts to repay any borrowing that was incurred to fund capital expenditure in previous years. Applying capital receipts to redeem borrowing would reduce the level of MRP which the council needs to set aside from revenue as a prudent provision.
- 3.4. The general principle adopted will be to allocate capital receipts firstly to fund the liabilities to be written down for the year in relation to PFI schemes. This will remove the need for MRP charges equal to the value of the capital receipts applied.
- 3.5. For any remaining capital receipts, the options are for these to be retained in the Usable Capital Receipts Reserve, used to redeem debt, or used to fund capital expenditure on short life assets. The Responsible Financial Officer (the Section 151 Officer) will determine annually the most appropriate use of these receipts, taking into account forecasts for future expenditure and the generation of further receipts.

4. 2020/21 MRP Policy

- 4.1. In its 2020/21 MRP policy, the Council is required to decide how MRP will be calculated for borrowing undertaken for the 2019/20 capital programme and earlier years. It is proposed that Leeds adopts the following MRP policies for 2020/21:
 - If capital receipts have been used to repay borrowing or to fund PFI liabilities for the year then the value of the MRP which would otherwise have been set aside will be reduced by the amounts which have instead been repaid from capital receipts.
 - MRP for borrowing on capital expenditure incurred between 2007/08 and 2019/20 will be calculated on an annuity basis over the expected useful life of the assets (option 3 in the statutory guidance). For expenditure capitalised under statute where there is no identifiable asset, the lifetimes used for calculating the MRP will be as recommended in the statutory Guidance.
 - For earlier borrowing, MRP will be calculated on an asset life annuity basis. As data is not available to identify the individual assets which this borrowing related to, an average asset life relating to more recent borrowing will be used. The annuity calculation will be based on the position which would have been reached if this approach had been in place since 2008/09 and the level of MRP will be reduced by the remaining cumulative overprovision.

- For PFI liabilities, an MRP charge will be calculated on the basis of the expected life of the asset which has been acquired, using the same annuity basis as is used for borrowing.
- For PFI lifecycle costs, an MRP charge will be calculated on a 10 year asset life annuity basis, unless a more specific asset life is given in the contractor's financial model.
- For finance lease liabilities, an MRP charge will be made to match the value of any liabilities written down during the year.

4.2 These policies will ensure that the Council satisfies the requirement to set aside a prudent level of MRP. The arrangements for allocating capital funding set out in paragraphs 3.3 to 3.5 above will help to ensure that the level of MRP is not excessive.

Capital and Investment Strategy

1. Introduction and Requirements

- 1.1 This report sets out the Council's Capital and Investment strategy. Local authorities are required to have both a Capital Strategy and an Investment Strategy, with the option to produce one strategy document covering both of these areas. The council has opted to produce an overall Capital and Investment Strategy, given that there is a significant overlap between the two areas.
- 1.2 The requirement for a Capital Strategy is included in the revised Prudential Code for Capital Finance in Local Authorities 2017. The Prudential Code was developed by CIPFA (Chartered Institute of Public Finance and Accountancy) as a professional Code to support Councils in taking their decisions. Councils are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local government Act 2003.
- 1.3 In financing capital expenditure Councils also have to have regard to CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes.
- 1.4 The capital strategy sets out the principles that support the Councils 4 year capital programme and as such how it supports corporate priorities and objectives. It is also developing a longer 10 year programme.
- 1.5 The requirement for councils to publish an annual Investment Strategy is included in the current edition of the government's Statutory Guidance on Local Government Investments.

2. Objectives

- 2.1 The Capital Strategy sets the framework for all aspects of the Council's capital expenditure and capital investment decisions. It will support: strategic planning, asset management and proper option appraisal.
- 2.2 The capital strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 2.3 The keys aims of the strategy are to:
 - To ensure that decisions are made within the framework, CIPFA codes and statutory legislation;
 - Prioritise and deploy capital resources in line with corporate priorities;
 - Support service plans;
 - Address major infrastructure investment;
 - Support the review of the Council's estate and provide investment to ensure that it is fit for purpose;
 - Enable investment on a spend to save basis;
 - Create sustainable income streams through capital investment;

- Support the revenue budget and assist in the delivery of budget decisions;
- Support economic growth and outcomes; and
- Attract investment in the City through third party, grants or private matched funding.

2.4 Capital investment decisions should be undertaken with regard to:

- Service objectives;
- Proper stewardship of assets;
- Value for money – through option appraisal;
- Prudence and sustainability;
- Affordability; and
- Practicality – achievability of the forward plan.

2.5 The Investment Strategy brings together information on all of the council's investment activities, covering its Treasury Management investments, other service related loans and investments and non-financial investment activity such as the acquisition of investment properties.

2.6 The aim of the strategy is to enhance transparency and accountability by presenting a clear picture of all of the council's investment activity, including the contribution made by investments to the council's objectives, the decision-making process for entering into investments, the exposure to risk, and the risk management arrangements in place.

3. Governance of the Capital Programme

3.1 The capital programme is established in February of each year together with the Treasury Management strategy and the revenue budget. Quarterly capital update reports are provided to Executive Board.

3.2 The affordability of the capital programme is considered within the Treasury Management report and the funding requirements are set within the revenue budget planning process and within the framework of the medium term financial strategy (MTFS).

3.3 The Council has a process to ensure that effective decision making takes place that includes:

Democratic decision-making and political approval:

- The Council set the corporate priorities;
- The Council approves the capital programme, the Treasury Management Strategy and the revenue budget together;
- The Council has an approved scheme of delegation to effect and support efficient decision making;
- The scheme of delegation enables Directors and the Chief Officer Financial Services to inject funding and provide authority to spend and changes to the capital programme;

- All schemes progress subject to the Council's constitution, scheme of consultation, financial regulations and procurement requirements;
- The Chief Officer Financial Services will report on the affordability and sustainability and risk of capital investment decisions;
- Audit and Governance provide scrutiny on the treasury management framework; and
- The Chief Officer Financial Service provides assurance on the sustainability and affordability of the Councils financial affairs

Officer Groups:

- Officers, through the Council's Asset Management Board (AMB), Strategic Investment Board (SIB) and Corporate Leadership Team (CLT) are able to influence any investment decision before political approval is sought at Cabinet and Executive Board;
- SIB has the overall responsibility for the strategic development of the capital programme;
- Directorate management teams consider the scheme business cases before submission to SIB and CLT;
- Directorate teams manage the monthly forecast spend of their schemes;
- Specific project boards are represented by appropriate skilled officers from within the Council and with external specialist engagement as appropriate;
- Monthly reporting of the capital programme to Directorates and the Council's Financial Reporting Group (FRG); and
- Monthly reporting of the updated projection of treasury management cost of debt covering the reporting MTFP period is made to the FRG

4. Project Initiation

- 4.1 In previous years capital schemes could be injected at any point through the year with the cost of additional borrowing managed within treasury management. The strategy adopted for 2019/20 onwards has sought to ensure that the revenue impact of capital investment decisions are taken at the same time that the revenue budget is set for the following year.
- 4.2 Directorates now submit their capital programme proposals in advance of the new financial year. Scheme proposals must be underpinned by a clear business case with robust costings and projections of income, where appropriate, that will stand up to scrutiny. The business case and report must be prepared in accordance with corporate guidelines.
- 4.3 These submissions are ranked in terms of:
- Priority 1 - essential health and safety, protecting revenue budgets and business critical/corporate priority;
 - Priority 2 - departmental priority; and
 - Priority 3 - further business case development required
- 4.4 In addition to the prioritisation of individual proposals and programmes the whole programme will be assessed for:

- Achievability – Does the Council have the resources and technical expertise to deliver within the timescales?
- Prudence & Affordability – To ensure that the revenue cost of debt remains affordable within the MTFS;
- Non-monetary benefits – Social well-being, health and environmental benefits; and
- Impact upon the Council's 5% partial VAT calculation.

4.5 These new investment programmes are appraised in conjunction with a review of the priorities within the existing programme. This process allows for check and challenge with peer review of scheme proposals before the overall affordability of the programme is considered. This review is overseen by the Council's Strategic Investment Board, a board that receives themed investment proposals throughout the year.

4.6 In the appraisals of schemes the Council will make use of internal officer experience together with support as required from external professional advisors to ensure that investment decisions are robust and will stand up to subsequent scrutiny.

5. Project Monitoring

5.1 Where appropriate project boards are established comprising suitably experienced and qualified staff with relevant expertise to assist decision making. Board representation would normally consist of: the project sponsor, programme managers, finance, legal, property, support staff and if appropriate HR, communication and external specialist expertise.

5.2 Monitoring of individual schemes and programmes takes place on a monthly basis with financial status reports of actual spend against forecast reports prepared and reported to Directorates. A monthly summary position is taken to the Council's Financial Performance Group.

5.3 Quarterly monitoring reports are taken to the Council's Executive Board. These highlight actuals spend against forecast, progress on schemes, injections, deletions and the impact on future years.

5.4 As required by the CIPFA code of practice on Treasury Management the Council reports on the strategy for the forthcoming year before the start of the year (usually in February to Executive Board and full Council. Additionally a half year update report is submitted to Executive Board in November during the year with a final report on the previous year being submitted in June/July following the close of the financial year.

6. Capital and Capital Investment Priorities

6.1 The Council has a significant estate to maintain but is also undertaking and facilitating large scale infrastructure development that will underpin the Council's best plan objectives. It remains focused on delivering these ambitions but recognises the financial pressures that the Council is facing. The Council will continue to seek to secure funding for the major infrastructure needs of the city.

6.2 The Council's capital investment objectives are centred on the Council's best city ambition to be a strong economy and a compassionate City with best

council ambition to be an efficient, enterprising and healthy organisation. The 3 pillars that underpin these ambitions are centred around inclusive growth, health and wellbeing and climate emergency. The priorities cover:

- Addressing housing inequalities;
- Health and wellbeing;
- Creating 21st century infrastructure;
- Creating a child friendly city;
- Having safe and strong communities;
- Ensuring inclusive growth; and
- Increasing the Cultural offer.

Housing

- 6.3 Significant investment in the Council's housing estate ensuring that it meets decency standards, fire safety compliance, improving health and affordable warmth, low carbon and energy efficiency including a District heating network programme, improvements to the environment through reduced carbon emissions and supporting more people to live safely in their own homes.
- 6.4 New capital investment proposals will be prioritised according to the following, with works that contribute to legislative requirements, the health, safety or wellbeing of residents taking precedence over others:
- High priority – legislative requirements, health, safety and wellbeing (e.g. fire safety, asbestos, DDA, heating and insulation, lifts, aids and adaptations, structural works and key building components (e.g. structural remedials, concrete repairs, roofs, chimneys, pointing, damp proof courses, windows and doors etc.).etc.);
 - Medium – Maintain the decency at level to meet regulators requirement (roofs, windows, doors), investment to support the High Rise Strategy, internal works and non-key building components, supporting independent living through adaptations to homes investment to support prevention of damp and lifecycle replacement
 - Desirable – environmental and estate improvements (e.g. garages, fencing, paths commercial properties), recycling and waste management initiatives and investment in un-adopted land and car parking.
- 6.5 The Council is targeting council housing growth funding from within the overall programme to support the delivery of extra care housing. In addition the empty homes programme continues to bring empty homes back into use and is delivering Council owned extra care apartments with the intention that this investment acts as catalyst to promote the wider development of extra care across the city.

Health and Wellbeing

- 6.6 Demographic factors form a key element of the strategic context; people are living longer and with a higher level of needs. As a result of these increased demands the way care is delivered needs to change and there is a move towards more people being supported to live at home. There is a changing

focus from providing help to helping people help themselves. In terms of capital investment needs the main issues are:

- Investment in opportunities for vulnerable adults to access universally provided services;
- Investment in changing analogue telecare to digital, equipment and adaptations to support people living at home; and
- Investment in appropriate technology and business systems to enable the personalisation and direct access by people to health and social care support leading to improved outcomes including adaptation to homes and assisted living initiatives.

6.7 In contrast there will be a significant reduction in directly provided residential and day care provision in response to reducing demands for these services. This move could release assets for disposal but there is also a need to ensure that the remaining facilities, required for more specialised and re-abling services, are fit for purpose. Initiatives include Health centre redevelopment and dementia intensive therapy unit.

6.8 Work continues with colleagues from the Health sector the city to bring forward schemes designed to fulfil requirements and £25m has been set aside to further develop initiatives at the local level.

Creating 21st century infrastructure

6.9 **Public Realm Strategy** - Engaging and quality public realm is critical to the continued success and robustness of the city centre; creating a welcoming city which has the wow factor.

6.10 **HS2/Southbank** – The Council is taking a lead with partners in delivering HS2 and Southbank infrastructure. The aim is to double the size of the city Centre.

6.11 **Major highways and bridge** works including addressing annual maintenance of the estate. Connecting Leeds (LPTIP) comprises a programme of funding of £270 million to be invested in a number of public transport schemes across Leeds. Funding for Connecting Leeds comprises that devolved by the DfT (following the cancellation of the Leeds New Generation Transport scheme) alongside that from the Council, Combined Authority, bus operators and developers. The Leeds Public Transport Investment programme comprises a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. In addition the Council has made good progress in bringing forward the package of transport measures that will be essential to support the development of the East Leeds Extension strategic growth area. Central to these is the East Leeds Orbital Route.

6.12 **Essential Information and Technology Infrastructure** – There are a number of major essential IT investments and associated programmes of work that are required over the next few years. The Digital Development project is to fund the development of reusable digital capabilities and solutions to modernise or support the achievement of process efficiencies, business system standardisation and simplification, and ensuring systems meet users / citizen needs. The Applications Refresh Programme is focussed on ensuring that the council's 500+ systems / application estate is safe, secure and compliant by

meeting statutory and regulatory requirements. It will also drive savings and efficiencies and the development of a long-term plan for the rationalisation, replacement, modernisation and management of the Council's portfolio of applications. The Essential Services Programme enables the council to continuously refresh and upgrade critical ICT infrastructure (computer hardware and software) in advance of obsolescence and to avoid major failure. The programme scope includes building a major new platform that will replace previous, end of life server, network and storage infrastructure. Investment will also be made in 'Cyber Security' solutions to help ensure that the ongoing threats to our information and systems are minimised as well as the replacement of a significant number of aging Personal Computers.

- 6.13 **Full Fibre Network Bids** – LCC has set out an ambition for all premises across the district both residential and commercial, to be able to access gigabit capable services. The scheme will provide full fibre connectivity to schools, council flats and CCTV point from which fibre providers will expand their networks into localities. It also has the potential to provide Leeds with the largest full scale fibre gigabit network in the UK outside of London and will assist in attracting new business to the area, increasing regional GDP, reducing the City's carbon footprint and helping to address issues of digital and social exclusion.

Children's Services

- 6.14 Demographic change also places a significant pressure on Children's Services in the need to provide additional primary school places to meet the demand resulting from rising birth rates. The focus is now moving the provision of secondary places. There is a significant funding gap that the Council will look to the government to fund but provide shortfall solutions through the use of CIL, provision of free schools and borrowing. In addition there are significant backlog maintenance requirements within the estate that will use **Capital Maintenance and Devolved Formula Capital** plus local resources.

Communities

- 6.15 The next phase of Community Hubs will allow the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of housing back offices, essential backlog maintenance and new ICT infrastructure and equipment to enable new ways of working over the next 3 years.
- 6.16 The Local Centres Programme (LCP) through engagement with ward members, local businesses and communities create viable local centres that are accessible, safe, resilient and fit for the 21st century. The town heritage initiative will provide further investment key heritage assets in the City. The scheme has now reached the end of RIBA Stage 3 (planning status), and has been formally submitted for planning permission.

Growth

- 6.17 There are a number of initiatives aimed at supporting business growth in the city. These include: the Digital Business Incubator (Leeds Tech Hub) - The

Leeds Tech Hub Fund was introduced as a catalyst for growth and expansion in the city's fast-growing digital sector; Workspace Development and Investment Fund - This fund is designed to support providers of affordable specialist space to small start-up business particularly in the creative and manufacturing sectors that have found difficulty in finding premises as the Leeds property market continues to boom; and Innovation District - This collaboration with Leeds Teaching Hospitals NHS Trust and the University of Leeds seeks to develop a Leeds Innovation District to the north of the city centre. Initial work has scoped out potential development sites. This fund will contribute to public realm and early stage development activities.

Culture

- 6.18 The Council will continue to support the Channel 4's relocation to Leeds and work with the creative and digital sectors and other to provide to expand the film and televisions talent and expertise within the region.
- 6.19 The Council continues to expand the cultural offer within the city and is providing together with the Arts Council and the Leeds Playhouse significant investment in the redevelopment of the Leeds Playhouse.

Climate Emergency

- 6.20 Full Council declared a climate emergency in March 2019, with the stated ambition of working towards a net zero carbon city by 2030. The council has accepted that very urgent action is required to make our contribution to containing global temperature rises within 1.5C.
- 6.21 The city wide proposals are broken down into the following areas: transport; housing; industry; consumption and food; waste energy; biodiversity and landscape. The first two areas are the ones on which direct council policy can have the greatest impact, with the latter areas subject more to the council's role as an influencer. Separately the report considers the promotion of biodiversity as a key contributor to mitigation and the quality of life.
- 6.22 To ensure that Leeds City Council plays its own part as an organisation and has credibility when engaging with others, the reports begins by setting out its own commitment to becoming carbon-neutral in its operations. The council's key sources of emissions are street lighting, its buildings and fleet. The council has already acquired the largest local government electric vehicle fleet in the UK, committed to halve the energy required for street lighting by transferring to LED and to replace gas in our city centre buildings with district heating. A series of further recommendations are made to the Executive Board, which include the following:
- Commit to a rationalisation and energy efficiency programme which reduces emissions from council buildings by a further 40% by 2025;
 - Purchase 100% of our electricity from green sources, supporting new renewable capacity;
 - Purchase only low emission vehicles by 2025; and
 - Remove payments for the use of staff petrol and diesel cars by 2025.

- 6.23 Across the current 2019/20 to 2022/23 capital programme we have c£200m of schemes ranging from flood alleviation £84m (including the funding for the natural flood management scheme), air quality zone related implementation and help with business to upgrade vehicles £47m, £16m of Council Housing Stock energy efficiency schemes, the Housing Leeds District heating scheme £36m, Street Lighting LED and other lighting replacement schemes £31m. The Council has provided £7.5m for the upgrade of its van fleet to electric. This Executive Board is considering approvals for other Climate Emergency options, £1.4m, and £800k for the retrofitting of Council buildings. This excludes the transport investment in Connecting Leeds and the Council's new council house building programme, both of which have low carbon at their heart.
- 6.24 Major projects include enhancing flood alleviation resilience continuing to build a cycling network, establishing a **District Heating Network** and the conversion of the Council's fleet to the latest emission standards including Conversion of Refuse collection vehicles to compressed gas. The Council is also introducing a congestion zone and will provide support to licenced taxis to convert to greener vehicles.

Other initiatives

- 6.25 There are a number of other significant initiatives that are based upon sustainable business plans:
- Rationalisation of the Council's estate;
 - Reduction in backlog property maintenance;
 - Measures to maintain income and reduce costs through spend to save business cases;
 - Investment in sporting facilities;
 - Invest in heritage assets on a sustainable basis; and
 - Invest in initiatives that support the revenue budget

7. Capital Programme Priority and Corporate Links

- 7.1 The capital programme links into wider processes and plans across the Council and should not stand alone. In setting, monitoring and reviewing individual schemes/programmes and the overall capital programme consideration should be given to:
- Council best plan;
 - Asset management plan;
 - Medium term financial strategy;
 - Treasury management strategy including prudential indicators; and
 - Internal and External audit.

8. Revenue implications

- 8.1 The revenue implication of capital investment should be considered alongside revenue budgets. Capital investment decisions should consider:
- The costs of borrowing (interest and minimum revenue provision);

- Future whole life asset planning including capital (future capital maintenance requirements) and revenue implications (running costs and maintenance costs);
- Realisation of cashable and non-cashable benefits;
- Impact upon the economy and the generation or support of council tax and business rates; and
- Proportionality

9. Funding Strategy

- 9.1 A range of options are available for the Council to fund its capital expenditure requirements. This capital investment must be in line with the CPFA Prudential Code for Capital Finance in Local Authorities. The level of borrowing that the Council undertakes must be within the code and its management is covered with in the Treasury Management strategy.
- 9.2 The Council will seek to maximise external funding sources before it undertakes borrowing, whilst ensuring that borrowing remains affordable and within the medium term financial strategy.
- 9.3 The main sources of funding available are:
- Government grants;
 - Match funding;
 - City region funding including the LEP;
 - European funding;
 - Developer funding through CIL, S106 and S278 contributions;
 - Private sector funding;
 - Capital receipts; subject to funding repayment of existing debt, PFI liabilities etc.;
 - Generation of income streams or the avoidance of costs through robust business case review that pay for the costs of borrowing;
 - Corporate borrowing where the funding is a bottom line revenue cost;
 - Lease finance; and
 - Revenue funding.
- 9.4 In addition the Council may also choose to award capital grants to third parties or provide loans – covered in the investment strategy.

10. Risks

- 10.1 The risks associated with this strategy should be considered in the context of the Councils risk and governance reporting framework and the methods for monitoring and escalation.

11. Knowledge and Skills

- 11.1 The Capital and Treasury Management function is managed by a number of experienced and qualified staff. They all follow a continuous professional development plan that forms part of the Council's appraisal process. The

section is headed up by a CIPFA qualified accountant and reports to the S151 Officer who is also a CIPFA qualified accountant.

11.2 Individual capital schemes are undertaken by professional qualified staff in appropriate disciplines. External support and advice is also sought through a framework contract as and when required.

11.3 Members are consulted in early stages of project development and provide approval of schemes at Executive Board and full Council when the capital programme is set. Members are provided with training on treasury and capital management.

12. Investment Strategy

12.1 The Council's investment activities cover three broad areas – treasury management investments, other financial investments such as loans and equity investments which are made to achieve service objectives, and non-financial investments such as in property.

12.2 Treasury management investments

12.2.1 The council makes investments on an ongoing basis as required for the purposes of efficient treasury management. The scale of these investments, the investment policy and the risk management approach are all covered in the Treasury Management strategy which is published alongside this document.

12.3 Contributions made by non treasury financial investments

12.3.1 The statutory guidance requires councils to identify and disclose the range of contributions which its existing non treasury management investments make to its objectives.

12.3.2 The following table outlines the contributions made to service objectives made by the non treasury financial investments which the council held at 31st January 2019.

Investment	Investment Category	Value at 31st March 2019 £k	Cost of Acquisition £k	Nature of contribution made	Valuation Basis
Shareholding in Merrion House LLP	Equity	37,000	28,416	Efficient procurement of accommodation	Fair value
Leeds City Region Revolving Investment Fund LP	Equity	5,592	5,399	Promotion of economic development	Fair value
Loan to Leeds City Credit Union	Loan	1,190	1,190	Financial inclusion	Cost less provision
Assisted Homebuy Scheme (equity loans)	Loan	990	789	Access to affordable housing	Fair value
Loans to housing associations and other bodies	Loan	591	591	Access to affordable housing	Cost less provision
Equity loans to householders	Loan	312	312	Various including health and wellbeing, and low carbon.	Cost less provision
Council house mortgages	Loan	257	257	Access to affordable housing	Cost less provision
Loan to Headrow Moneyline	Loan	245	245	Financial inclusion	Cost less provision
Loans to Leeds Community Ventures Ltd	Loan	134	134	Efficient procurement of accommodation	Cost less provision
		46,311	37,333		

- 12.3.3 The table also identifies those loans and investments which are held at fair value and those which are held at cost less any appropriate provision for non-payment. It should be noted that the values shown are as at 31st March 2019
- 12.4 **Investment priorities, decision making and risks for non-treasury financial investments**
- 12.4.1 As regards their treasury management investment policies, councils are required to prioritise security and liquidity, and to only consider the yield that can be obtained within appropriate levels of security and liquidity. However different priorities apply when considering non treasury investments. The council will only enter into financial investments which are outside of its treasury management activities where it is seeking to achieve a service objective. This means that the requirements to prioritise security and liquidity which would apply to treasury management investments do not carry the same level of weight in considering such investments. Further, whilst the council's non treasury financial investments do in some cases generate a return, any such yield is incidental to the reasons for entering into these loans and investments.
- 12.4.2 Prior to making loans or other financial investments, the council carries out a thorough financial evaluation and due diligence of the risk against the return, including the intended service outcome. In addition to expected cash flows, this will take into account any borrowing costs arising and, where investments fall within the definition of capital expenditure and are funded by borrowing, the requirement to fully fund the investment via the minimum revenue provision over an appropriate number of years. A business case should be produced, to cover :
- Which Council objectives are being supported;
 - Financial business case including sensitivity;
 - Financial due diligence;
 - Legal Powers for the acquisition and legal due diligence;
 - State Aid implications;
 - Tax treatment;
 - Type and value of security
 - Procurement issues;
 - Know your customer;
 - Political, environmental and social factors; and
 - Accounting treatment.
- 12.4.3 Where necessary and dependent on the value of the proposed investment, external advice will be sought by officers before entering into financial investments.
- 12.4.4 Where possible, the council obtains appropriate security such as a legal charge on property before making loans. It should be noted that a number of these investments are funded by grants or other third party contributions, and thus carry no risk of loss to the council as a result of entering into them.

- 12.4.5 Of the £46.3m of current financial investments shown in the table in 12.3.2 above, £39.2m (84.5%) are either secured on property or relate to an underlying property asset.
- 12.4.6 As regards liquidity, the council does not set any maximum policy limit for the duration of such investments, with each being judged on a case-by-case basis. Indeed, equity loans to homeowners, which are partly funded by grants and other contributions, have no set maturity date. When making non-financial loans and investments the council does so with the understanding that it will not be able to prematurely access the funds which have been committed to these investments.
- 12.4.7 All decisions to enter into non treasury financial investments are taken within the council's overall delegated decision framework, with the added requirement included in Financial Regulations for the decision maker to consult with the Chief Officer Financial Services before entering into such a contract. The requirement to consult the Chief Officer Financial Services ensures that the available knowledge and expertise within the council for assessing such contracts is applied to each such decision.
- 12.4.8 Under the new requirements for investment strategies, the council is required to set a limit on the total value of non-treasury management loans which it is willing to make. The council proposes to set this limit for 2020/21 at £40m. From the table at 12.3.2 it can be seen that the total value of such loans made at 31st January 2020 is £3.7m. This limit does not relate to financial investments other than loans.
- 12.4.9 Once loans and financial investments have been made, the relevant service will be responsible for ongoing monitoring and for ensuring that amounts due to the council are recovered.

12.5 Commercial Property Investment Strategy

- 12.5.1 The Council's holds a mixed property portfolio spread across the following headings:
- Operational assets that are need to operate front line and back office functions;
 - Investment portfolio that provide an income stream to the Council, which is split into the
 - i) Prime Investment Portfolio comprising high yielding investment properties such as office blocks, the Arena, large modern industrial units and multi storey car parks,
 - ii) Commercially let properties including a portfolio of small industrial estates, offices, shops and pubs,
 - iii) Community assets such a sports clubs and community groups,
 - iv) Economic Development properties held for supporting innovation and job creation,
 - v) Investment properties that have been earmarked to raise Capital Receipts,
 - vi) Agricultural land and property held for long term strategic expansion of the city or protection of the countryside, and

vii) miscellaneous properties which include substations and other statutory utilities on Council land

- Regeneration and growth – assets that are acquired to enable transformation of areas, provide confidence to the market where particular projects have stalled and generate growth;
- Heritage assets – that's are of historic importance to the city; and
- Community assets - that are held to support initiatives across the public and third sectors to the benefit of local communities.

- 12.5.2 The Council has held a number of investments assets that have generated an income stream. These assets cover commercial property and a small industrial portfolio as set out above and together with various other rights for example covenants, access rights and mineral rights.
- 12.5.3 On 21 October 2015 Executive Board considered a report from the Chief Executive entitled 'Strong Economy, Compassionate City' which was a response to the White Paper motion passed at July 2015 Council on sharing economic success in the city. The report advised how the Council had played a pivotal role in the economic recovery of Leeds having intervened proactively to kick-start development and regeneration projects, support businesses to grow and invest, and to help people to work. The Council had used its powers for land assembly at the Trinity and Victoria Gate schemes; brought forward its land at Sovereign Street; constructed the First Direct Arena; and pump primed the delivery of manufacturing and logistics space in the Leeds Enterprise Zone, amongst a few. The ambition for Leeds to have a strong economy and to be a compassionate city is now embedded in the Best Council Plan, with a council priority being to support economic growth and access to economic opportunities.
- 12.5.4 One of the main aims of the Council is to bring about economic regeneration in Leeds. The Council has been involved in bringing forward the development of buildings at a time when the market was stalling and their acquisitions will further the Council's investment and financial benefits. With the Council's ambition to become the best city in the UK, with an economy that is both prosperous and sustainable, further acquisitions offer the opportunity to further boost the performance of the Council's property investment portfolio with substantial rental income.
- 12.5.5 The declared climate emergency will result in the Council ensuring that all capital investment will be in line with achieving a zero carbon city.
- 12.5.6 The Council will ensure that there is a proactive maintenance strategy in place to preserve the income that investment assets generate.
- 12.5.7 At the present time this strategy paper concentrates on the purchase of new assets. It is envisaged that a disinvestment strategy will be added at a later date to set the strategy for the sale / release of non performing low quality assets that the Council do not wish to retain.
- 12.5.8 In the longer term it is envisaged that the Council will put in place an active Asset Management strategy where non-performing assets are either "engineered" to perform or traded out of the portfolio and replaced with others.

- 12.5.9 The Council will put in place a strategy to manage and make the best use of historic assets that will be retained by the Council. This is part of the Council's desire to have a managed efficient estate.
- 12.5.10 The opportunistic disposal of properties may also be considered to capitalise on market movements and situations where the return available is above market value such as special purchaser and marriage value situations. In addition certain acquisitions may be held on a short/medium term basis where a resale in the next few years might enable the Council to obtain an enhanced value before the asset value might start to fall e.g. to sell the investment before the remaining lease term becomes unattractive to the market.
- 12.5.11 Once the portfolio is in place it is recommended that the Investment Management Strategy is reviewed on a quarterly basis, and if required it will be amended to reflect changing Council priorities or changes to market conditions.
- 12.5.12 In addition the Property Manager or external Property Adviser will on a day to day basis be actively monitoring market conditions and the management strategy adopted will be adjusted to reflect changes in the market. The monitoring of market conditions is seen as essential if the Council is to capitalise on opportunities thrown up by changes in the commercial property sector. Further an important part of the long term strategy as the portfolio matures will be to look at portfolio weighting to ensure that the Council is not under or overexposed to one or more sectors of the market. To do this a summary of the value of the properties and the income generated will be produced. This data will also be provided in a pie chart format for easy identification of holdings and returns in the various commercial property sectors.
- 12.5.13 The Council will use borrowing to fund property acquisitions. Borrowing will be sourced as outlined in the Treasury Management Strategy but could include the Public Works Loan Board. The rental income generated must as a minimum provide a surplus over and above the costs of borrowing.

12.5.14 Investment Criteria

When looking at investment properties the Council will have regard, in order, for security liquidity and then yield. The Council should consider the following factors as part of the selection criteria:

- **Covenant Strength:** A full financial appraisal of the ability of the tenant(s) to continue to pay rent to service the Council's debt obligations will be undertaken. This may in some cases require external independent advice. Only tenants of good financial standing will be considered.
- **Unexpired terms:** For let properties the Council must consider the unexpired length of the lease and break clause to determine the risk to future income assumptions. In addition the Council will consider the costs of a tenant vacating in future income assumptions.
- **Guide Price:** In order to avoid over exposure to large lot sizes and to avoid the purchase of low price and therefore low return investments that are uneconomical to manage it is recommended that the Council invest in properties within a value range of £5 to £65 million.

- **Target Yield Range:** The target return should as a minimum be higher than the cost of borrowing but also be in excess of returns that could be received on bank deposits. However appropriate adjustments for risk and growth should be factored in. An appropriate Yield minimum is currently 4% at the present time under the current low interest rates. Lower initial yields should of course be considered for investments offering asset management or redevelopment opportunities or long term guaranteed rental growth i.e. linked to annual RPI or CPI increases which will give higher returns in the long term.
- **Risk:** concurrent with the rate of return the risk of the acquisition/tenant strengths and lease conditions should be evaluated.
- **Location:** Based upon knowledge of the local area and the regeneration requirement only properties in the geographical area of the Council's jurisdiction will be considered.
- **Market Sector:** Investments across all sectors will be considered. Particular emphasis should be placed upon investments that complement regeneration or job creation in the Council area which may involve the Council entering into Joint Venture arrangements.
- **Capital Growth:** The property should afford revenue and /or capital growth. Where at all possible properties selected should offer opportunities by asset management, change of use, reconfiguration or redevelopment to enable Leeds to produce future returns that will increase in real terms above inflation.
- **Tenant Line up:** In order to minimise the risk of tenant failure and property voids single occupancy properties should be avoided unless covenant strength is exceptional (institutional single covenants or strong local firms e.g. banks or local legal firms) and there is a significant unexpired term. In terms of multi-occupied properties preference should be given to investments with a variety of uses / trades but ensure the number of tenants is managed to covenant strength.
- **Vacant Properties:** In certain circumstances such properties should be considered particularly if they adjoin existing Council holdings, or offer opportunities by asset management, change of use, reconfiguration or redevelopment. Vacant properties will also be considered where they are in areas of strong growth and investment activity such as the Aire Valley where it is anticipated there will be interest from occupiers and therefore good prospects of letting. The advantage of such properties is that they can be usually purchased at a discount to the market and are a way of adding value by letting to strong covenants. Such properties will also provide inward investment opportunities for the City as ready-made sites for new occupiers.
- **Property Condition:** for let acquisitions the age and condition must be sufficiently factored into the price to ensure that the Council is in a position to let or sell the property in the future and that appropriate surveys are undertaken prior to the purchase of the property. The

Council should also consider the costs of refurbishment/demolition in the acquisition value.

- **Market Sector:** the Council should ensure that it has a balanced portfolio mix spread across the commercial property sector.
- **Prime / Edge of Prime High Street Retail Uses:** It is essential that any retail investments considered should meet the strict tenant covenant strength test. With the rise of internet shopping this has become high risk for tenant failure sector. Care should be taken to avoid over exposure (say over 50% of uses) of the investment to any single use category. In particular Class A2 retail (banking and professional services) with break clauses or short unexpired lease terms should be avoided as there is a growing trend for banking and financial services companies to pull away from the high street.
- **Car Parks:** Consideration should be given to the acquisition of car parks as these provide a strong and guaranteed rental growth. Further in the case of lease expiry, or restructuring or tenant failures there is the opportunity for the Council to gain full control and take over the operation of the car park.
- **Development Opportunities Adjoining / Abutting Existing Council Holdings:** Opportunities where the Council has an interest in a site or owns adjoining land should be considered.
- **Lease Re-gearing, Unlocking of Marriage Value and Purchase of Freehold opportunities:** It is possible to unlock latent value or create new value and income by the extinguishment variation or extension of long leasehold terms such an example would be the restructuring of the lease on the offices at Merrion House. The other example is the redevelopment of the George Street shops whereby the existing rental is cannibalised to enhance the future of the site and obtain an increased asset value. Consideration should also be given to buying in the freehold of council leased in properties where prudential loan repayments are lower than contractual rental payments.
- **Maintenance Programme:** The revenue and capital implications of maintenance the assets should be considered and reflected in budget assumptions and an adequate budget is set aside to cover future maintenance that is not recoverable through a service charge and potential future refurbishment costs..

Property Criteria that should be avoided.

When appraising potential investments the following property types / situations should be avoided.

- **Leasehold:** Due to management issues relating to superior landlords plus diminishing returns such investments should be avoided unless there is a significant lease term remaining normally in excess of 100 years or the opportunity to renegotiate the lease term as part of the acquisition.

- Speculative Development sites: Commercial development is a high risk / high return industry and given the need for an immediate income return on investment it is not recommended that the Council invest in this area unless adequate pre lets are in place and unless there is a good regeneration criteria linked to the purchase of such an asset.
- High Risk Complex Joint Ventures: Such opportunities can present good returns by sharing the risk with others. Such opportunities should be considered carefully and considered in the context of their regenerative benefits in the longer term.
- MEES Compliance: From the 1 April 2018 under the energy efficiency requirements of the MEES compliance, all commercial properties offered to let must have a minimum EPC rating of “E” or above. Therefore any properties not meeting this criteria should be avoided unless the seller undertakes the necessary enhancement works to make the property MEES compliant.
- Shopping Centres: Such investments require intensive management and frequently impose future cash calls for refurbishment etc. upon their owners. In addition, Leeds has a very comprehensive retail offer at present and investment in to this market is likely to exceed the funds available. The sector is likely to be competitive with other investors such as commercial property companies and funds therefore entry costs could be high with yields lower. Therefore investment in this sector is not recommended. It should be noted that other Local Authorities have acquired retail shopping centres but these tend to be acquired either to support the town centre or the regeneration of an area of the city.
- Retail Parks: In a similar fashion to shopping centres such investments carry intensive management obligations and the frequent need to put extra investment into the asset. The retail market has been adversely affected by the way people buy goods and through online purchases of goods and the viability of such retail sites have to be very carefully assessed. The DIY sector is also being hit by the rise in “trade park” operators such as Screwfix who can operate from such parks at rents nearer industrial rates than those higher rents seen at retail parks.

12.6 **Commercial Property Investment Activity to date**

- 12.6.1 As at 31st January 2020 the council has acquired a number of investment properties. The total acquisition cost of these properties was £112.3m, and the carrying value at the most recent valuation was £129.7m. The fair value of these assets will be revalued as part of the 2019/20 closedown process and any resulting reduction in fair value below the level of capital invested would be reported to full council as required by the statutory guidance on investments, along with mitigating actions proposed. The following table provides details of individual asset values:

Asset	Purchase Price/ Build Cost £	Stamp Duty & Other Fees £	Total Cost £	Latest Valuation £
Harper Street Car Park	10,025,000	503,600	10,528,600	12,298,245
Swinegate Car Park	19,840,000	1,339,100	21,179,100	22,350,000
Sovereign Square (offices)	43,993,350	1,262,750	45,256,100	50,000,000
Paradigm Building (offices)	10,200,000	781,500	10,981,500	10,200,000
Thorpe Park (offices)	7,020,000	530,900	7,550,900	8,000,000
Logic Leeds Bldg 1 (industrial unit)	6,250,000	444,500	6,694,500	7,800,000
Trilogy Logic Leeds Unit D (industrial unit)	2,354,992	344,111	2,699,103	3,270,000
Trilogy Logic Leeds Unit E (industrial unit)	2,640,445	385,822	3,026,267	4,000,000
Trilogy Logic Leeds Unit F (industrial unit)	2,140,901	312,829	2,453,730	3,600,000
Apex View (offices)	8,003,323	524,715	8,528,038	8,200,000
Total	112,468,011	6,429,827	118,897,838	129,718,245

12.6.2 In addition to making a financial return, all of the above investment properties were acquired with a view to stimulating economic development in the city, and the Harper Street and Swinegate car parks make a further contribution in providing a parking service to residents and visitors.

12.6.3 The following table identifies the projected net yield from these assets for 2018/19 :

Asset	2019/20 Estimated Outturn				
	Annual Prudential Borrowing Charge	Gross Income	Net Income	Yield	Return on Investment
	£	£	£	%	%
Harper Street Car Park	510,000	(696,000)	(186,000)	6.61	1.77
Swinegate Car Park	667,000	(1,000,000)	(333,000)	4.72	1.57
Sovereign Square (offices)	1,401,000	(2,150,000)	(749,000)	4.75	1.66
Paradigm Building (offices)	346,000	(709,000)	(363,000)	6.46	3.31
Thorpe Park (offices)	234,000	(428,000)	(194,000)	5.67	2.57
Logic Leeds (industrial unit)	207,000	(453,000)	(246,000)	6.77	3.67
Trilogy Logic Leeds Unit D (industrial unit)	0	0	0	0.00	0.00
Trilogy Logic Leeds Unit E (industrial unit)	94,000	(177,000)	(83,000)	5.85	2.74
Trilogy Logic Leeds Unit F (industrial unit)	38,000	(85,000)	(47,000)	3.46	1.92
Apex View (offices)	338,000	(572,000)	(234,000)	6.71	2.74
Total	3,835,000	(6,270,000)	(2,435,000)	7.98	3.10

12.6.4 An assessment of current values against acquisition values shows that for some assets there has been a small loss in capital values. However the assets were acquired with the aim of medium to long term income generation, rather than with the aim of generating a capital return via a disposal in the short term. As regards liquidity, the council took into account the inherently illiquid nature of property assets in its business cases for the acquisition of these investments, and does not anticipate being forced to dispose of them under disadvantageous market conditions. This view is based on the soundness of the council's overall financial governance arrangements, which minimise the risk of any unexpected need to realise funds from the properties. However, the council will continue to monitor the property market to ensure that it identifies any opportunities which do arise to generate a capital gain from the disposal of the assets.

12.7 **Proportionality**

12.7.1 The statutory guidance on investment strategies requires the council to disclose the extent to which it is dependent on profit generating investment activity as a source of income to balance its budget.

12.7.2 The council's income from non treasury financial investments is negligible in the context of its overall income, and therefore the potential for failure to generate the expected level of investment income presents no risk to the council's overall financial standing.

12.7.3 Similarly, the council is not dependent on the generation of income from its investment property assets to any great extent, and thus the potential for a reduction in the income generated from them does not represent a significant risk to its overall financial standing.

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: Resources & Housing
Lead person: Bhupinder Chana	Contact number: 88044

1. Title: Capital Programme Update			
Is this a:			
☒	Strategy / Policy	☐	Service / Function
		☐	Other
If other, please specify			

2. Please provide a brief description of what you are screening
The report presents an updated capital programme including the overall financial position and a progress report on major schemes and programmes.

3. Relevance to equality, diversity, cohesion and integration

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

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
Bhupinder Chana	Head of Finance Technical R&H	15th January 2020
Date screening completed		

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: 17 th January 2020
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 – Scheme Details (Organised by Capital Objective)

SEE ATTACHED PDF

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Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

Page 1

Total
Scheme
Cost

Actual
To
31 Mar 19

2019/20

Estimated Costs

2020/21

2021/22

2022/23

After
31 Mar 23

Improving Our Assets

1	Highways Network & Structures	329,544.1	79,338.1	45,492.9	70,362.7	54,230.4	40,970.0	39,150.0
2	Service Delivery Assets	109,471.4	15,843.8	25,034.8	31,256.5	24,615.6	8,217.3	4,503.4
3	Local & Community Assets (IA)	1,541.1	1,287.5	253.6	0.0	0.0	0.0	0.0
4	Council Housing	863,617.3	169,660.7	97,679.9	154,067.4	155,670.7	143,017.6	143,521.0
5	School Building Improvements	129,733.4	34,319.5	13,858.0	18,749.4	27,657.7	20,570.4	14,578.4
6	Office Buildings & Support Services	93,526.6	84,224.5	6,649.9	1,652.2	1,000.0	0.0	0.0
7	Recreational Assets	47,755.8	2,989.8	4,331.7	20,458.0	18,176.3	1,000.0	800.0

Investing In Major Infrastructure

8	Highways	218,583.9	83,694.3	23,827.6	46,418.5	44,643.5	20,000.0	0.0
9	Transport	149,648.6	14,651.7	48,547.0	73,768.8	11,681.1	1,000.0	0.0
10	Flood Alleviation	144,262.2	54,188.2	11,008.6	21,019.2	25,646.2	32,150.0	250.0
11	Energy Efficiency & Carbon Reduction Initiatives	74,740.1	17,538.1	11,831.7	35,767.7	9,381.0	221.6	0.0

Supporting Service Provision

12	Schools	158,892.1	93,188.1	17,559.4	31,441.8	15,710.6	254.3	737.9
13	Supporting Children & Young People	49,316.4	42,804.6	885.1	3,379.6	1,200.0	850.0	197.1
14	Supporting Older People	161,159.5	92,704.9	11,028.7	10,379.7	9,088.0	10,191.7	27,766.5
15	Environment & Waste	23,436.5	18,215.3	1,758.3	3,462.9	0.0	0.0	0.0
16	Affordable Housing	13,568.9	6,908.2	4,832.0	796.0	1,032.7	0.0	0.0

Investing In New Technology

17	Client Management Systems	7,050.2	5,410.6	510.0	550.0	551.6	0.0	28.0
18	Core ICT Infrastructure	62,917.8	7,789.7	12,357.6	13,334.2	11,560.3	9,285.0	8,591.0
19	Business Efficiency / Spend to Save Schemes	286.4	46.8	239.6	0.0	0.0	0.0	0.0
20	New Technology in Schools	562.9	562.3	0.6	0.0	0.0	0.0	0.0

Supporting The Leeds Economy

21	Cultural Infrastructure	18,180.8	9,842.7	5,396.6	2,341.5	600.0	0.0	0.0
22	City Centre Infrastructure	50,108.4	26,107.0	4,872.7	13,420.7	5,150.0	558.0	0.0
23	Community Regeneration Schemes	14,408.0	3,971.1	2,102.2	5,076.2	2,918.5	170.0	170.0
24	Local & Community Assets (SLE)	5,785.6	751.3	880.1	2,237.3	638.2	639.1	639.6
25	Strategic Priorities	8,343.9	510.9	571.7	2,740.8	4,520.5	0.0	0.0

Central & Operational Expenditure

26	Vehicles/Equipment	47,962.8	5,659.4	19,571.9	8,368.2	4,000.0	8,663.3	1,700.0
27	General Capitalisation	99,638.6	13,810.6	16,983.5	16,927.5	15,253.2	17,937.4	18,726.4

Leeds City Council Capital Programme - Whole Authority

All Figures are in £000's

Page 2

Total
Scheme
Cost

Actual
To
31 Mar 19

2019/20

Estimated Costs

2020/21

2021/22

2022/23

After
31 Mar 23

Central & Operational Expenditure

28 Contingency

11,894.4

0.0

0.0

300.0

300.0

300.0

10,994.4

Gross Payments

2,895,937.7

886,019.7

388,065.7

588,276.8

445,226.1

315,995.7

272,353.7

Programmed Schemes

2,895,937.7

886,019.7

388,065.7

588,276.8

445,226.1

315,995.7

272,353.7

Leeds City Council Capital Programme - Improving Our Assets

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				After 2022/23
Cat	Scheme	Scheme Title			2019/20	Estimated Costs 2020/21	2021/22	2022/23	
Highways									
A	1093	Burley Road Int Transport Corridor	2,972.3	2,956.2	0.0	16.1	0.0	0.0	0.0
A	12208	Sharpe Lane Middleton Dev S106	4.0	0.0	0.0	4.0	0.0	0.0	0.0
B	12234	Bridges Asset Management	3,522.4	3,283.4	239.0	0.0	0.0	0.0	0.0
A	12570	Middleton Ln South Site Towcester Ave106	167.1	47.8	119.3	0.0	0.0	0.0	0.0
C	13220	High Royds S278 Junction G	680.0	588.2	91.8	0.0	0.0	0.0	0.0
B	13454	Bridges Asset Valuation	38.2	37.2	1.0	0.0	0.0	0.0	0.0
C	13602	Leeds Grammar School Merger S278	1,478.0	1,466.1	11.9	0.0	0.0	0.0	0.0
C	14967	Portland Crescent Road Improvements	26.0	16.4	9.6	0.0	0.0	0.0	0.0
C	15391	Aberford Road Garforth S278 Newhold	108.4	67.6	0.0	40.8	0.0	0.0	0.0
A	15435	St James Hospital Parking Review	87.5	76.1	11.4	0.0	0.0	0.0	0.0
A	15687	Bayswater Estate Residents Permit Zone	38.0	33.5	4.5	0.0	0.0	0.0	0.0
C	16111	Echo Central Tro'S	15.5	11.8	0.0	3.7	0.0	0.0	0.0
A	16134	Fleet Lane - Methley - Traffic Reg Order	15.0	0.0	0.0	15.0	0.0	0.0	0.0
C	16149	Headingley Stadium St Michaels Ln Tro'S	24.0	22.9	0.0	1.1	0.0	0.0	0.0
A	16290	Disabled Access Improvements	740.0	613.7	126.3	0.0	0.0	0.0	0.0
A	16335	Street Lighting Energy Efficiency	376.6	167.0	0.0	209.6	0.0	0.0	0.0
A	16406	Grimes Dyke Whinmoor Section 278	3,297.0	3,294.4	2.6	0.0	0.0	0.0	0.0
A	16437	Holt Park Well Being Centre - S.278	42.0	31.9	10.1	0.0	0.0	0.0	0.0
C	16457	Church St/ Croft Hse Rd - Morley S.278	17.5	0.0	17.5	0.0	0.0	0.0	0.0
C	16467	Aldi Bradford Road Guiseley	175.2	109.2	66.0	0.0	0.0	0.0	0.0
A	16484	Elland Road Tro & Rpp Re New Police Hq	230.0	56.5	34.0	39.5	50.0	50.0	0.0
C	16648	Bridge Road Kirkstall - S.278 & S.106	555.4	472.6	0.0	82.8	0.0	0.0	0.0
A	16709	A6120 Rodley Roundabout Signalisation	3,475.0	3,062.3	0.0	412.7	0.0	0.0	0.0
C	16713	Barrowby Lane - Colton - Sect 278	5.0	0.4	4.6	0.0	0.0	0.0	0.0
C	16715	Gibraltar Rd / Waterloo Rd - Minor S.278	6.0	0.4	5.6	0.0	0.0	0.0	0.0
A	16721	Uppermoor / Waterloo Road Pudsey	45.0	44.7	0.0	0.3	0.0	0.0	0.0
A	16741	East Street Pedestrian Improvements	230.0	214.8	0.0	15.2	0.0	0.0	0.0
C	16825	Aldi Store - Evanston Ave - Kirkstall	11.6	9.5	2.1	0.0	0.0	0.0	0.0
C	16911	Sovereign St - New Kpmg Bldg Minor S.278	9.0	6.8	2.2	0.0	0.0	0.0	0.0
C	16927	Newmarket Approach - Cross Green - S.278	459.7	403.9	0.0	55.8	0.0	0.0	0.0
A	16952	A647 Thornbury Roundabout Junct Imp	3,433.0	3,394.0	0.0	0.0	39.0	0.0	0.0
A	16957	Leeds University Tro'S	6.0	4.9	0.0	1.1	0.0	0.0	0.0
A	16961	A61 Wakefield Road Stourton - Bus Lane	108.0	106.1	0.0	1.9	0.0	0.0	0.0
A	16982	SEA Seacroft Link Road	1,237.6	25.8	1,111.8	100.0	0.0	0.0	0.0
B	28901	Monitoring Of Sub Standard Bridges	1,217.5	1,147.5	70.0	0.0	0.0	0.0	0.0
A	32018	Kirkstall Forge Towpath Access	211.0	169.3	0.0	41.7	0.0	0.0	0.0
B	32065	Thorpe Arch Bridge	807.6	126.6	81.0	600.0	0.0	0.0	0.0
B	32074	Pool Bank Culvert (L1051)	1,069.6	1,030.8	38.8	0.0	0.0	0.0	0.0
A	32081	Leeds Bradford Airport Link Route	1,785.0	1,402.0	250.0	133.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title			Estimated Costs				After 2022/23
					2019/20	2020/21	2021/22	2022/23	
A	32082	Temple Green Park & Ride - Des & Constr	7,121.0	5,943.9	0.0	0.0	1,177.1	0.0	0.0
A	32083	Leeds City Centre Network Imps - Phase 1	3,774.0	1,688.9	750.0	1,335.1	0.0	0.0	0.0
A	32088	Calverley Lane Tro	7.0	3.9	0.0	3.1	0.0	0.0	0.0
C	32103	Cardigan Fields Kfc - Minor S.278	10.8	8.3	2.5	0.0	0.0	0.0	0.0
C	32109	Royal Park Rd - Hyde Park - Minor S.278	12.3	8.1	4.2	0.0	0.0	0.0	0.0
B	32143	Leeds Bridge Strengthening	4,486.8	4,043.2	443.6	0.0	0.0	0.0	0.0
A	32164	Littlemoor Bowling Club-S.106-Tro	5.5	5.3	0.0	0.2	0.0	0.0	0.0
C	32167	Former Agnes Stewart Sch - Minor S278	16.0	3.4	12.6	0.0	0.0	0.0	0.0
A	32182	Pudsey District Centre - Rss	10.0	9.5	0.5	0.0	0.0	0.0	0.0
A	32183	Traffic Counting Equipment Residual	38.0	37.5	0.5	0.0	0.0	0.0	0.0
C	32206	Thorn Walk Gipton - Minor Sect 278	16.0	15.6	0.4	0.0	0.0	0.0	0.0
A	32209	Pool And Otley Cycle Parking	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	32211	Royds Lane - Wortley - Sect 106	400.0	389.0	0.0	11.0	0.0	0.0	0.0
A	32214	HWY Clay Pit Lane / Woodhouse Lane Junct Imp	2,396.7	1,916.7	275.0	205.0	0.0	0.0	0.0
A	32215	City Centre 20mph Zone	23.2	8.2	15.0	0.0	0.0	0.0	0.0
A	32227	Whitehall Rd / Northern St Junct Improve	1,910.0	1,853.2	32.0	24.8	0.0	0.0	0.0
A	32262	Bridgewater Place Section 278	213.3	201.3	12.0	0.0	0.0	0.0	0.0
A	32265	Little Neville Street (Re Lsse) - S.106	498.1	479.5	0.3	18.3	0.0	0.0	0.0
B	32282	Woodhouse Lane Bridge (L214)	225.0	175.0	50.0	0.0	0.0	0.0	0.0
B	32285	Oxford Road Bridge (L340)	57.2	17.2	40.0	0.0	0.0	0.0	0.0
B	32286	Owlcotes Bridge (L456)	113.0	85.5	27.5	0.0	0.0	0.0	0.0
B	32292	Hansbygate Subway (L2013) Strengthening	114.3	89.3	25.0	0.0	0.0	0.0	0.0
A	32337	Elland Road Park & Ride Phase 2	2,171.7	2,171.2	0.5	0.0	0.0	0.0	0.0
A	32339	A642 Wakefield Road Swillington Rss	25.0	22.3	2.7	0.0	0.0	0.0	0.0
A	32342	Spring Road Jw A660 Cycle Casualty Reduc	28.0	26.4	1.6	0.0	0.0	0.0	0.0
C	32344	Wellington Place - Minor S278	16.0	1.6	14.4	0.0	0.0	0.0	0.0
A	32350	Meanwood Park- 20mph Scheme	30.0	28.8	1.2	0.0	0.0	0.0	0.0
A	32370	Red Surfacing At Junctions - Phase 2	12.0	0.0	12.0	0.0	0.0	0.0	0.0
A	32373	Leeds Ev Charging - Public Car Parks	9.3	7.2	2.1	0.0	0.0	0.0	0.0
B	32379	Armley Road Footbridge Pip	125.1	123.6	1.5	0.0	0.0	0.0	0.0
C	32381	Highways Sect 278 Parent Scheme	9,387.1	0.0	0.0	0.0	2,387.1	3,500.0	3,500.0
C	32390	Calverley Lane/Ring Road, Farsley	177.5	171.9	5.6	0.0	0.0	0.0	0.0
C	32402	North Street Minor S278 Magnet Kitchens	16.0	12.6	3.4	0.0	0.0	0.0	0.0
C	32404	Middleton Ring Road - Ped Improvements	370.2	262.0	0.0	108.2	0.0	0.0	0.0
C	32406	Seacroft Hospital Site Re New Housing	1,430.0	1,339.9	50.1	40.0	0.0	0.0	0.0
A	32407	Transport Policy Scheme Development	8.0	7.1	0.9	0.0	0.0	0.0	0.0
A	32411	Edward St/Templar St Car Parks S278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	32414	Aldi - Tong Road - Wortley - Sect 278	140.6	117.5	23.1	0.0	0.0	0.0	0.0
C	32420	Central Square - Minor Sect 278	16.0	0.4	15.6	0.0	0.0	0.0	0.0
A	32428	Traffic Management 2018/19	335.0	323.5	11.5	0.0	0.0	0.0	0.0

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title			Estimated Costs				After 2022/23
					2019/20	2020/21	2021/22	2022/23	
B	32429	Highways Maint Capitalisation 2018/19	4,600.0	4,290.6	309.4	0.0	0.0	0.0	0.0
B	32444	Hways Works To Llbh&H Area 2016-18	1,392.1	980.0	112.1	300.0	0.0	0.0	0.0
B	32445	Meanwood/Green/Stonegate Rd Junct	31.2	21.9	9.3	0.0	0.0	0.0	0.0
B	32459	Linton Bridge (L34)	4,829.5	4,829.0	0.5	0.0	0.0	0.0	0.0
C	32460	Regent St/Skinner Lane S278 Works	174.0	150.9	23.1	0.0	0.0	0.0	0.0
C	32461	Station Road, Methley - Minor S278	21.0	1.0	20.0	0.0	0.0	0.0	0.0
C	32486	Carlton Ln / Marsh St - Rothwell - Aldi	315.0	32.6	270.0	12.4	0.0	0.0	0.0
C	32488	Gelderd Road / Asquith Ave, Gildersome	979.4	938.3	41.1	0.0	0.0	0.0	0.0
C	32489	Arlington Roundabout S278	354.0	252.2	0.0	101.8	0.0	0.0	0.0
A	32516	Cherry Row Traffic Mgt	26.0	25.5	0.0	0.5	0.0	0.0	0.0
B	32525	Leeds Core Cycle Network	45.0	5.7	39.3	0.0	0.0	0.0	0.0
C	32539	Whitehall Road Premier Inn S278	403.4	355.0	48.4	0.0	0.0	0.0	0.0
B	32547	Water Lane Cantilever (L2541)	67.0	62.0	5.0	0.0	0.0	0.0	0.0
A	32553	Anpr Data Collection (Defra)	243.0	213.8	29.2	0.0	0.0	0.0	0.0
A	32576	Pease Hill 20mph Zone - Rawdon	20.9	19.9	1.0	0.0	0.0	0.0	0.0
A	32577	Alwoodley Area 20mph Zone	54.0	41.9	12.1	0.0	0.0	0.0	0.0
A	32578	Bramhope Area 20mph Zone	54.3	48.7	5.6	0.0	0.0	0.0	0.0
A	32579	South Leeds Cockburn School 20mph	10.0	5.4	4.6	0.0	0.0	0.0	0.0
A	32580	Asquith 20mph Zone & Morley Central	33.0	27.7	5.3	0.0	0.0	0.0	0.0
C	32598	Sweet Street - Minor Sect 278	29.5	3.9	20.6	5.0	0.0	0.0	0.0
A	32604	Drighlington 20mph Zone	19.8	8.5	11.3	0.0	0.0	0.0	0.0
C	32607	King Lane Area - Alwoodley - Tro'S	5.0	4.2	0.0	0.8	0.0	0.0	0.0
C	32611	Cavendish Street Minor S278	11.0	0.1	10.9	0.0	0.0	0.0	0.0
C	32613	Lidl Foodstore Aberford Road - Garforth	855.0	806.6	48.4	0.0	0.0	0.0	0.0
B	32620	Highways Maintenance lms - 2019/20	11,352.9	0.0	11,352.9	0.0	0.0	0.0	0.0
B	32621	Highways Maint Capitalisation 2019/20	4,600.0	0.0	4,600.0	0.0	0.0	0.0	0.0
A	32622	Traffic Management 2019/20	250.0	0.0	250.0	0.0	0.0	0.0	0.0
C	32641	Aldi - Chapel Allerton - Sect 278	305.4	299.9	5.5	0.0	0.0	0.0	0.0
C	32642	Aldi Sandbeck Lane Wetherby - Minor S278	11.0	8.6	2.4	0.0	0.0	0.0	0.0
C	32644	Spofforth Hill Wetherby	112.3	109.7	2.6	0.0	0.0	0.0	0.0
C	32653	Former Yorkshire Post Site Minor S278	20.0	1.5	18.5	0.0	0.0	0.0	0.0
A	32665	Century Way - Thorpe Park	500.0	304.7	195.3	0.0	0.0	0.0	0.0
B	32675	Highways Pot Hole Repairs	2,733.8	2,126.6	607.2	0.0	0.0	0.0	0.0
C	32680	A63 / B6137 Junc Garforth Re Sandgate Dr	720.0	541.0	52.0	127.0	0.0	0.0	0.0
C	32686	A660 Otley Road - Bramhope	3,526.5	184.2	634.2	1,878.1	830.0	0.0	0.0
C	32688	Elland Rd Day Nursery S278	10.5	0.0	10.5	0.0	0.0	0.0	0.0
C	32695	Leeds Road Collingham S278	3,246.0	63.5	10.0	260.5	2,912.0	0.0	0.0
C	32696	Wetherby Road - Wetherby - S278	87.0	22.9	64.1	0.0	0.0	0.0	0.0
A	32717	TWE 20mph Zones 2017/18	344.6	304.6	40.0	0.0	0.0	0.0	0.0
C	32720	New Halton Moor School S.278 Hwys Works	27.5	21.2	6.3	0.0	0.0	0.0	0.0

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title			Estimated Costs				After 2022/23
					2019/20	2020/21	2021/22	2022/23	
B	32728	17/18 Structures - Minor Works	649.3	597.4	51.9	0.0	0.0	0.0	0.0
B	32731	Structural Assessments Project	361.6	219.4	142.2	0.0	0.0	0.0	0.0
B	32744	Joint Replacements 2017/18	379.1	158.4	220.7	0.0	0.0	0.0	0.0
B	32745	Wellington Street Viaduct	66.7	61.7	5.0	0.0	0.0	0.0	0.0
A	32751	Air Quality - Comms Research / Ncad	80.0	76.1	3.9	0.0	0.0	0.0	0.0
B	32763	Lodge St/ Fenton St/Back lbb PI S278	13.5	5.4	8.1	0.0	0.0	0.0	0.0
A	32765	Utc Site Interfaces 2017/18	120.0	111.4	8.6	0.0	0.0	0.0	0.0
B	32770	Highways Maintenance Drainage 2017/18	312.0	222.8	89.2	0.0	0.0	0.0	0.0
B	32776	A64 (M) Regent Street Flyover	4,625.7	1,625.8	1,299.9	1,700.0	0.0	0.0	0.0
A	32777	Cycling In The City Centre	10.0	1.5	8.5	0.0	0.0	0.0	0.0
C	32795	Majestic Rd Wrks - City Sq - Minor S.278	15.0	0.0	15.0	0.0	0.0	0.0	0.0
C	32800	M62 Junct 27 - Hwys Works	4,405.7	3,303.7	852.0	250.0	0.0	0.0	0.0
C	32801	M62 Junct 28 - Hwys Works	2,872.3	1,599.6	1,022.7	250.0	0.0	0.0	0.0
C	32806	Pontefract Road Minor S278	5.1	4.7	0.4	0.0	0.0	0.0	0.0
C	32808	A62 Geldard Rd Car Garage Minor S.278	11.0	8.4	2.6	0.0	0.0	0.0	0.0
A	32809	A659 High St/ Church Fields, Boston Spa	35.0	0.0	15.0	20.0	0.0	0.0	0.0
A	32810	A6110 Southern Ring Road Jct Imps Wy+Tf	286.0	30.2	240.0	15.8	0.0	0.0	0.0
B	32817	Lumb Wood Pond Improvements	19.4	1.8	0.0	17.6	0.0	0.0	0.0
A	32822	Traffic Management 2020/21	200.0	0.0	0.0	200.0	0.0	0.0	0.0
B	32825	Highways Maintenance lms 2020/21	13,000.0	0.0	0.0	13,000.0	0.0	0.0	0.0
B	32826	Highways Maint Capitalisation 2020/21	4,600.0	0.0	0.0	4,600.0	0.0	0.0	0.0
A	32827	DAW Dawsons Corner Junct Improvement	2,592.1	502.3	300.0	1,789.8	0.0	0.0	0.0
A	32827	DYN Dyneley Arms Junction Improvement	765.0	292.8	150.0	322.2	0.0	0.0	0.0
A	32827	FIN Fink Hill Horsforth Junct Improvement	509.0	121.7	230.0	157.3	0.0	0.0	0.0
A	32832	Street Lighting Minor Works	70.0	0.0	0.0	70.0	0.0	0.0	0.0
C	32839	A650 Wakefield Rd Euro Garages	1,800.0	109.7	1,000.0	690.3	0.0	0.0	0.0
C	32843	Warren House Ln - New Junct - Minor S278	18.0	4.3	13.7	0.0	0.0	0.0	0.0
A	32845	Cemetery Road / Top Moorside Road Safety	10.0	7.3	2.7	0.0	0.0	0.0	0.0
A	32847	Otley Rd / St Michaels Rd - Mini Rndabt	36.0	7.3	28.7	0.0	0.0	0.0	0.0
A	32848	Utrmc City Centre Traffic Signals Timings	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	32849	City Centre Motorcycle Parking Phase 3	11.5	0.4	11.1	0.0	0.0	0.0	0.0
C	32852	Adel Lane Traffic Calming & Cycle Imps	185.9	18.4	25.3	30.0	112.2	0.0	0.0
C	32854	Skelton Gate Motorway Service Station	1.0	0.0	1.0	0.0	0.0	0.0	0.0
C	32862	Coal Road (Agfa) Whinmoor Sect 278	300.0	236.4	13.6	50.0	0.0	0.0	0.0
C	32863	Mustard Wharf Minor S278	7.5	0.0	7.5	0.0	0.0	0.0	0.0
C	32865	Calverley Tro'S Phase 4	4.4	1.2	3.2	0.0	0.0	0.0	0.0
C	32872	Citu Factory Clarence Rd - Minor S.278	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	32873	REG Regent Street Flyover	29,000.0	0.0	3,000.0	16,400.0	8,900.0	700.0	0.0
A	32873	STA Stanningley Bypass	2,000.0	0.0	0.0	2,000.0	0.0	0.0	0.0
B	32874	Beckhills Housing Estate - Hwys Maint	1,500.0	470.8	529.2	500.0	0.0	0.0	0.0

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title			Estimated Costs				After 2022/23
					2019/20	2020/21	2021/22	2022/23	
C	32893	Hunslet Mills Minor S278	12.5	8.0	4.5	0.0	0.0	0.0	0.0
B	32898	Lidgett Lane Culvert Repairs	60.0	3.8	56.2	0.0	0.0	0.0	0.0
B	32901	Principal Inspections Structures 2018/19	352.0	247.4	104.6	0.0	0.0	0.0	0.0
B	32903	Special Inspections Structures 2018-19	555.9	280.5	275.4	0.0	0.0	0.0	0.0
B	32905	Structural Assessments 2018-19	223.9	138.2	85.7	0.0	0.0	0.0	0.0
B	32906	Structures Scour Assessments 2018-19	52.1	10.6	41.5	0.0	0.0	0.0	0.0
B	32909	Newlay Footbridge Repainting	636.0	579.9	56.1	0.0	0.0	0.0	0.0
A	32918	Back Bridge Avenue Otley - Road Repairs	100.0	66.9	33.1	0.0	0.0	0.0	0.0
A	32923	Citywide 20mph Zones 2018-2019	500.0	347.6	152.4	0.0	0.0	0.0	0.0
C	32945	Kirkstall Road Minor S278 - City Reach 1	17.0	0.0	17.0	0.0	0.0	0.0	0.0
A	32961	Clarendon Road / Gt George St Footbridge	31.3	5.1	26.2	0.0	0.0	0.0	0.0
B	32971	District Rd Maintenance Schemes 2018/19	767.7	661.9	105.8	0.0	0.0	0.0	0.0
A	32983	Royds Lane - Rothwell - Road Safety Impr	26.0	19.1	0.0	6.9	0.0	0.0	0.0
A	32985	Utrmc Dynamic Signing / Vms - 2018/19	250.0	180.8	69.2	0.0	0.0	0.0	0.0
C	32988	Kirk Lane Yeadon - Aldi - Sect 278	48.0	0.0	48.0	0.0	0.0	0.0	0.0
C	32989	Bridge Street - Sheepscar - Minor S.278	12.5	1.1	11.4	0.0	0.0	0.0	0.0
A	33007	Woodside Quarry Access And Spine Road	170.3	70.3	100.0	0.0	0.0	0.0	0.0
A	33011	Austhorpe Road Crossgates - Sect 278	50.0	5.1	44.9	0.0	0.0	0.0	0.0
A	33012	Traffic Management Road Safety	640.5	129.4	511.1	0.0	0.0	0.0	0.0
A	33013	Spofforth Hill Wetherby Footpath S106	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	33019	Street Lighting Led Replacement	28,390.0	0.0	0.0	6,180.0	6,040.0	8,170.0	8,000.0
A	33019	LED Street Lighting Conversion To Led Bulbs	2,050.0	50.0	2,000.0	0.0	0.0	0.0	0.0
C	33038	Ninelands Lane Garforth	89.4	5.1	84.3	0.0	0.0	0.0	0.0
B	33044	Highways Maint 2018/19 - Extra Dft Grant	3,857.0	3,507.7	349.3	0.0	0.0	0.0	0.0
A	33046	Galloway Lane - Pudsey - Tm Wks Sect 106	20.0	0.0	20.0	0.0	0.0	0.0	0.0
C	33048	Wellington Place (Ph.2) - Minor S.278	17.0	0.0	17.0	0.0	0.0	0.0	0.0
C	33052	Whitehall Road, Farnley S278	17.0	0.0	17.0	0.0	0.0	0.0	0.0
B	33072	Inner Ring Road - Woodhouse Tunnel	700.0	0.0	0.0	200.0	500.0	0.0	0.0
B	33073	Hwys Maintenance lms/Lrs 2021/22	13,000.0	0.0	0.0	0.0	13,000.0	0.0	0.0
B	33074	Hwys Maintenance Capitalisation 2021/22	4,600.0	0.0	0.0	0.0	4,600.0	0.0	0.0
A	33075	Traffic Management Cap Prog 2021/22	200.0	0.0	0.0	0.0	200.0	0.0	0.0
C	33096	Wortley Low Mills - Minor S.278	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	33102	Outer Ring Rd Imps - Pudsey To Horsforth	392.5	0.0	165.0	227.5	0.0	0.0	0.0
C	33115	Citu Low Fold Development S278	80.0	0.0	30.0	50.0	0.0	0.0	0.0
C	33116	St Alban'S Place - Minor Section 278	16.0	0.0	16.0	0.0	0.0	0.0	0.0
C	33118	46 Burley Street - Minor Sect 278	12.5	0.0	12.5	0.0	0.0	0.0	0.0
C	33119	Church Lane, Micklefield S278	983.1	4.1	58.3	687.7	233.0	0.0	0.0
B	33139	Highways Maint Pm Schemes 2019/20	1,530.3	0.0	1,530.3	0.0	0.0	0.0	0.0
B	33140	Highways Maint Dr Schemes 2019/20	1,039.9	0.0	1,039.9	0.0	0.0	0.0	0.0
B	33141	Highways Maint Ud Roads 2019/20	1,031.0	0.0	1,031.0	0.0	0.0	0.0	0.0

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Highways Network & Structures

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
					Estimated Costs				After
					2019/20	2020/21	2021/22	2022/23	2022/23
B	33142	Highways Maint Surface Dressing 2019/20	1,275.5	0.0	1,275.5	0.0	0.0	0.0	0.0
B	33143	Highways Maint Road Surveys 2019/20	75.0	0.0	75.0	0.0	0.0	0.0	0.0
B	33144	Highways Maint Roads Drainage 2019/20	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	33145	Highways Maint Minor Works 2019/20	625.6	0.0	625.6	0.0	0.0	0.0	0.0
B	33157	Principal Inspections Structures 2019/20	71.0	0.0	71.0	0.0	0.0	0.0	0.0
B	33158	Underwater Inspection Structs 2019/20	101.0	0.0	101.0	0.0	0.0	0.0	0.0
B	33159	Special Inspections Structures 2019-20	203.0	0.0	203.0	0.0	0.0	0.0	0.0
B	33160	Structural Assessments 2019-20	143.3	0.0	143.3	0.0	0.0	0.0	0.0
B	33161	Structures Scour Assessments 2019-20	85.0	0.0	85.0	0.0	0.0	0.0	0.0
B	33162	Structures Minor Works 2019-20	587.4	0.0	187.4	400.0	0.0	0.0	0.0
B	33163	Structures Underwater Works 2019-20	100.0	0.0	100.0	0.0	0.0	0.0	0.0
C	33164	Acre Mount Middleton - Hwys Sect 278	268.4	0.0	218.4	50.0	0.0	0.0	0.0
A	33167	Pedestrian Crossings 2019/20	400.0	0.0	400.0	0.0	0.0	0.0	0.0
A	33168	Utmc Dynamic Signing / Vms - 2019/20	100.0	0.0	80.0	20.0	0.0	0.0	0.0
A	33169	Utmc Comms Infrastructure Upgrade	350.0	0.0	200.0	150.0	0.0	0.0	0.0
A	33170	Utmc Traffic Signals Refurb 2019/20	450.0	0.0	450.0	0.0	0.0	0.0	0.0
B	33184	Dixons Trinity - Leopold Street S278	142.5	0.0	32.5	110.0	0.0	0.0	0.0
B	33185	Thorp Arch Scour Works	110.5	0.0	110.5	0.0	0.0	0.0	0.0
B	33189	Seacroft Hospital - Junction 2	40.0	0.0	40.0	0.0	0.0	0.0	0.0
C	33193	Victoria Gardens Horsforth S278	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	33194	Healthy Streets - The Recreations	100.0	0.0	50.0	50.0	0.0	0.0	0.0
C	33196	Skelton Gate -Housing Access Minor S.278	185.0	0.0	35.0	150.0	0.0	0.0	0.0
C	33197	Bruntcliffe Road/Scott Lane - Minor 278	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	33199	Outwood Lane - Horsforth - Tm S.106	40.0	0.0	11.0	29.0	0.0	0.0	0.0
A	33200	Gildersome Tro /Hgv Ban	15.0	0.0	15.0	0.0	0.0	0.0	0.0
C	33201	Sweet St/ Siddall St - Minor Sect 278	15.0	0.0	15.0	0.0	0.0	0.0	0.0
C	33202	Old York Road - Toucan Crossing	65.0	0.0	15.0	50.0	0.0	0.0	0.0
C	33222	Merrion Way Unite Development S278	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	33223	TCF CCC Tcf - City Centre Cycle Network	175.0	0.0	100.0	75.0	0.0	0.0	0.0
A	33223	TCF PON Tcf - Leeds To Castleford / Pontefract	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	33223	TCF WAK Tcf - A61 Wakefield Road Corridor	32.0	0.0	32.0	0.0	0.0	0.0	0.0
A	33223	TCF YRK Tcf - A64 York Road Corridor	20.0	0.0	10.0	10.0	0.0	0.0	0.0
C	33226	Bradford Road, East Ardsley S278 Works	309.1	0.0	59.1	250.0	0.0	0.0	0.0
C	33227	Portland Cres - Stud Acomm - Minor S.278	57.5	0.0	10.0	47.5	0.0	0.0	0.0
B	33241	Hwys Maintenance lms/Lrs 2022/23	13,000.0	0.0	0.0	0.0	0.0	13,000.0	0.0
B	33242	Hwys Maintenance lms/Lrs 2023/24	13,000.0	0.0	0.0	0.0	0.0	0.0	13,000.0
B	33244	Hwys Maintenance Capitalisation 2022/23	4,600.0	0.0	0.0	0.0	0.0	4,600.0	0.0
B	33245	Hwys Maintenance Capitalisation 2023/24	3,700.0	0.0	0.0	0.0	0.0	0.0	3,700.0
A	33270	Utmc Ninelands Lane, Garforth S106	100.0	0.0	0.0	100.0	0.0	0.0	0.0
C	33271	Knowsthorpe Cres/X Green - Minor S278	12.5	0.0	12.5	0.0	0.0	0.0	0.0

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Highways Network & Structures

Highways Network & Structures			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title			Estimated Costs				After
					2019/20	2020/21	2021/22	2022/23	2022/23
B	99508	Bridges & Structures	15,400.1	0.0	0.1	5,000.0	5,000.0	2,700.0	2,700.0
B	99509	Ltp Road Maintenance Refurbishment	23,000.0	0.0	0.0	5,750.0	5,750.0	5,750.0	5,750.0
A	99609	Tpp Integrated Transport Package	10,000.0	0.0	0.0	2,500.0	2,500.0	2,500.0	2,500.0
Total	Highways		329,544.1	79,338.1	45,492.9	70,362.7	54,230.4	40,970.0	39,150.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Service Delivery Assets				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's			
Cat	Scheme	Scheme Title				Estimated Costs			After 2022/23
						2019/20	2020/21	2021/22	2022/23
Services For Older People									
A	33084		Telecare From Analogue To Digital	1,600.0	0.0	0.0	500.0	500.0	600.0
Total Services For Older People				1,600.0	0.0	0.0	500.0	500.0	600.0
Adults And Health General									
A	33081		Assisted Living Leeds	7,000.0	4.0	3,000.0	1,871.0	725.0	1,400.0
A	33082		Burmantofts Health Centre Redevelopment	200.0	0.0	0.0	200.0	0.0	0.0
A	33083		Dementia Intensive Therapy Unit Feasib	150.0	0.0	0.0	150.0	0.0	0.0
Total Adults And Health General				7,350.0	4.0	3,000.0	2,221.0	725.0	1,400.0
Public Health									
A	33182		Community Hepatology Programme	220.3	0.0	220.3	0.0	0.0	0.0
Total Public Health				220.3	0.0	220.3	0.0	0.0	0.0
Planning And Sustainable Development									
A	32881		City Resilience Planning	60.0	2.2	2.1	55.7	0.0	0.0
Total Planning And Sustainable Development				60.0	2.2	2.1	55.7	0.0	0.0
Asset Management									
A	16442		Redhall Relocation Strategy	25.9	0.0	0.0	25.9	0.0	0.0
A	16501		Derelict & Nuisance Sites	229.0	0.0	0.0	0.0	0.0	229.0
A	16501	TSA	Purchase Of 100 Town Street Armley	70.0	0.0	70.0	0.0	0.0	0.0
A	16692	ECA GEN	Extra Care Gen Fund Sites	177.4	129.2	48.2	0.0	0.0	0.0
B	16996		Heritage Asset Annual Programme	3,735.0	0.0	196.7	1,000.0	1,000.0	1,538.3
B	16996	AMM	Armley Mills Museum Aiw	105.4	43.9	61.5	0.0	0.0	0.0
B	16996	CFO	The Castle Folly Roundhay Park	30.0	0.0	30.0	0.0	0.0	0.0
B	16996	GLR	Art Gallery And Library Roof	3,029.1	3,027.8	1.3	0.0	0.0	0.0
B	16996	HFF	Herd Farm Farmhouse And Quad	16.0	0.0	16.0	0.0	0.0	0.0
B	16996	LCR	Lawnswood Crematorium	35.0	0.0	35.0	0.0	0.0	0.0
B	16996	SUR	Heritage Asset Surveys	150.0	140.5	9.5	0.0	0.0	0.0
B	16996	THN	Temple Newsam House Cs Works	56.2	53.9	2.3	0.0	0.0	0.0
B	16996	THR	Leeds Town Hall Roof	5,454.8	898.2	4,000.0	556.6	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

				All Figures are in £000's					
Cat	Scheme		Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	Estimated Costs		After 2022/23
							2020/21	2021/22	2022/23
B	16996	TMH	Thwaite Mills House Cs Works	73.1	38.2	34.9	0.0	0.0	0.0
B	16996	TRR	Leeds Town Hall Restoration	9,860.0	0.0	110.0	4,000.0	5,750.0	0.0
B	16996	TRR	MCE Mace Cost Consultants Qs	60.0	0.0	60.0	0.0	0.0	0.0
B	16996	TRR	NPS Nps Fees For The Town Hall Restoration	80.0	0.0	80.0	0.0	0.0	0.0
B	16996	YTH	Yeadon Town Hall Cs Works	70.3	49.1	21.2	0.0	0.0	0.0
A	32554	GEO	Redevelopment Of George Street Kirkgate	12,860.6	10.7	2.5	5,636.8	7,210.6	0.0
A	32878		Asset Management Site Developments	250.0	21.7	28.3	200.0	0.0	0.0
B	32911		Redhall Demolition	2,000.0	126.6	873.4	1,000.0	0.0	0.0
A	33137		Child Friendly Play Schemes Development	20.0	0.0	20.0	0.0	0.0	0.0
Total Asset Management				38,387.8	4,539.8	5,700.8	12,419.3	13,960.6	1,767.3
Culture And Sport									
A	15692	ELF	East Leeds Feasibility	300.0	84.6	215.4	0.0	0.0	0.0
A	15692	FEA	Vision For Leisure Ctres - Feasibility	150.0	148.0	2.0	0.0	0.0	0.0
B	32039	COM	Sport Maintenance Committed Projects	500.8	498.4	2.4	0.0	0.0	0.0
B	32197	CAR	Aireborough Car Park Imps	140.0	11.5	128.5	0.0	0.0	0.0
A	32475		Town Hall External Lights	50.0	46.3	3.7	0.0	0.0	0.0
B	32628		Sport Maintenance Annual Prog 2019/20	500.0	0.0	250.0	250.0	0.0	0.0
A	32823		Sports Maint Annual Programme 2020/21	500.0	0.0	0.0	500.0	0.0	0.0
A	32858		Thwaite Mills Disabled Lift Repair	27.5	24.0	3.5	0.0	0.0	0.0
A	32876		City Museum Lighting Colour Changing	22.0	15.1	6.9	0.0	0.0	0.0
A	33025		Lotherton Christmas Experience 2018	49.0	26.4	22.6	0.0	0.0	0.0
A	33026		Temple Newsam Security Intruder Alarm	100.0	87.2	12.8	0.0	0.0	0.0
A	33055		Middleton New Gym	1,146.0	25.0	475.0	646.0	0.0	0.0
A	33056		Aireborough Phase 2	1,808.0	71.4	941.4	795.2	0.0	0.0
A	33058		Sport Self Service Reception Refurbs	200.0	0.0	75.0	125.0	0.0	0.0
A	33059		Pudsey Leisure Centre Reception Refurb	63.0	0.0	63.0	0.0	0.0	0.0
A	33060		John Charles Ctre & 4 Sites	60.0	0.0	60.0	0.0	0.0	0.0
A	33061		Cctv Centres 4 Sites	60.0	0.0	60.0	0.0	0.0	0.0
B	33085		Sport Maintenance 2021/22	500.0	0.0	0.0	0.0	500.0	0.0
A	33258		Sports Maintenance Annual Prog 2022/23	500.0	0.0	0.0	0.0	0.0	500.0
A	33259		Sports Maintenance Annual Prog 2023/24	500.0	0.0	0.0	0.0	0.0	500.0
Total Culture And Sport				7,176.3	1,037.9	2,322.2	2,316.2	500.0	500.0
Corporate Property Management									
B	14268		Corporate Property Mangmnt Amp	379.3	0.0	125.1	254.2	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

B	14268	ABS	Asbestos Remedial Works 2019-20	196.0	0.0	196.0	0.0	0.0	0.0	0.0
B	14268	ARG	Art Gallery Scissor Lift	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	14268	ASE	Asbestos Remedial Works	98.0	72.8	25.2	0.0	0.0	0.0	0.0
B	14268	AVS	Air Conditioning 19-20 Various Sites	46.0	0.0	46.0	0.0	0.0	0.0	0.0
B	14268	AWB	Asbestos Remedial Works 2018-19	98.0	59.1	38.9	0.0	0.0	0.0	0.0
B	14268	BDA	Bewator Door Access System	68.3	67.0	1.3	0.0	0.0	0.0	0.0
B	14268	BMS	Energy Management Works	70.9	57.1	13.8	0.0	0.0	0.0	0.0
B	14268	CON	Condition Survey Works	80.0	70.0	10.0	0.0	0.0	0.0	0.0
B	14268	DAW	Dda Access And Other Dda Works	91.7	91.1	0.6	0.0	0.0	0.0	0.0
B	14268	DMH	Dolphin Manor Heating	105.8	0.1	105.7	0.0	0.0	0.0	0.0
B	14268	EER	Electrical Remedial Works 2018-19	266.9	266.5	0.4	0.0	0.0	0.0	0.0
B	14268	ELC	Electrical Remedial Works 2019-20	196.0	0.0	196.0	0.0	0.0	0.0	0.0
B	14268	FEN	Fences / Walls / Pavements	34.0	0.0	34.0	0.0	0.0	0.0	0.0
B	14268	FHW	Farnley Hall Windows	80.0	59.9	20.1	0.0	0.0	0.0	0.0
B	14268	GPB	Gotts Park Mansion Beams	80.6	59.2	21.4	0.0	0.0	0.0	0.0
B	14268	HCE	Hunslet Childrens Centre Heating	59.2	0.0	59.2	0.0	0.0	0.0	0.0
B	14268	HEW	Heating And Improvement Works	86.7	0.0	86.7	0.0	0.0	0.0	0.0
B	14268	HGW	Highways Depot Electrical Remedials	97.0	0.0	97.0	0.0	0.0	0.0	0.0
B	14268	HOH	Holme Lea House Lift	80.0	64.8	15.2	0.0	0.0	0.0	0.0
B	14268	JCP	John Charles Aquatics Pool Plant	87.0	0.0	87.0	0.0	0.0	0.0	0.0
B	14268	KAP	Kirkstall Abbey Pumping Station	35.0	0.0	35.0	0.0	0.0	0.0	0.0
B	14268	KMW	Knowle Manor Replacement Windows	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	14268	LER	Legionella Remedial Works 2019-20	98.0	0.0	98.0	0.0	0.0	0.0	0.0
B	14268	MCB	Middleton Leisure Centre Boilers	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	14268	MEB	Mechanical Remedial Works	77.6	61.8	15.8	0.0	0.0	0.0	0.0
B	14268	PTH	Pudsey Town Hall Windows	302.6	252.4	50.2	0.0	0.0	0.0	0.0
B	14268	RAD	Rothwell Sports Ctr Doors / Heating	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	14268	ROL	Roller Shutter Doors Works	25.0	0.0	25.0	0.0	0.0	0.0	0.0
B	14268	RWE	Electrical Remedial Works	98.0	93.2	4.8	0.0	0.0	0.0	0.0
B	14268	SCC	St Catherines Windows & Heating	30.0	12.1	17.9	0.0	0.0	0.0	0.0
B	14268	SCN	Cpm Staffing Capitalisation	31.3	0.0	31.3	0.0	0.0	0.0	0.0
B	14268	STB	Stank Hall Barn Reinstatement Works	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14268	THA	Leeds Town Hall Air Handling Unit	47.2	0.0	47.2	0.0	0.0	0.0	0.0
B	14268	VMP	Various Media Pool Filtration Plant	95.0	0.0	50.0	45.0	0.0	0.0	0.0
B	14268	VPP	Pool Circulation Pump Works	100.0	77.9	22.1	0.0	0.0	0.0	0.0
B	14268	WAV	Wind And Weatheright Works 19-20	63.0	0.0	63.0	0.0	0.0	0.0	0.0
A	16669		Re-Fit Phase 2	890.8	0.0	0.0	0.0	0.0	0.0	890.8
B	16765	GEN	Demolition Asbestos And Bat Surveys	201.3	162.1	39.2	0.0	0.0	0.0	0.0
B	16768		Herd Farm Biomass	143.2	130.6	0.0	0.0	0.0	0.0	12.6
B	16995	CBM	Civic Hall Asset Investment Works	1,251.3	724.9	226.4	300.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
To
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All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

B	32193	GFC	Grafton Centre Demolition	158.3	158.1	0.2	0.0	0.0	0.0	0.0
B	32412		St George Centre Cctv Upgrade	24.0	20.0	4.0	0.0	0.0	0.0	0.0
B	32432	KRD	177 Kirkstall Road	104.2	37.4	66.8	0.0	0.0	0.0	0.0
B	32432	MID	Middleton Skills Centre	72.6	8.4	64.2	0.0	0.0	0.0	0.0
B	32432	PAE	7 Penraevon Grove	28.0	0.8	27.2	0.0	0.0	0.0	0.0
B	32626		Demolition And Asbestos 2019/20	147.0	0.0	147.0	0.0	0.0	0.0	0.0
B	32626	ART	Artemis Warehouse	164.5	73.1	91.4	0.0	0.0	0.0	0.0
B	32626	BFC	Blenkinsop Fields Changing Rooms	21.0	0.0	21.0	0.0	0.0	0.0	0.0
B	32626	BQS	Bedquilts Store And Wc	18.0	0.0	18.0	0.0	0.0	0.0	0.0
B	32626	BWH	Burley Willows Hop	246.0	0.0	246.0	0.0	0.0	0.0	0.0
B	32626	EWS	Elmete Wood School	302.0	0.0	302.0	0.0	0.0	0.0	0.0
B	32626	GWH	The Gatehouse Manston Lane	35.0	0.0	35.0	0.0	0.0	0.0	0.0
B	32626	JLC	119 Jack Lane Car Repair Unit	172.0	0.0	172.0	0.0	0.0	0.0	0.0
B	32626	LMO	Lawnswood Cem Modular Office	30.0	3.2	26.8	0.0	0.0	0.0	0.0
B	32626	MPC	Middleton Park Complex	210.0	15.0	195.0	0.0	0.0	0.0	0.0
B	32626	SCN	Demolition Staffing Capitalisation	26.2	0.0	26.2	0.0	0.0	0.0	0.0
B	32626	SHB	Scott Hall Barn	15.0	0.4	14.6	0.0	0.0	0.0	0.0
B	32626	SIE	Siegen Manor Hop	228.0	12.7	215.3	0.0	0.0	0.0	0.0
B	32626	YCB	Yeadon Cemetery Public Con	4.0	0.0	4.0	0.0	0.0	0.0	0.0
B	32627		Fire Risk Assessment Remedials	566.8	0.0	116.8	450.0	0.0	0.0	0.0
B	32627	CVC	Civic Hall Fire Remedial Works	572.1	347.6	224.5	0.0	0.0	0.0	0.0
B	32627	CWK	Carriageworks Theatre Fra	34.6	17.6	17.0	0.0	0.0	0.0	0.0
B	32627	DMH	Dolphin Manor Hop	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32627	EAS	9 Easdale Close	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	32627	ENH	Enterprise House Fra	56.0	1.4	54.6	0.0	0.0	0.0	0.0
B	32627	HRA	Herd Farm Fire Remedial Works	187.9	183.4	4.5	0.0	0.0	0.0	0.0
B	32627	KCC	Kentmere Community Centre	13.0	0.0	13.0	0.0	0.0	0.0	0.0
B	32627	LCL	Leeds City Library Fire Remedial Wk	500.0	397.1	102.9	0.0	0.0	0.0	0.0
B	32627	LEA	Lotherton Estate	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	32627	LEM	Leeds City Museum Fra	48.2	42.8	5.4	0.0	0.0	0.0	0.0
B	32627	LHL	Lotherton Hall Fire Remedial Works	50.0	34.5	15.5	0.0	0.0	0.0	0.0
B	32627	LYC	Lewisham Youth Centre	13.0	0.0	13.0	0.0	0.0	0.0	0.0
B	32627	MTH	Morley Town Hall Fire Remedial Wks	120.0	62.6	57.4	0.0	0.0	0.0	0.0
B	32627	OAK	Oakwood Library	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	32627	QEC	Queenswood Education Centre	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32627	SCH	Suffolk Court Hop Fra	436.5	422.0	14.5	0.0	0.0	0.0	0.0
B	32627	SCN	Fra Staffing Capitalisation	11.1	0.0	11.1	0.0	0.0	0.0	0.0
B	32627	SEA	Seacroft Depot	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32627	SHL	Scott Hall Leisure Centre Fra	50.0	2.7	47.3	0.0	0.0	0.0	0.0
B	32627	SLR	South Leeds Recovery Hub	32.0	0.0	32.0	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
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All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

B	32627	SML	Minor Fire Remedial Works	52.6	12.6	40.0	0.0	0.0	0.0	0.0
B	32627	THL	Leeds Town Hall Fire Rem Works	200.0	26.5	173.5	0.0	0.0	0.0	0.0
B	32627	TNF	Temple Newsam Farm	110.0	72.8	37.2	0.0	0.0	0.0	0.0
B	32627	TNH	Temple Newsam House	160.0	67.8	92.2	0.0	0.0	0.0	0.0
B	32812		Demolition And Asbestos 2020/21	1,000.0	0.0	0.0	1,000.0	0.0	0.0	0.0
B	32984		Cpm Backlog Maintenance	3,500.0	0.0	0.0	3,500.0	0.0	0.0	0.0
B	32984	ACC	Acorn Childrens Centre	12.9	12.6	0.3	0.0	0.0	0.0	0.0
B	32984	ALC	Acorn Lodge Childrens Home	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32984	AML	Armley Mills Lighting	148.1	117.5	30.6	0.0	0.0	0.0	0.0
B	32984	BHF	Blackburn Hall Flooring	45.8	43.2	2.6	0.0	0.0	0.0	0.0
B	32984	CAM	Calverley Mechanics Institute	40.0	30.4	9.6	0.0	0.0	0.0	0.0
B	32984	CCC	Crossgates Community Centre	20.6	16.2	4.4	0.0	0.0	0.0	0.0
B	32984	CCR	Cottingley Crematorium Roof	49.2	48.9	0.3	0.0	0.0	0.0	0.0
B	32984	DHC	Dennis Healey Centre	63.6	46.5	17.1	0.0	0.0	0.0	0.0
B	32984	EHB	Enterprise House Boilers	63.3	32.0	31.3	0.0	0.0	0.0	0.0
B	32984	FCC	Firthfields Community Centre	14.1	0.0	14.1	0.0	0.0	0.0	0.0
B	32984	FHW	Farnley Hall Workshop Offices	13.7	8.8	4.9	0.0	0.0	0.0	0.0
B	32984	FIR	Firthfields Community Centre	42.2	41.2	1.0	0.0	0.0	0.0	0.0
B	32984	FLC	Fearnville Leisure Centre BIm	65.0	17.9	47.1	0.0	0.0	0.0	0.0
B	32984	FTH	Firthfields Childrens Centre	14.4	14.1	0.3	0.0	0.0	0.0	0.0
B	32984	GHR	Grove Hill Recreation Ground	35.2	34.4	0.8	0.0	0.0	0.0	0.0
B	32984	GRE	Th Green Hop Internal Works	113.5	98.6	14.9	0.0	0.0	0.0	0.0
B	32984	HLH	Holme Lea House Internal Works	26.7	21.7	5.0	0.0	0.0	0.0	0.0
B	32984	HOR	Holme Lea House Roof	73.6	26.2	47.4	0.0	0.0	0.0	0.0
B	32984	JCA	John Charles Aquatic Air Con	409.8	312.7	97.1	0.0	0.0	0.0	0.0
B	32984	JCB	John Charles Bowls Hall	75.9	49.2	26.7	0.0	0.0	0.0	0.0
B	32984	JSB	John Smeaton Leisure Centre	1.2	0.0	1.2	0.0	0.0	0.0	0.0
B	32984	KLC	Kirkstall Leisure Centre BIm	23.3	10.8	12.5	0.0	0.0	0.0	0.0
B	32984	KPS	Kippax Bowling Pavillion Store	5.4	0.0	5.4	0.0	0.0	0.0	0.0
B	32984	LHB	Lotherton Hall Backlog	21.7	0.0	21.7	0.0	0.0	0.0	0.0
B	32984	LHC	Lotherton Hall Courtyard	13.1	0.0	13.1	0.0	0.0	0.0	0.0
B	32984	LHE	Lotherton Hall Ext Decorations	15.1	0.0	15.1	0.0	0.0	0.0	0.0
B	32984	LWC	Lower Wortley Communnity Ctr	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32984	MLC	Morley Library Contribution	157.0	100.0	57.0	0.0	0.0	0.0	0.0
B	32984	OEW	Other External Works	48.6	9.0	39.6	0.0	0.0	0.0	0.0
B	32984	OSW	Otley Gatehouse Stone Wall	59.1	24.9	34.2	0.0	0.0	0.0	0.0
B	32984	PCC	Parklands Childrens Centre	106.9	0.3	106.6	0.0	0.0	0.0	0.0
B	32984	PTH	Pudsey Town Hall Stonework	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32984	PUL	Print Unit Limewood	26.9	0.0	26.9	0.0	0.0	0.0	0.0
B	32984	RHP	Richmond House Phase 2 Windows	80.0	70.3	9.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

B	32984	SCB	Swarcliffe Childrens Centre Boilers	76.0	50.0	26.0	0.0	0.0	0.0	0.0
B	32984	SCM	Swarcliffe Childrens Centre Blm	132.7	128.8	3.9	0.0	0.0	0.0	0.0
B	32984	SGC	St Gabriels Community Centre	108.0	9.8	98.2	0.0	0.0	0.0	0.0
B	32984	SLR	Shaw Lane Changing Rooms Roof	23.3	20.4	2.9	0.0	0.0	0.0	0.0
B	32984	TRT	Torre Road Fleet Depot	8.8	0.0	8.8	0.0	0.0	0.0	0.0
B	32984	WIC	Windmill Community Centre	8.0	0.0	8.0	0.0	0.0	0.0	0.0
B	32984	WLC	Weston Lane Community Centre	18.0	17.8	0.2	0.0	0.0	0.0	0.0
B	33076		Demolition And Asbestos 2021/22	1,000.0	0.0	0.0	0.0	1,000.0	0.0	0.0
B	33179		Cpm Backlog Maintenance 2019-20	78.1	0.0	78.1	0.0	0.0	0.0	0.0
B	33179	ABI	Armley Mills Int And Ext Works	12.8	0.0	12.8	0.0	0.0	0.0	0.0
B	33179	ABM	Allerton Bywater Miners Welfare	3.4	0.0	3.4	0.0	0.0	0.0	0.0
B	33179	ABW	Allerton Bywater Welfare Hall	44.4	0.0	44.4	0.0	0.0	0.0	0.0
B	33179	ABY	Allerton Bywater Youth Centre	31.1	0.0	31.1	0.0	0.0	0.0	0.0
B	33179	AHM	Abbey House Museum Ext Works	8.3	0.0	8.3	0.0	0.0	0.0	0.0
B	33179	ALA	Armley Lazer Centre Ext Works	4.8	0.0	4.8	0.0	0.0	0.0	0.0
B	33179	ALM	Aireborough Leisure Centre	106.0	0.0	106.0	0.0	0.0	0.0	0.0
B	33179	ALS	Aireborough Lc Squash Courts	10.3	0.0	10.3	0.0	0.0	0.0	0.0
B	33179	AOS	Armley One Stop Centre Ext Wks	28.4	0.0	28.4	0.0	0.0	0.0	0.0
B	33179	ASP	Aspire Property External Works	4.3	0.0	4.3	0.0	0.0	0.0	0.0
B	33179	BCC	Bramley Childrens Centre Roof	52.7	0.0	52.7	0.0	0.0	0.0	0.0
B	33179	BCR	Bedquilts Changing Rooms Int Wks	33.5	0.0	33.5	0.0	0.0	0.0	0.0
B	33179	BIF	Belle Isle Foundation Ext Works	17.3	0.0	17.3	0.0	0.0	0.0	0.0
B	33179	BST	Boston Spa Toilets Roof	13.8	0.0	13.8	0.0	0.0	0.0	0.0
B	33179	BWH	Beechwood House	8.2	0.0	8.2	0.0	0.0	0.0	0.0
B	33179	CAL	Chapel Allerton Library Int Wks	51.4	0.0	51.4	0.0	0.0	0.0	0.0
B	33179	CBE	Churwell Bowls External Works	8.1	0.0	8.1	0.0	0.0	0.0	0.0
B	33179	CCF	Chapeltown Childrens Centre Floor	5.0	0.0	5.0	0.0	0.0	0.0	0.0
B	33179	CCR	Churwell Changing Rooms Roof	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	33179	CCS	Chapeltown Childrens Centre	52.5	0.0	52.5	0.0	0.0	0.0	0.0
B	33179	CCY	Cross Green Youth Centre	176.1	0.0	176.1	0.0	0.0	0.0	0.0
B	33179	CLR	Calverly Library Roof	131.1	0.0	131.1	0.0	0.0	0.0	0.0
B	33179	CSS	Chapeltown Childrens Centre Internal	28.0	0.0	28.0	0.0	0.0	0.0	0.0
B	33179	DBC	Drighlington Bowling Club	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	33179	DMH	Drighlington Meeting Hall	131.7	0.0	131.7	0.0	0.0	0.0	0.0
B	33179	DPB	Dartmouth Park Bandstand	1.0	0.0	1.0	0.0	0.0	0.0	0.0
B	33179	FCC	Fieldhead Community Centre	12.5	0.0	12.5	0.0	0.0	0.0	0.0
B	33179	FHC	Farnley Hall Workshop Offices	6.2	0.0	6.2	0.0	0.0	0.0	0.0
B	33179	GHP	Grove Hall Parade Ext Works	5.0	0.0	5.0	0.0	0.0	0.0	0.0
B	33179	GRB	Grove Road Bowling Pavilion	10.1	0.0	10.1	0.0	0.0	0.0	0.0
B	33179	HAC	Harehills Cemetery Chapel	3.3	0.0	3.3	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

B	33179	HCC	Harehills Childrens Centre Floor	106.3	0.0	106.3	0.0	0.0	0.0	0.0
B	33179	HCW	Hunslet Chapel Windows	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	33179	HFE	Herd Farm External Works	38.9	0.0	38.9	0.0	0.0	0.0	0.0
B	33179	HLO	Hough Lane Offices Flat Roof	11.7	0.0	11.7	0.0	0.0	0.0	0.0
B	33179	HOU	Hough Lane Offices Timber Treatment	25.0	0.0	25.0	0.0	0.0	0.0	0.0
B	33179	HUC	Hunslet Chapel Internal Works	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	33179	JCR	John Charles Aquatics Rails	8.7	0.0	8.7	0.0	0.0	0.0	0.0
B	33179	KIP	Kippax Leisure Centre Blm	67.0	0.0	67.0	0.0	0.0	0.0	0.0
B	33179	KPW	Kirkstall Pool Wiindows	27.6	0.0	27.6	0.0	0.0	0.0	0.0
B	33179	LCM	Lawnswood Crem Masonry & Roof	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	33179	LHD	Lotherton Hall Drainage	120.0	0.0	120.0	0.0	0.0	0.0	0.0
B	33179	LLC	Little London Comm Ctr Ext Works	6.0	0.0	6.0	0.0	0.0	0.0	0.0
B	33179	LSB	Lotherton Stable Block Roof	49.7	0.0	49.7	0.0	0.0	0.0	0.0
B	33179	LWQ	Lotherton Hall Winter Quarters Roof	31.2	0.0	31.2	0.0	0.0	0.0	0.0
B	33179	MAL	Moor Allerton Library Roof	65.3	0.0	65.3	0.0	0.0	0.0	0.0
B	33179	MOR	27 Moorland Road Roof	12.0	0.0	12.0	0.0	0.0	0.0	0.0
B	33179	MTH	Morley Town Hall	35.0	0.0	35.0	0.0	0.0	0.0	0.0
B	33179	OLE	Oakwood Libry External Wks	1.0	0.0	1.0	0.0	0.0	0.0	0.0
B	33179	OSW	Otley Lodge Project	3.6	0.0	3.6	0.0	0.0	0.0	0.0
B	33179	PPC	Prince Phillip Centre	12.0	0.0	12.0	0.0	0.0	0.0	0.0
B	33179	RLC	Rothwell Leisure Centre Pool	7.4	0.0	7.4	0.0	0.0	0.0	0.0
B	33179	ROS	Rose Lund Centre Gutters	4.0	0.0	4.0	0.0	0.0	0.0	0.0
B	33179	RSC	Ryle Stone Childrens Centre	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	33179	SCC	Swinnow Community Centre	46.3	0.0	46.3	0.0	0.0	0.0	0.0
B	33179	SCE	St Catherines External Works	2.5	0.0	2.5	0.0	0.0	0.0	0.0
B	33179	SCN	Blm Staffing Capitalisation	95.3	0.0	95.3	0.0	0.0	0.0	0.0
B	33179	SGC	St Gregorys Community Centre	155.3	0.0	155.3	0.0	0.0	0.0	0.0
B	33179	SLF	Spingwell Lane Football Changing Rooms	5.5	0.0	5.5	0.0	0.0	0.0	0.0
B	33179	SMC	St Matthews Community Centre	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	33179	SRC	Stanningley Rec Changing Rooms	42.2	0.0	42.2	0.0	0.0	0.0	0.0
B	33179	TEC	The Events Centre Roundhay	48.2	0.0	48.2	0.0	0.0	0.0	0.0
B	33179	TNF	Temple Newsam Park Farm Windows	22.4	0.0	22.4	0.0	0.0	0.0	0.0
B	33179	VCS	Vales Circle Day Centre Security	2.6	0.0	2.6	0.0	0.0	0.0	0.0
B	33179	WBP	Woodlesford Bowling Pavillion	28.9	0.0	28.9	0.0	0.0	0.0	0.0
B	33179	WCR	Lower Wortley Comm Ctr P" Roof	39.0	0.0	39.0	0.0	0.0	0.0	0.0
B	33179	WDC	Wykebeck Day Ctr Ext Works	5.7	0.0	5.7	0.0	0.0	0.0	0.0
B	33179	WEB	Wetherby Library Roof	2.0	0.0	2.0	0.0	0.0	0.0	0.0
B	33179	WTB	Wetherby Leisure Centre Ext Wks	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	33179	YJC	Youth Justice Centre	4.7	0.0	4.7	0.0	0.0	0.0	0.0
B	33179	YTS	Yeadon Tarn Sailing	5.4	0.0	5.4	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's					After 2022/23
					2019/20	Estimated Costs		2021/22	2022/23	
B	33179	ZSW	Zoar Street External Works	18.3	0.0	18.3	0.0	0.0	0.0	0.0
B	33251		Corporate Property Management	5,700.8	0.0	0.0	1,200.8	1,500.0	1,500.0	1,500.0
B	33252		Fire Risk Assessment Remedials	1,500.0	0.0	0.0	0.0	750.0	750.0	0.0
B	33253		Demolition And Asbestos 22/23 & 23/24	2,000.0	0.0	0.0	0.0	0.0	1,000.0	1,000.0
Total Corporate Property Management			31,309.9	5,817.3	8,839.2	6,750.0	3,250.0	3,250.0	3,403.4	
Civic Enterprise Leeds										
B	32384		Asset Replacement Fleet Services	290.0	268.1	21.9	0.0	0.0	0.0	0.0
B	32960		Security Works At Various Sites	300.0	135.9	164.1	0.0	0.0	0.0	0.0
B	33066		Cel Equipment Programme	600.0	0.0	200.0	200.0	200.0	0.0	0.0
B	33097		Kitchen Facilities Refurbishment	85.0	0.0	85.0	0.0	0.0	0.0	0.0
B	33173		Passengers Trapeze System Replacement	351.4	0.0	351.4	0.0	0.0	0.0	0.0
B	33206		Cafe Investment Asc & Yeadon Tarn	123.0	0.0	123.0	0.0	0.0	0.0	0.0
B	33207		Catering Equipment & Refurb Schools	1,500.0	0.0	500.0	1,000.0	0.0	0.0	0.0
Total Civic Enterprise Leeds			3,249.4	404.0	1,445.4	1,200.0	200.0	0.0	0.0	
Communities										
A	32550	BRA	Bramley Community Hub	367.6	360.4	7.2	0.0	0.0	0.0	0.0
A	32550	MID	Middleton Community Hub	267.0	265.7	1.3	0.0	0.0	0.0	0.0
A	32550	MOR	Morley Community Hub	537.5	857.9	-320.4	0.0	0.0	0.0	0.0
A	32550	OTL	Otley Community Hub	372.2	252.7	119.5	0.0	0.0	0.0	0.0
A	32886		Community Hubs Phase 3 Year 1	253.3	0.0	3.3	250.0	0.0	0.0	0.0
A	32886	AIR	Aireborough & Guiseley Community Hub	55.0	0.0	55.0	0.0	0.0	0.0	0.0
A	32886	ARM	Armley Community Hub	900.0	10.6	889.4	0.0	0.0	0.0	0.0
A	32886	CEN	Central Library	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32886	HAL	Halton Library Community Hub	10.7	8.2	2.5	0.0	0.0	0.0	0.0
A	32886	HAR	Harehills Community Hub (Compton Centre)	86.4	0.0	86.4	0.0	0.0	0.0	0.0
A	32886	HUN	Hunslet Community Hub	565.0	123.0	442.0	0.0	0.0	0.0	0.0
E	32946		Community Hubs - Staff Capitalisation	562.6	359.2	203.4	0.0	0.0	0.0	0.0
A	33071		Community Hubs Phase 3 Year 2	3,987.6	0.0	0.0	1,487.6	2,500.0	0.0	0.0
A	33071	BUR	Burmantofts Community Hub	235.0	0.0	235.0	0.0	0.0	0.0	0.0
A	33071	FAR	Farsley Community Hub	290.0	0.0	150.0	140.0	0.0	0.0	0.0
A	33071	WET	Wetherby Community Hub	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	33117		Community Hubs - Generic Costs	419.5	219.5	200.0	0.0	0.0	0.0	0.0
A	33238		Community Hubs Phase 3 Year 3	2,730.0	0.0	0.0	1,350.0	1,380.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Service Delivery Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat Scheme

2019/20

2020/21

2021/22

2022/23

Total Communities

11,659.4

2,457.2

2,094.6

3,227.6

3,880.0

0.0

0.0

Libraries

B 32629 Library Book Capitalisation 2019/20

700.0

0.0

700.0

0.0

0.0

0.0

0.0

B 32828 Library Books Capitalisation 2020/21

700.0

0.0

0.0

700.0

0.0

0.0

0.0

B 33095 Library Books Capitalisation 2021/22

700.0

0.0

0.0

700.0

0.0

0.0

B 33256 Library Books Capitalisation 2022/23

700.0

0.0

0.0

0.0

700.0

0.0

B 33257 Library Books Capitalisation 2023/24

600.0

0.0

0.0

0.0

0.0

600.0

Total Libraries

3,400.0

0.0

700.0

700.0

700.0

700.0

600.0

Parks And Countryside

A 1358 EXT Cemetery Extensions

161.7

16.8

0.0

144.9

0.0

0.0

0.0

A 1358 HUN Hunslet Cemetery

88.0

76.6

11.4

0.0

0.0

0.0

0.0

A 1358 RWC Various Works Rawdon & Cottingley Etc

170.0

87.5

82.5

0.0

0.0

0.0

0.0

A 32145 Grounds Maintenance It System

378.0

361.6

16.4

0.0

0.0

0.0

0.0

A 32617 Lawnswood Mercury Abatement Feasibility

26.0

4.2

0.0

21.8

0.0

0.0

0.0

B 32853 Replacement Equipment & Machinery

1,238.6

1,034.7

203.9

0.0

0.0

0.0

0.0

A 33021 Replacement Cremator Lawnswood

196.0

0.0

196.0

0.0

0.0

0.0

0.0

A 33090 Closed Churchyards

1,200.0

0.0

200.0

600.0

400.0

0.0

0.0

A 33268 Cottingley Cemetery Expansion

600.0

0.0

0.0

600.0

0.0

0.0

0.0

A 33269 Lawnswood Crematoria Replacement

1,000.0

0.0

0.0

500.0

500.0

0.0

0.0

Total Parks And Countryside

5,058.3

1,581.4

710.2

1,866.7

900.0

0.0

0.0

Leeds City Council Capital Programme - Improving Our Assets

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Local & Community Assets (IA)

All Figures are in £000's

Local & Community Assets (IA)				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title				Estimated Costs			After 2022/23	
						2019/20	2020/21	2021/22	2022/23	
Asset Management										
A	16982	NOI	Noise Reduction Works - Road	30.0	12.2	17.8	0.0	0.0	0.0	0.0
A	16982	SUR	Brownfield Land Programme-Surveys	497.3	490.0	7.3	0.0	0.0	0.0	0.0
A	32567		Bath Road - Holbeck - Site Remediation	795.0	785.2	9.8	0.0	0.0	0.0	0.0
A	32768		Acquisition 27 Wakefield Road	218.8	0.1	218.7	0.0	0.0	0.0	0.0
Total Asset Management				1,541.1	1,287.5	253.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Council Housing
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat	Scheme					2019/20	2020/21	2021/22	2022/23	
Hra Other										
A	32010	SGS	Seacroft Green Social Club		178.8	115.0	63.8	0.0	0.0	0.0
A	32090	SW1	Swarcliffe Penwell Dean & Gate Parking		156.2	145.0	11.2	0.0	0.0	0.0
A	32174		25% Equity Share 38 Atha Cres		26.5	18.8	7.7	0.0	0.0	0.0
Total Hra Other					361.5	278.8	82.7	0.0	0.0	0.0
Hra Council Housing Growth Programme										
A	16692		Hra Housing Investment Prog Ph1		5,692.7	0.0	0.0	0.0	3,765.1	1,927.6
A	16692	BRO	Broadleas Site 3 Newbuild		4,313.3	4,308.0	5.3	0.0	0.0	0.0
A	16692	BWG	Beech Walk Gipton Newbuild		4,672.0	511.0	2,461.0	1,700.0	0.0	0.0
A	16692	ECA	Chgp Extra Care Additional Provision		29,653.8	258.2	0.0	4,395.6	25,000.0	0.0
A	16692	GAT	Acquis & Demolit Of The Gate Former Ph		220.0	0.0	200.0	20.0	0.0	0.0
A	16692	HDS	Housing Deal Site Surveys		300.0	202.4	97.6	0.0	0.0	0.0
A	16692	MEY	Meynall Approach		5,073.8	424.9	448.9	4,200.0	0.0	0.0
A	16692	NEV	Nevilles 3 Sites		5,426.6	799.1	2,699.9	1,927.6	0.0	0.0
A	16692	OLD	Oldfield Lane		600.0	1.6	598.4	0.0	0.0	0.0
A	16692	RTB	BES Bespoke Properties Rp'S		500.0	19.6	480.4	0.0	0.0	0.0
A	16692	RTB	PH1 Rtb Committed Grant Programme		7,922.0	6,893.0	500.0	529.0	0.0	0.0
A	33103	AMB	Amberton Terrace Newbuild		8,595.5	0.0	0.0	5,443.8	3,151.7	0.0
A	33103	CAR	Cartmell Drive South Newbuild		18,275.2	0.0	0.0	11,233.9	7,041.3	0.0
A	33103	COM	Chgp Ph2 Team Capitalisations		6,000.0	0.0	1,100.0	1,150.0	1,200.0	1,250.0
A	33103	FAR	Farrar Lane Newbuild		7,004.4	0.0	268.7	3,735.7	3,000.0	0.0
A	33103	HEI	Heights Lane Newbuild		1,906.3	0.0	500.0	1,406.3	0.0	0.0
A	33103	OLD	Oldfield Lane Newbuild		8,135.0	0.0	396.3	4,338.7	3,400.0	0.0
A	33103	ORE	Chgp Rofr, Empties & Refurb		46,000.0	0.0	2,500.0	14,500.0	14,500.0	14,500.0
A	33103	OSD	Chgp Off Shelf Developments		30,000.0	0.0	0.0	10,000.0	10,000.0	10,000.0
A	33103	SAB	Chgp Ph2 Future Sites Year 3		93,600.0	0.0	0.0	0.0	0.0	33,600.0
A	33103	SEA	Seacroft Crescent Newbuild		4,897.8	0.0	0.0	2,497.8	2,400.0	0.0
A	33103	SIL	Silk Mill Newbuild		300.0	0.0	300.0	0.0	0.0	0.0
A	33103	TAR	Tarnside Drive Newbuild		6,033.3	0.0	301.7	5,254.0	477.6	0.0
Total Hra Council Housing Growth Programme					295,121.7	13,417.8	12,858.2	72,332.4	73,935.7	61,277.6
Hra Housing Leeds										
B	16517	ACT	Hra Self Financing Funding		149,287.3	0.0	5.9	84.6	266.6	68,429.2
B	32021		Windows & Doors		50.0	0.0	0.0	0.0	50.0	0.0
B	32021	EA1	Windows & Doors - Mears		1,523.1	1,486.3	36.8	0.0	0.0	0.0

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After

Cat	Scheme					2019/20	2020/21	2021/22	2022/23	2022/23
B	32021	FB1	Windows & Doors - Mears	868.0	668.7	199.3	0.0	0.0	0.0	0.0
B	32021	GA1	W&D - Y1 Anglian	694.0	619.1	74.9	0.0	0.0	0.0	0.0
B	32021	GA2	W&D - Y1 Kier	1,090.2	951.7	138.5	0.0	0.0	0.0	0.0
B	32021	HC1	W&D Y2 Kingfisher	950.0	0.0	900.0	50.0	0.0	0.0	0.0
B	32021	HC2	W&D Y2 Kier	850.0	0.0	800.0	50.0	0.0	0.0	0.0
B	32021	JC1	W&D Contractor 1	1,000.0	0.0	0.0	900.0	100.0	0.0	0.0
B	32021	JC2	W&D Contractor 2	1,000.0	0.0	0.0	900.0	100.0	0.0	0.0
B	32022	EB1	Boilers - South	3,696.3	3,694.2	2.1	0.0	0.0	0.0	0.0
B	32022	FA1	Hl District Heating	20,686.6	13,191.7	5,837.7	661.0	996.2	0.0	0.0
B	32022	FA2	Boilers - South	4,506.9	1,806.9	1,000.0	850.0	850.0	0.0	0.0
B	32022	FA3	Boilers - East	4,395.2	1,595.2	1,200.0	800.0	800.0	0.0	0.0
B	32022	FA4	Boilers - West 1	3,835.1	1,435.1	800.0	800.0	800.0	0.0	0.0
B	32022	FA5	Boilers - West 2	2,392.9	912.9	480.0	500.0	500.0	0.0	0.0
B	32022	FA6	Boilers - Materials	16,757.3	6,307.3	3,350.0	3,500.0	3,600.0	0.0	0.0
B	32022	FA7	Electric Heating & Hot Water	152.6	2.6	50.0	50.0	50.0	0.0	0.0
B	32022	FC7	Commercial Boilers - South	526.4	485.8	40.6	0.0	0.0	0.0	0.0
B	32022	GC1	Ground Source Heat Pumps Pilot	1,629.2	3.2	26.0	1,600.0	0.0	0.0	0.0
B	32022	GC2	Sheltered & Commercial Heating	795.0	90.0	260.0	220.0	225.0	0.0	0.0
B	32022	JG1	Air Source Heat Pumps	100.0	0.0	0.0	100.0	0.0	0.0	0.0
B	32022	SWA	Swarcliffe Gas Mains Extension	1,341.9	0.0	359.1	982.8	0.0	0.0	0.0
B	32024	CI5	Cctv Installation	2,137.8	1,907.8	230.0	0.0	0.0	0.0	0.0
B	32024	HA8	Cctv - Misc	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32024	HA9	Cctv - East Legacy	2,518.0	0.0	2,100.0	418.0	0.0	0.0	0.0
B	32024	JD9	Rewires Y3 Lbs	1,000.0	0.0	0.0	500.0	500.0	0.0	0.0
B	32025		Re-Roofing	3,250.0	0.0	0.0	0.0	3,250.0	0.0	0.0
B	32025	EC2	Roofing - Mears	2,157.2	2,137.6	19.6	0.0	0.0	0.0	0.0
B	32025	FC3	Roofs - Mst S	1,529.3	819.3	710.0	0.0	0.0	0.0	0.0
B	32025	GD1	Roofing - Y1 Connolly	2,205.6	2,125.3	80.3	0.0	0.0	0.0	0.0
B	32025	GD2	Roofing - Y1 Liberty	2,084.2	1,877.1	207.1	0.0	0.0	0.0	0.0
B	32025	HD1	Roofs Y2 Lbs	1,000.0	0.0	900.0	100.0	0.0	0.0	0.0
B	32025	HD2	Roofs Y2 Connolly	3,000.0	0.0	2,800.0	200.0	0.0	0.0	0.0
B	32025	HD3	Roofs Y2 Liberty	3,000.0	0.0	2,800.0	200.0	0.0	0.0	0.0
B	32025	JD1	Roofs Contractor 1	1,125.0	0.0	0.0	1,000.0	125.0	0.0	0.0
B	32025	JD2	Roofs Contractor 2	1,125.0	0.0	0.0	1,000.0	125.0	0.0	0.0
B	32025	JD3	Roofs Y3 Lbs	1,000.0	0.0	0.0	1,000.0	0.0	0.0	0.0
B	32026	FD2	Kitchen & Bathroom - Mears	3,591.6	3,524.6	67.0	0.0	0.0	0.0	0.0
B	32026	FD3	K&B - Mears 2	1,687.2	1,644.8	42.4	0.0	0.0	0.0	0.0
B	32026	GA6	Kbr - Y1 Kier	2,256.4	2,146.4	110.0	0.0	0.0	0.0	0.0
B	32026	GA7	Kbr - Y1 Mears	2,407.7	2,373.2	34.5	0.0	0.0	0.0	0.0
B	32026	GA8	Kbr - Y1 Engie	3,055.0	2,921.8	133.2	0.0	0.0	0.0	0.0

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2022/23

Cat	Scheme					2019/20	2020/21	2021/22	2022/23	
B	32026	GA9	Kbr - Y1 Lbs	3,014.4	2,744.4	270.0	0.0	0.0	0.0	0.0
B	32026	HB1	K&B Y2 Lbs	2,800.0	0.0	2,800.0	0.0	0.0	0.0	0.0
B	32026	HB2	Rewires Y2 Lbs	200.0	0.0	200.0	0.0	0.0	0.0	0.0
B	32026	HB3	K&B Y2 Engie	2,831.5	0.0	2,681.5	150.0	0.0	0.0	0.0
B	32026	HB4	Rewires Y2 Engie	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32026	HB5	K&B Y2 Kier	2,085.5	0.0	1,985.5	100.0	0.0	0.0	0.0
B	32026	HB6	Rewires Y2 Kier	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	32026	HB7	K&B Y2 Mears	1,885.5	0.0	1,785.5	100.0	0.0	0.0	0.0
B	32026	HB8	Rewire Y2 Mears	75.0	0.0	75.0	0.0	0.0	0.0	0.0
B	32026	JB1	K&B Y3 Lbs	5,700.0	0.0	0.0	2,850.0	2,850.0	0.0	0.0
B	32027		Environmentals	1,832.0	0.0	0.0	832.0	1,000.0	0.0	0.0
B	32027	DES	Environmentals - Design Fees	177.5	0.0	122.5	55.0	0.0	0.0	0.0
B	32027	EG7	Estate Garages	2,368.1	1,239.9	528.2	300.0	300.0	0.0	0.0
B	32027	FI1	Cross Green - Growing Together Project	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	32027	GG8	Tofts House Close	35.3	0.0	35.3	0.0	0.0	0.0	0.0
B	32027	HD4	Clyde Estate Footpath	3.0	0.0	3.0	0.0	0.0	0.0	0.0
B	32027	HD5	Holdforth Green Footpath	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	32027	HD6	Claytons Bin Stores	63.0	0.0	63.0	0.0	0.0	0.0	0.0
B	32027	HD7	Butterbowl Drive Bins	9.0	0.0	9.0	0.0	0.0	0.0	0.0
B	32027	HE3	Stonegate Road Lighting	4.0	0.0	4.0	0.0	0.0	0.0	0.0
B	32027	HE4	Beckhill Avenue Landscaping	7.0	0.0	7.0	0.0	0.0	0.0	0.0
B	32027	HE5	Beckhill Gate Landscaping	3.5	0.0	3.5	0.0	0.0	0.0	0.0
B	32027	HE6	Cherry Court Fencing	12.0	0.0	12.0	0.0	0.0	0.0	0.0
B	32027	HE7	Shakespeare Close Path	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32027	HF1	Mount Tabor Street	112.8	0.0	112.8	0.0	0.0	0.0	0.0
B	32027	HF5	Lidgett Lane Path	5.5	0.0	5.5	0.0	0.0	0.0	0.0
B	32027	HF6	Holborn Towers Resurfacing	93.0	0.0	93.0	0.0	0.0	0.0	0.0
B	32027	HF7	Clyde Walk Path Ph 2	3.8	0.0	3.8	0.0	0.0	0.0	0.0
B	32027	HF8	Cherry Court Resurfacing	90.0	0.0	90.0	0.0	0.0	0.0	0.0
B	32027	HF9	South Parkway Resurfacing	90.0	0.0	9.0	81.0	0.0	0.0	0.0
B	32027	HG6	Fir Tree & Cranmer Landscaping	22.0	0.0	22.0	0.0	0.0	0.0	0.0
B	32027	HG7	Crescent Grange Resurfacing	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32027	HH1	Heights Drive Fencing	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	32027	HH2	Stanhope Gardens Resurfacing	20.0	0.0	20.0	0.0	0.0	0.0	0.0
B	32027	HH3	Thorpe Road Fencing	32.0	0.0	0.0	32.0	0.0	0.0	0.0
B	32027	HH4	Cottingley Speed Indicator	3.1	0.0	3.1	0.0	0.0	0.0	0.0
B	32027	HH5	Manor Farm Drive Ginnel	15.0	0.0	15.0	0.0	0.0	0.0	0.0
B	32027	HH6	Scott Close Path	38.0	0.0	38.0	0.0	0.0	0.0	0.0
B	32027	HH7	Old Hall Road Fencing	12.0	0.0	12.0	0.0	0.0	0.0	0.0
B	32027	HH8	Stonebridge Grove Bins	2.6	0.0	2.6	0.0	0.0	0.0	0.0

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2022/23

Cat	Scheme					2019/20	2020/21	2021/22	2022/23	
B	32027	LC1	Lcp - Charing Cross Centre	150.0	0.0	0.0	150.0	0.0	0.0	0.0
B	32027	LC2	Lcp - Boggart Hill Drive	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	32027	LC3	Lcp - Ramshead Hill	50.0	0.0	0.0	50.0	0.0	0.0	0.0
B	32027	LC4	Lcp - New Wortley Gateway	76.0	0.0	0.0	76.0	0.0	0.0	0.0
B	32027	WO1	Alderton Heights Bin Store	9.2	0.0	9.2	0.0	0.0	0.0	0.0
B	32028	DE3	Sanctuary	606.9	396.9	50.0	80.0	80.0	0.0	0.0
B	32030	ED1	Adaptations	40,217.3	17,317.3	6,900.0	8,000.0	8,000.0	0.0	0.0
B	32031	ASB	Asbestos - Responsive	13,216.2	6,316.2	2,300.0	2,300.0	2,300.0	0.0	0.0
B	32031	ED3	Voids	42,315.9	20,515.9	6,800.0	6,900.0	8,100.0	0.0	0.0
B	32032	ED5	Repairs	10,858.7	4,878.7	1,950.0	1,990.0	2,040.0	0.0	0.0
B	32032	ED6	Repairs - Walls	382.8	381.8	1.0	0.0	0.0	0.0	0.0
B	32032	ED8	Disrepair	10,670.8	4,170.8	2,250.0	2,250.0	2,000.0	0.0	0.0
B	32032	FI9	Prior To Painting Repairs	450.0	150.0	100.0	100.0	100.0	0.0	0.0
B	32033	ASB	Asbestos - Planned	6,568.7	1,568.7	1,600.0	1,700.0	1,700.0	0.0	0.0
D	32033	DD6	Housing Leeds Ict Solutions	6,059.2	4,197.7	1,551.6	309.9	0.0	0.0	0.0
B	32033	SAL	Capital Salaries	23,289.3	5,789.3	5,500.0	6,000.0	6,000.0	0.0	0.0
B	32033	TSC	Mears Tsc Overheads	4,729.2	1,576.4	1,576.4	1,576.4	0.0	0.0	0.0
B	32034	CH3	Highways Msf	4,455.0	955.0	750.0	500.0	2,250.0	0.0	0.0
B	32034	DG9	Msf Structural Repairs Phase 2	5,075.4	5,002.8	72.6	0.0	0.0	0.0	0.0
B	32034	EE4	Shakespeare Concrete Repairs & Ins	4,562.9	2,797.0	1,631.9	134.0	0.0	0.0	0.0
B	32034	FE1	Cavity & Loft Insulation	407.5	47.5	120.0	120.0	120.0	0.0	0.0
B	32034	HD9	Back To Backs Insulation (Tibb)	10,583.6	0.0	0.0	3,000.0	5,000.0	2,583.6	0.0
B	32034	HE2	Wells Court	160.0	0.0	120.0	40.0	0.0	0.0	0.0
B	32034	JA2	Msf External Works	1,370.0	0.0	75.0	45.0	1,250.0	0.0	0.0
B	32034	JA3	Msf External Works	975.0	0.0	75.0	900.0	0.0	0.0	0.0
B	32034	JA6	Msf Reema Sanchions	150.0	0.0	0.0	150.0	0.0	0.0	0.0
B	32034	JA7	Roxby Close Ewi	1,800.0	0.0	0.0	1,800.0	0.0	0.0	0.0
B	32034	JA8	Fitting The Future	1,353.0	0.0	0.0	0.0	1,353.0	0.0	0.0
B	32035		Communal Replacements	4,238.7	0.0	0.0	0.0	4,238.7	0.0	0.0
B	32035	DB6	Msf Improvements - Claytons	3,090.8	3,085.5	5.3	0.0	0.0	0.0	0.0
B	32035	EE6	Communal Electrical Package	4,573.3	4,513.3	60.0	0.0	0.0	0.0	0.0
B	32035	FG1	Msf Lift Replacements	2,573.3	2,096.0	477.3	0.0	0.0	0.0	0.0
B	32035	GB1	District Heating Clusters	10,040.0	0.0	50.0	200.0	4,382.0	5,408.0	0.0
B	32035	GB3	Controlled Entry	1,722.0	122.0	500.0	550.0	550.0	0.0	0.0
B	32035	GB5	High Life	330.0	0.0	30.0	300.0	0.0	0.0	0.0
B	32035	GB6	Appletons & Savilles	3,605.0	0.0	260.0	2,805.0	540.0	0.0	0.0
B	32035	HA1	Communal Electrical Works	3,975.6	0.0	2,975.6	1,000.0	0.0	0.0	0.0
B	32035	HA2	Lift Replacements	6,625.4	325.4	3,000.0	3,300.0	0.0	0.0	0.0
B	32035	HA3	Clydes Flooring	75.0	0.0	75.0	0.0	0.0	0.0	0.0
B	32035	HA4	Soil Stacks Pilot	520.0	0.0	520.0	0.0	0.0	0.0	0.0

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Cat	Scheme					2019/20	2020/21	2021/22	2022/23	
B	32035	HA5	Lakeland Court Smoke Ventilation	600.0	0.0	0.0	600.0	0.0	0.0	0.0
B	32035	HA6	Poplars Bin Chutes	192.0	0.0	150.0	42.0	0.0	0.0	0.0
B	32035	JA1	Msf Electrical Mains Strengthening	1,250.0	0.0	0.0	0.0	1,250.0	0.0	0.0
B	32035	JA4	Msf Community Electrical	5,000.0	0.0	0.0	2,500.0	2,500.0	0.0	0.0
B	32035	JB9	Sheltered Lift Replacement	160.0	0.0	0.0	160.0	0.0	0.0	0.0
B	32035	KA1	New Passenger Lifts Contract	1,566.3	0.0	0.0	0.0	1,566.3	0.0	0.0
B	32036		Conversion / Regeneration Works Parent	2,000.0	0.0	0.0	1,000.0	1,000.0	0.0	0.0
B	32036	CN1	Bennett Court Refurbishment	2,602.7	2,544.1	58.6	0.0	0.0	0.0	0.0
B	32036	DG7	Union Court	2,415.6	2,377.1	38.5	0.0	0.0	0.0	0.0
B	32036	EG2	Misc Properties	540.8	37.5	3.3	250.0	250.0	0.0	0.0
B	32036	FE5	Disrepair - Wykebecks	125.9	101.5	24.4	0.0	0.0	0.0	0.0
B	32036	FE8	Preventative Work - Armley	310.2	308.9	1.3	0.0	0.0	0.0	0.0
B	32036	GD6	57-59 Lincombe Drive	97.3	97.3	0.0	0.0	0.0	0.0	0.0
B	32036	GD8	Sheltered Priorities - Lbs	1,218.1	358.9	180.0	300.0	300.0	79.2	0.0
B	32036	HC3	Earlswood Chase Footpath	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	32036	HC4	Lewisham Court	40.0	0.0	40.0	0.0	0.0	0.0	0.0
B	32036	HC6	Selective Licensing Area Work	462.2	0.0	0.0	0.0	462.2	0.0	0.0
B	32036	HC7	Wykebecks Whi	790.0	0.0	100.0	690.0	0.0	0.0	0.0
B	32036	HC8	Lincoln Green Priority Neighbourhood	145.0	0.0	0.0	145.0	0.0	0.0	0.0
B	32036	HC9	Other Priority Neighbourhoods	600.0	0.0	0.0	0.0	600.0	0.0	0.0
B	32036	HE9	Manor Crescent Subsidence	115.0	0.0	115.0	0.0	0.0	0.0	0.0
B	32036	HG8	Cardigan Road	17.0	0.0	17.0	0.0	0.0	0.0	0.0
B	32036	HG9	Lindsey Road Maisonettes	180.0	0.0	180.0	0.0	0.0	0.0	0.0
B	32037	EF1	Fs - Msf Sprinklers Ph 2 & 3	5,271.7	2,371.7	1,800.0	1,100.0	0.0	0.0	0.0
B	32037	EF5	Fs - Fire Stopping Tfs	836.4	794.2	42.2	0.0	0.0	0.0	0.0
B	32037	EF6	Fs - Fire Stopping Gunit	2,188.4	1,088.4	1,000.0	100.0	0.0	0.0	0.0
B	32037	FD8	Enhanced Smoke Detection	347.8	295.2	29.3	23.3	0.0	0.0	0.0
B	32037	FF0	Fs - Minor Works	2.5	1.7	0.8	0.0	0.0	0.0	0.0
B	32037	FF3	Fs - Back To Backs	79.9	65.6	14.3	0.0	0.0	0.0	0.0
B	32037	FF4	Fs - Leaseholder Doors	105.9	79.9	26.0	0.0	0.0	0.0	0.0
B	32037	FF8	Fs - Smoke Detection	136.0	86.0	0.0	50.0	0.0	0.0	0.0
B	32037	FF9	Fire Safety -Hopper Replacements (17/18)	337.3	127.3	90.0	120.0	0.0	0.0	0.0
B	32037	GE1	Fs - Victorian Properties	14.3	2.8	11.5	0.0	0.0	0.0	0.0
B	32037	HG1	Fs - Selective Licensing Area	220.0	0.0	220.0	0.0	0.0	0.0	0.0
B	32037	JE1	Fire Safety Works - Engie	2,400.0	0.0	0.0	1,200.0	1,200.0	0.0	0.0
B	32037	JE2	Fire Safety Works - Kier	1,600.0	0.0	0.0	800.0	800.0	0.0	0.0
B	32037	JE3	New Sprinklers Contract	10,500.0	0.0	0.0	3,500.0	3,500.0	3,500.0	0.0
B	32038	EH6	Commercial & Leased Hra Assets	335.2	101.6	53.6	100.0	80.0	0.0	0.0
B	32038	GC9	Cams Roofing	82.2	8.2	47.0	27.0	0.0	0.0	0.0
B	32038	HC5	Summerfield Drive	46.4	0.0	46.4	0.0	0.0	0.0	0.0

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B	32394	PI2	Eip Pkg - Queensway	72.0	62.1	9.9	0.0	0.0	0.0	0.0
B	32394	PO2	Eip Pkg - Potternewton Heights	161.7	44.7	117.0	0.0	0.0	0.0	0.0
B	32394	PO6	Eip Pkg - Fernbank Drive	74.5	74.0	0.5	0.0	0.0	0.0	0.0
B	32395	YO5	Eip Ply - Hall Park Skatepark	55.0	18.3	36.7	0.0	0.0	0.0	0.0
Total Hra Housing Leeds				559,465.1	155,964.1	83,000.0	80,000.0	80,000.0	80,000.0	80,501.0
Hra Bitmo										
B	16517	BIT	Hra Bitmo Self Financing	6,945.2	0.0	15.2	1,735.0	1,735.0	1,740.0	1,720.0
B	33120		19/20 Reactive Boiler Replacement	143.7	0.0	143.7	0.0	0.0	0.0	0.0
B	33121		19/20 Reactive Electric Upgrades	10.0	0.0	10.0	0.0	0.0	0.0	0.0
B	33122		19/20 Works To Tenanted Properties	120.0	0.0	120.0	0.0	0.0	0.0	0.0
B	33123		19/20 Adaptations	180.0	0.0	180.0	0.0	0.0	0.0	0.0
B	33124		19/20 Bitmo Void Refurbs	130.0	0.0	130.0	0.0	0.0	0.0	0.0
B	33125		19/20 Misc Decency Failures	100.0	0.0	100.0	0.0	0.0	0.0	0.0
B	33126		19/20 Planned Boiler Reps	225.0	0.0	225.0	0.0	0.0	0.0	0.0
B	33127		19/20 Public Footpath Renewal Scheme	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	33128		19/20 Parking Provision	30.1	0.0	30.1	0.0	0.0	0.0	0.0
B	33129		19/20 Re-Roofing Of Slate Properties	62.4	0.0	62.4	0.0	0.0	0.0	0.0
B	33130		19/20 Re-Roofing Of Outbuildings	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	33131		19/20 Re-Pointing Scheme	210.2	0.0	210.2	0.0	0.0	0.0	0.0
B	33132		19/20 Water Supplies - Houses	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	33133		19/20 External Grp Doors	60.0	0.0	60.0	0.0	0.0	0.0	0.0
B	33134		19/20 Entrance Canopies	237.2	0.0	237.2	0.0	0.0	0.0	0.0
B	33135		19/20 Planned Asbestos	30.2	0.0	30.2	0.0	0.0	0.0	0.0
B	33136		19/20 Air Conditioning	15.0	0.0	15.0	0.0	0.0	0.0	0.0
Total Hra Bitmo				8,669.0	0.0	1,739.0	1,735.0	1,735.0	1,740.0	1,720.0

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School Building Improvements

School Building Improvements					Total	Actual	All Figures are in £000's				
Cat	Scheme	Scheme Title			Scheme Cost	To 31 Mar 19	2019/20	Estimated Costs		After	
								2020/21	2021/22	2022/23	
Capital Maintenance											
B	16774			Schools Condition Allocation-Future Yrs	19,214.1	0.0	0.0	0.0	6,010.7	6,010.7	7,192.7
A	32014			Universal Infant Free School Meals	136.5	0.0	0.0	0.0	136.5	0.0	0.0
A	32014	EXP	LOW	Pudsey Lowtown Ps - Kitchen Works	171.2	168.0	3.2	0.0	0.0	0.0	0.0
B	32458	KIT		Sca Kitchen Vent. Works 2016/17	992.4	977.4	15.0	0.0	0.0	0.0	0.0
B	32458	RFG		Sca Roofing Works 2016/17	4,272.0	4,229.2	42.8	0.0	0.0	0.0	0.0
B	32458	WIN		Sca Window Replacement 2016/17	359.9	354.9	5.0	0.0	0.0	0.0	0.0
B	32654			Sca Works Programme 2017/18	109.0	0.0	0.0	0.0	75.0	34.0	0.0
B	32654	FIR		Sca Fire Safety Works 2017/18	950.0	919.9	10.1	20.0	0.0	0.0	0.0
B	32654	MEC		Sca Mechanical Works 2017/18	741.8	739.8	2.0	0.0	0.0	0.0	0.0
B	32654	RFG		Sca Roofing Programme 2017/18	962.4	893.5	68.9	0.0	0.0	0.0	0.0
A	32735			Benton Park Hs Development Works	28,500.0	328.8	628.2	5,308.0	13,105.0	8,640.0	490.0
B	32864			Sca Works Programme 2018/19	161.0	0.0	0.0	0.0	161.0	0.0	0.0
B	32864	FIR		Sca Fire Safety Works 2018/19	1,860.0	1,522.6	282.4	55.0	0.0	0.0	0.0
B	32864	KIT		Sca Kitchen Ventilation Works 2018/19	465.0	445.9	19.1	0.0	0.0	0.0	0.0
B	32864	MEC		Sca Mechanical Works 2018/19	580.0	559.9	20.1	0.0	0.0	0.0	0.0
B	32864	RFG		Sca Roofing Works 2018/19	2,990.0	2,436.4	496.9	56.7	0.0	0.0	0.0
B	32864	WIN		Sca Windows/ Doors Works 2018/19	335.0	327.7	7.3	0.0	0.0	0.0	0.0
B	33006			Healthy Pupils Capital Fund	624.0	11.3	200.0	225.0	187.7	0.0	0.0
B	33015			Sca Works Programme 2019/20	585.4	0.0	0.0	0.0	585.4	0.0	0.0
B	33015	CDF		Sca Programme Fees 2019/20	35.0	0.0	20.0	15.0	0.0	0.0	0.0
B	33015	ELE		Sca Electrical Works 2019/20	75.0	0.0	73.5	1.5	0.0	0.0	0.0
B	33015	FIR		Sca Fire Safety Works 2019/20	1,200.0	34.1	1,115.9	50.0	0.0	0.0	0.0
B	33015	KIT		Sca Kitchen Ventilation Works 2019/20	265.0	0.0	255.0	10.0	0.0	0.0	0.0
B	33015	MEC		Sca Mechanical Works 2019/20	925.0	20.2	884.8	20.0	0.0	0.0	0.0
B	33015	RFG		Sca Roofing Works 2019/20	2,260.0	26.5	2,194.9	38.6	0.0	0.0	0.0
B	33015	WIN		Sca Windows/ Doors Works 2019/20	360.0	3.8	321.2	35.0	0.0	0.0	0.0
B	33225			Sca Works Programme 2020/21	6,010.7	0.0	0.0	4,500.0	1,510.7	0.0	0.0
B	33225	CDF		Sca Programme Fees 2020/21	35.0	0.0	5.0	30.0	0.0	0.0	0.0
B	33225	COM		Sca Combined Works 2020/21	150.0	0.0	15.0	135.0	0.0	0.0	0.0
B	33225	DEM		Sca Demolition Works 2020/21	20.0	0.0	0.0	20.0	0.0	0.0	0.0
B	33225	ELE		Sca Electrical Works 2020/21	150.0	0.0	15.0	135.0	0.0	0.0	0.0
B	33225	FIR		Sca Fire Safety Works 2020/21	150.0	0.0	15.0	135.0	0.0	0.0	0.0
B	33225	MEC		Sca Mechanical Works 2020/21	150.0	0.0	15.0	135.0	0.0	0.0	0.0
B	33225	RFG		Sca Roofing Works 2020/21	195.0	0.0	20.0	175.0	0.0	0.0	0.0
B	33225	WIN		Sca Windows/ Doors Works 2020/21	150.0	0.0	15.0	135.0	0.0	0.0	0.0
Total Capital Maintenance					76,140.4	13,999.9	6,766.3	11,234.8	21,772.0	14,684.7	7,682.7

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School Building Improvements

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2022/23

Cat Scheme

Health & Safety

B	32790	ASB	Asbestos Removal Programme 17/18	175.8	168.7	7.1	0.0	0.0	0.0	0.0
B	32790	CON	Schools Condition Surveys 17/18	42.6	29.9	11.7	1.0	0.0	0.0	0.0
B	32790	ELE	Electrical Remedial Works Prog 17/18	56.1	8.3	47.8	0.0	0.0	0.0	0.0
B	32790	REA	H&S Emergency Works 17/18	513.2	394.5	60.0	58.7	0.0	0.0	0.0
B	33112	ASB	Asbestos Removal Programme 2019/20	250.0	0.0	235.0	15.0	0.0	0.0	0.0
B	33112	CON	Schools Condition Surveys 2019/20	200.0	0.0	165.0	35.0	0.0	0.0	0.0
B	33112	ELE	Electrical Remedial Works Prog 2019/20	150.0	0.0	150.0	0.0	0.0	0.0	0.0
B	33112	REA	H&S Works 2019/20	400.0	0.0	300.0	100.0	0.0	0.0	0.0
B	98000		Major Refurbish & General Building Works	4,165.0	0.0	0.0	1,000.0	1,000.0	1,000.0	1,165.0

Total	Health & Safety			5,952.7	601.4	976.6	1,209.7	1,000.0	1,000.0	1,165.0

Devolved Formula Capital Grant (Dfc)

B	16773		Devolved Formula Capital - Future Years	5,356.1	0.0	0.0	0.0	1,385.7	1,385.7	2,584.7
B	33183		Devolved Formula Capital Grant 2018/19	1,505.2	0.0	1,505.2	0.0	0.0	0.0	0.0
B	33281		Additional Dfc Grant 2018/19	2,814.0	0.0	1,394.8	1,419.2	0.0	0.0	0.0
B	33282		Devolved Formula Capital Grant 2019/20	1,385.7	0.0	0.0	1,385.7	0.0	0.0	0.0

Total	Devolved Formula Capital Grant (Dfc)			11,061.0	0.0	2,900.0	2,804.9	1,385.7	1,385.7	2,584.7

Other Education Schemes

A	32240		Schools Capital Expenditure	36,330.3	19,515.1	3,200.0	3,500.0	3,500.0	3,500.0	3,115.2
B	32877		Royds School-Storm Damage Insurance Clai	249.0	203.1	15.1	0.0	0.0	0.0	30.8

Total	Other Education Schemes			36,579.3	19,718.2	3,215.1	3,500.0	3,500.0	3,500.0	3,146.0

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Office Buildings & Support Services

Office Buildings & Support Services					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title					2019/20	2020/21	2021/22	2022/23	After 2022/23
Changing The Workplace											
A	16256	Changing The Workplace G 1 & 2			2,495.5	0.0	495.5	1,000.0	1,000.0	0.0	0.0
A	16256	DEC	SEM	Small Enabling Moves Across All Services	240.7	132.8	107.9	0.0	0.0	0.0	0.0
A	16256	DEC	SFW	Civic Hall 2nd And 3rd Floor West	916.9	589.4	327.5	0.0	0.0	0.0	0.0
A	16256	FTM		Fast Track Merrion	381.0	371.7	9.3	0.0	0.0	0.0	0.0
A	16256	HTC		Hough Top Court	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	16256	LLP	FEE	Tenant Enhancement Fees	486.0	472.6	13.4	0.0	0.0	0.0	0.0
A	16256	MER	AMF	Asset Management Fees	397.0	297.0	100.0	0.0	0.0	0.0	0.0
A	16256	MER	BAM	Merrion House Ad Hoc Bam Works	20.0	10.2	9.8	0.0	0.0	0.0	0.0
A	16256	MER	FAE	Merrion House Furniture And Equip	3,506.0	3,471.5	34.5	0.0	0.0	0.0	0.0
A	16256	NAV		Navigation House	68.8	0.0	68.8	0.0	0.0	0.0	0.0
A	16256	PRU		Print Unit Limewood Approach	104.2	0.0	104.2	0.0	0.0	0.0	0.0
A	16256	SEA		Seacroft Depot	738.0	0.0	738.0	0.0	0.0	0.0	0.0
A	16256	STG	DIL	Leased In Properties - Dilapidations	255.7	135.7	120.0	0.0	0.0	0.0	0.0
A	16256	STG	ENH	Merrion Tenant Enhancement Works	10,965.0	10,814.9	150.1	0.0	0.0	0.0	0.0
A	16256	STG	EVM	Electronic Visitor Management System	183.5	178.7	4.8	0.0	0.0	0.0	0.0
A	16256	STG	JCC	John Charles Sports Centre Office	131.6	112.0	19.6	0.0	0.0	0.0	0.0
A	16256	STG	PRM	Programme Management	1,093.9	993.9	100.0	0.0	0.0	0.0	0.0
A	16256	STG	QAA	Queue And Appointment System	328.7	314.2	14.5	0.0	0.0	0.0	0.0
A	16256	STG	SGH	St George House Refurbishment	4,806.3	4,742.0	64.3	0.0	0.0	0.0	0.0
A	16256	STG	TAS	Civic Hall Third And Second Floors	321.5	0.0	321.5	0.0	0.0	0.0	0.0
A	16256	TRI		Tribeca House	150.7	0.0	150.7	0.0	0.0	0.0	0.0
A	32376	FEE		Merrion House Generator Fees	213.0	37.9	175.1	0.0	0.0	0.0	0.0
A	32376	GEN		Merrion House New Generator	2,887.0	1,378.8	1,508.2	0.0	0.0	0.0	0.0
Total Changing The Workplace					30,791.0	24,053.3	4,737.7	1,000.0	1,000.0	0.0	0.0
Asset Management											
A	32441	Acquisition Of Tribeca House			1,375.4	1,357.8	0.0	17.6	0.0	0.0	0.0
A	32443	Acquisition Of Unit 2 Killingbeck Court			856.5	795.0	0.0	61.5	0.0	0.0	0.0
A	32554	HIT	Land Acquisition Within The Southbank Ap			8,715.1	8,694.0	0.0	21.1	0.0	0.0
A	32554	LOG	3 Dev Plots Trilogy At Logic Leeds			8,540.6	7,984.4	326.2	230.0	0.0	0.0
A	32554	PAR	Acquis Of Paradigm Building Thorpe Park			10,981.5	10,733.4	248.1	0.0	0.0	0.0
A	32554	SWI	Swinegate Multi Storey Car Park			21,179.1	20,884.1	295.0	0.0	0.0	0.0
A	32554	THO	Acquisition Of Thorpe Park			7,550.9	7,478.9	0.0	72.0	0.0	0.0
A	32554	WES	Westminster Building Refurb (Gsr)			1,173.1	851.5	221.6	100.0	0.0	0.0
A	32857	Springfield D.C. & Strawberry C.C.			226.0	44.2	31.8	150.0	0.0	0.0	0.0
A	32950	Albion House Rawdon Park Acquisition			2,137.4	1,347.9	789.5	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Office Buildings & Support Services

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	Estimated Costs 2020/21	2021/22	2022/23	After 2022/23
Total	Asset Management		62,735.6	60,171.2	1,912.2	652.2	0.0	0.0	0.0

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Recreational Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

Asset Management

A	32610		Acquisition Of Land Cabbage Hill Wortley	51.5	17.4	0.0	34.1	0.0	0.0	0.0
A	32788		Woodhall Plantation - Woodland	65.5	3.1	62.4	0.0	0.0	0.0	0.0
A	32792		Acquisition Of 17 Acre Terrace Middleton	115.0	113.3	1.7	0.0	0.0	0.0	0.0
A	33267		City Square	500.0	0.0	0.0	0.0	250.0	250.0	0.0

Total	Asset Management			732.0	133.8	64.1	34.1	250.0	250.0	0.0

Culture And Sport

D	15608	EQP	Sport For The Future	390.6	388.7	1.9	0.0	0.0	0.0	0.0
A	32671	HOI	Sport Centre Equipment - Hoists	22.2	5.9	16.3	0.0	0.0	0.0	0.0
A	32671	LOC	Lock Replacements At Leisure Centres	26.0	21.2	4.8	0.0	0.0	0.0	0.0
A	32880		Customer Facing Improvements	200.0	95.8	104.2	0.0	0.0	0.0	0.0
A	32969		Triathlon Cabling Works	87.6	86.9	0.7	0.0	0.0	0.0	0.0
A	33008		Holt Park Leisure Centre Gym Equipment	165.6	163.2	2.4	0.0	0.0	0.0	0.0
A	33203	AIR	Gym Refresh Aireborough Leisure Centre	186.0	0.0	186.0	0.0	0.0	0.0	0.0
A	33203	MID	Middleton Sport Centre Gym Eqpt Refresh	172.0	0.0	0.0	172.0	0.0	0.0	0.0
A	33204		Lotherton Christmas Experience 2019	56.4	0.0	56.4	0.0	0.0	0.0	0.0
A	33210	FUL	Parklife Fullarton Park Elland Road	10,486.3	0.0	300.0	8,000.0	2,186.3	0.0	0.0
A	33210	WOC	Parklife Woodhall	7,716.0	0.0	0.0	6,000.0	1,716.0	0.0	0.0
A	33266		Fearnville Leisure Centre	14,428.0	0.0	250.0	2,024.0	12,154.0	0.0	0.0

Total	Culture And Sport			33,936.7	761.7	922.7	16,196.0	16,056.3	0.0	0.0

Parks And Countryside

A	1050	RES	Parks & C: Residential Property Works	77.7	66.3	0.0	11.4	0.0	0.0	0.0
A	14050		Water Safety In Parks	121.2	0.0	0.0	121.2	0.0	0.0	0.0
A	16972		Western Flatts Pk, New Wortley Rec Grd	83.5	65.4	18.1	0.0	0.0	0.0	0.0
A	32478		Barley Hill Depot	250.0	0.0	0.0	250.0	0.0	0.0	0.0
A	32482		Temple Newsam Courtyard Cafe & Entrance	290.0	218.8	71.2	0.0	0.0	0.0	0.0
A	32493		Middleton Park Landscape Imps	6.0	0.0	6.0	0.0	0.0	0.0	0.0
A	32596		Scarcroft Play Area	68.2	64.6	3.6	0.0	0.0	0.0	0.0
A	32630		Hartley Ave Park Boundary Improvements	15.2	0.0	15.2	0.0	0.0	0.0	0.0
A	32638		Horsforth Footpath Refurbishment	47.4	0.0	47.4	0.0	0.0	0.0	0.0
A	32647		Middleton Park Landscape & Viewing Plat	44.0	42.9	1.1	0.0	0.0	0.0	0.0
A	32682		Scatcherd Park Sculpture	9.0	7.8	1.2	0.0	0.0	0.0	0.0
A	32685		Churwell Pk Additional Play Equipment	35.5	33.5	2.0	0.0	0.0	0.0	0.0
A	32747		Ashton Road Muga Refurbishment	25.0	20.3	4.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Recreational Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	2020/21	2021/22	2022/23	After 2022/23
A	32807	New Park Development At Moortown	364.3	354.9	9.4	0.0	0.0	0.0	0.0
A	32814	Knowsthorpe Quays Greenspace Imps Works	55.0	46.5	8.5	0.0	0.0	0.0	0.0
A	32831	Armley & Gotts Park Muga S106	158.0	5.0	153.0	0.0	0.0	0.0	0.0
A	32836	Oulton In Bloom Greenspace Imps	3.5	2.9	0.6	0.0	0.0	0.0	0.0
A	32837	Cross Flatts Park Access Imps	40.0	36.9	3.1	0.0	0.0	0.0	0.0
B	32844	Repair Of Wave Wall At Yeadon Tarn	51.1	32.9	18.2	0.0	0.0	0.0	0.0
A	32859	Cabbage Hill Greenspace Imps S106	58.0	0.0	58.0	0.0	0.0	0.0	0.0
A	32890	Temple Newsam Estate Hlf Bid	100.0	52.9	47.1	0.0	0.0	0.0	0.0
A	32894	Imps To Nunroyd Park Boundary	19.6	0.0	19.6	0.0	0.0	0.0	0.0
A	32896	Kirk Lane Bowling Club Access Imps	2.9	0.0	2.9	0.0	0.0	0.0	0.0
A	32897	Burley Rugby Pitch Improvements	81.8	64.1	17.7	0.0	0.0	0.0	0.0
A	32910	Lotherton Hall Ph2 Retail Visitor Unit	240.0	229.9	10.1	0.0	0.0	0.0	0.0
B	32914	Nwl Country Park Green Gateways	4.3	0.0	4.3	0.0	0.0	0.0	0.0
A	32915	Calverley Woods Access, Signage, Path Work	25.8	0.0	25.8	0.0	0.0	0.0	0.0
A	32917	Lotherton Hall Ph3 Forest Zone	235.0	234.7	0.3	0.0	0.0	0.0	0.0
A	32921	North West Leeds Country Park Signage	4.3	0.0	4.3	0.0	0.0	0.0	0.0
A	32924	Rosebank Millennium Way Greenspace Imps	31.1	0.0	31.1	0.0	0.0	0.0	0.0
A	32955	Rein Park Alwoodley S106 Imps	9.0	0.0	9.0	0.0	0.0	0.0	0.0
A	32956	Methley Village Playgd & Greenspace	324.0	312.1	0.0	11.9	0.0	0.0	0.0
A	32963	Green Bottom Pk Bowling Green Imps	13.7	0.0	13.7	0.0	0.0	0.0	0.0
A	32977	Harland Way - Environmental Imps	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32982	Stanningley Park Bowling Club	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	32991	Various Imps To Morley North Parks	12.9	4.4	8.5	0.0	0.0	0.0	0.0
A	32992	Springfield Park Guiseley Access Imps	3.3	0.0	3.3	0.0	0.0	0.0	0.0
A	32993	Nunroyd Park Rugby Pitch Imps	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	32994	Hesketh Lane Rec Grd Access & Gym	96.0	0.0	96.0	0.0	0.0	0.0	0.0
A	33001	Haighside Woods	5.7	0.0	0.0	5.7	0.0	0.0	0.0
A	33002	Seacroft Gardens Landscape Imps	58.9	58.5	0.4	0.0	0.0	0.0	0.0
A	33017	Gotts Park Rose Garden Greenspace	83.0	1.2	81.8	0.0	0.0	0.0	0.0
A	33018	Cottingley Play Area S106	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	33028	Royal Park Greenspace Enhancement	516.6	20.0	96.6	300.0	100.0	0.0	0.0
A	33030	Wellcroft Play Area	157.6	62.4	95.2	0.0	0.0	0.0	0.0
A	33031	Tawny Beck Bridge Kissing Gate	1.1	0.0	1.1	0.0	0.0	0.0	0.0
A	33033	Burley Willows Access Imps S106	40.0	1.0	39.0	0.0	0.0	0.0	0.0
A	33036	Gt Preston & Swillington Rec S106	11.4	10.0	1.4	0.0	0.0	0.0	0.0
A	33042	Trentham Street Pocket Park S106	20.0	0.0	20.0	0.0	0.0	0.0	0.0
A	33091	Road Safety Play Temple Newsam	350.0	0.0	0.0	350.0	0.0	0.0	0.0
A	33092	Roundhay Park Changing Rooms	1,200.0	0.0	64.5	835.5	300.0	0.0	0.0
A	33093	Kirkstall Abbey Car Park	80.0	0.0	30.0	50.0	0.0	0.0	0.0
A	33094	Envs Imps Woodlesford Cycletrack	67.5	0.0	67.5	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Improving Our Assets

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Recreational Assets

Recreational Assets			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's					
Cat	Scheme	Scheme Title			Estimated Costs				After	
					2019/20	2020/21	2021/22	2022/23	2022/23	
A	33105		Thorpe Recreation Ground Play Improvemts	136.9	42.1	94.8	0.0	0.0	0.0	0.0
A	33106		Scatherd Park Greenspace Imps	3.0	0.0	3.0	0.0	0.0	0.0	0.0
A	33107		Feasibility Sport Facs Queens Park	19.1	2.3	16.8	0.0	0.0	0.0	0.0
A	33108		Heritage Village Play Area	27.0	0.0	27.0	0.0	0.0	0.0	0.0
A	33109		Meanwood Beck Replacement Bridge	67.8	0.0	67.8	0.0	0.0	0.0	0.0
A	33148		Hartley Ave Park Play Area Installation	170.0	0.0	170.0	0.0	0.0	0.0	0.0
A	33151		Construct Of 2 Non Turf Cricket Pitches	15.7	0.0	15.7	0.0	0.0	0.0	0.0
A	33152		Pitch Imps At Tingley Fc	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	33153		Rothwell In Bloom Access Imps	4.1	0.0	4.1	0.0	0.0	0.0	0.0
A	33154		John O'Gaunts Rose Lunn Centre	26.0	0.0	26.0	0.0	0.0	0.0	0.0
A	33155	CHU	Church Street Play Area	25.5	0.0	25.5	0.0	0.0	0.0	0.0
A	33155	GLE	Gledhow Valley Lake Desilting	45.5	0.0	45.5	0.0	0.0	0.0	0.0
A	33155	HAI	Hainsworth Park Activity Eqpt	25.5	0.0	25.5	0.0	0.0	0.0	0.0
A	33155	MID	Middleton Park Playground Refurbishment	93.5	0.0	93.5	0.0	0.0	0.0	0.0
A	33155	TRE	Trentham Street Playground	9.5	0.0	9.5	0.0	0.0	0.0	0.0
A	33156		Brigshaw Rec Tennis Courts Refurb	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	33171		Arnold & Marj Ziff Tropical World Devt	2,000.0	0.0	320.0	910.0	770.0	0.0	0.0
A	33172		Hainsworth Park Boundary Wall Imps	6.8	0.0	6.8	0.0	0.0	0.0	0.0
A	33174		Morley Footpath Imps S106	4.5	0.0	4.5	0.0	0.0	0.0	0.0
A	33175		Churwell Bowls Club Imps Works	2.7	0.0	2.7	0.0	0.0	0.0	0.0
E	33187		Highroyds Sports Facility S106 Contribut	50.0	0.0	50.0	0.0	0.0	0.0	0.0
A	33188		Parks Imps Works £100k Mhclg Grant	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	33188	CHU	Church Street Play Area	16.7	0.0	16.7	0.0	0.0	0.0	0.0
A	33188	JAI	Jailey Fields Revreation Ground Mhclg	16.7	0.0	16.7	0.0	0.0	0.0	0.0
A	33188	LIN	Lindsay Gardens Playground Imp Mhclg	22.3	0.0	22.3	0.0	0.0	0.0	0.0
A	33188	NOW	Nowell Mount Rec Grd Imps Mhclg Grant	28.3	0.0	28.3	0.0	0.0	0.0	0.0
A	33188	REI	Rein Park Imps Mhclg Grant	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	33188	ROW	Rowland Road Park Imps Mhclg Grant	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	33192		Coronation Parade Halton Moor Greenspace	133.6	0.0	46.6	87.0	0.0	0.0	0.0
A	33205		Copley Lane Community Orchard Shelter	3.4	0.0	3.4	0.0	0.0	0.0	0.0
A	33209		Westfield Park New Play Area	120.0	0.0	120.0	0.0	0.0	0.0	0.0
A	33211		Lewisham Park Play Area	80.0	0.0	80.0	0.0	0.0	0.0	0.0
B	33212		Burley Lodge Park Play Area Refurb.	100.0	0.0	100.0	0.0	0.0	0.0	0.0
A	33213		Queens Park Improvements	70.6	0.0	70.6	0.0	0.0	0.0	0.0
A	33214		Swinnow Moor Improvements	46.8	0.0	46.8	0.0	0.0	0.0	0.0
A	33215		Tyersal Park Improvements	49.7	0.0	49.7	0.0	0.0	0.0	0.0
A	33216		Rosebank Millennium Green Footpaths Imps	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	33217		Woodhouse Moor Footpath Imps	39.0	0.0	39.0	0.0	0.0	0.0	0.0
A	33218		Magpie Lane - Pallisade Fencing	6.8	0.0	6.8	0.0	0.0	0.0	0.0
A	33219		Brookfield Recreation Grd Greenspace Imp	2.0	0.0	2.0	0.0	0.0	0.0	0.0

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Recreational Assets

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	2020/21	2021/22	2022/23	After 2022/23
A	33220	Woodhall Playing Fields New Fencing	8.0	0.0	8.0	0.0	0.0	0.0	0.0
A	33221	Hembrigg Recreation Grd Play Area	110.0	0.0	50.0	60.0	0.0	0.0	0.0
A	33246	Gt Preston Meadow Greenspace Imps	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	33247	The Rein Greenspace Imps S106	200.0	0.0	0.0	200.0	0.0	0.0	0.0
A	33248	East Ardsley Rec Ground Greenspace Imps	12.5	0.0	0.0	12.5	0.0	0.0	0.0
A	33249	Hollingshurst Woods Greenspace Imps	98.5	0.0	0.0	98.5	0.0	0.0	0.0
A	33250	Ninelands Lane Playground Refurbishment	88.0	0.0	23.8	64.2	0.0	0.0	0.0
A	33264	Climate Emergency	3,251.0	0.0	151.0	850.0	700.0	750.0	800.0
A	33277	York Road Pond & Bridge Repair S106	7.0	0.0	7.0	0.0	0.0	0.0	0.0
A	33278	Nunroyd Parks Footpath Imps S106	7.2	0.0	7.2	0.0	0.0	0.0	0.0
A	33284	Glencoe Gardens Environmental Imps	20.3	0.0	20.3	0.0	0.0	0.0	0.0
A	33285	Whitehouse Lane Picnic Site S106	101.0	0.0	91.0	10.0	0.0	0.0	0.0
Total	Parks And Countryside		13,087.1	2,094.3	3,344.9	4,227.9	1,870.0	750.0	800.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

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Highways

Highways				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's						
Cat	Scheme	Scheme Title	Estimated Costs			After 2022/23						
					2019/20	2020/21	2021/22	2022/23				
Asset Management												
A	32418		East Leeds Extension - Land Acquisition	2,096.0	1,896.6	0.0	199.4	0.0	0.0			
A	33050		East Leeds Ext Var Discr Land Purchases	5,316.0	2,040.0	1,126.0	1,150.0	1,000.0	0.0			
Total Asset Management						7,412.0	3,936.6	1,126.0	1,349.4	1,000.0	0.0	0.0
Highways												
A	13184		A65 Quality Bus Initiative	20,893.1	20,858.1	35.0	0.0	0.0	0.0	0.0		
A	16747		East Leeds Orbital Road - Main Scheme	109,031.0	5,246.8	5,082.6	36,521.6	42,180.0	20,000.0	0.0		
A	16969	CCA	Cycle City Ambition 1 East To West	30,563.8	30,543.3	20.5	0.0	0.0	0.0	0.0		
A	16969	MON	Cycle City Ambition 1 Monitoring & Eval	133.9	128.8	5.1	0.0	0.0	0.0	0.0		
A	32408	CCA	Cycle City Ambition 2 City Centre & Er	8,231.2	6,248.8	1,982.4	0.0	0.0	0.0	0.0		
A	32408	MON	Cycle City Ambition 2 Monitoring & Eval	86.4	24.7	61.7	0.0	0.0	0.0	0.0		
A	32448	ALL	Elor - Outer Ring Rd Junction Imps	792.4	442.4	350.0	0.0	0.0	0.0	0.0		
A	32448	HAR	Elor - Outer Ring Rd - Harrogate Rd Junc	7,314.0	3,584.0	3,730.0	0.0	0.0	0.0	0.0		
A	32448	KIN	Elor - Outer Ring Rd - King Ln Junct Imp	199.6	121.0	78.6	0.0	0.0	0.0	0.0		
A	32448	ROU	Elor - Outer Ring Rd - Roundhay Park Ln	4,698.0	2,664.2	2,033.8	0.0	0.0	0.0	0.0		
A	32448	SHA	Elor Shadwell Lane Junction	30.0	27.7	2.3	0.0	0.0	0.0	0.0		
A	32856		East Leeds Orbital Road - Land Purchases	9,895.0	7,692.2	1,000.0	1,202.8	0.0	0.0	0.0		
A	32899		Utc Scoot Traffic Control Systems A65	2,160.0	633.0	1,527.0	0.0	0.0	0.0	0.0		
A	32944		A6120 Outer Ring Road Cycleway	3,200.0	100.3	2,500.0	599.7	0.0	0.0	0.0		
A	33047		East Leeds Orb Rd - Ph2 Main Sch Design	5,050.0	1,442.4	3,607.6	0.0	0.0	0.0	0.0		
A	33113		Cycle City Connect - Phase 3	6,000.0	0.0	0.0	5,500.0	500.0	0.0	0.0		
A	33113	CCA	City Connect Cycle Route - Phase 3	140.0	0.0	140.0	0.0	0.0	0.0	0.0		
A	33113	MON	Cycle Ambition Phase 3 - Monitoring	15.0	0.0	15.0	0.0	0.0	0.0	0.0		
A	33198		Utrmc New It Control System For Wy	1,225.0	0.0	500.0	725.0	0.0	0.0	0.0		
A	33208		Utrmc - Element A - Traffic Signals Imps	1,513.5	0.0	30.0	520.0	963.5	0.0	0.0		
Total Highways				211,171.9	79,757.7	22,701.6	45,069.1	43,643.5	20,000.0	0.0		

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Transport

Transport				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title				Estimated Costs			After 2022/23	
						2019/20	2020/21	2021/22	2022/23	
Asset Management										
A	33080		Leeds Station Masterplan & Hs2 Fees	3,550.0	281.1	750.0	750.0	768.9	1,000.0	0.0
A	33104		Leeds Station Joint Venture	2,000.0	0.0	0.0	0.0	2,000.0	0.0	0.0
Total Asset Management				5,550.0	281.1	750.0	750.0	2,768.9	1,000.0	0.0
Highways										
A	16914		Kirkstall Forge Leeds Rail Growth	10,300.0	10,130.4	0.0	0.0	169.6	0.0	0.0
A	32673		Leeds Public Transport Investment	113,454.5	0.0	38,917.1	65,794.8	8,742.6	0.0	0.0
A	32771	BFD	A647 - Bus Priority Corridor	9,995.6	878.8	4,216.8	4,900.0	0.0	0.0	0.0
A	32771	WAK	A61 South - Bus Priority Corridor	426.1	220.3	205.8	0.0	0.0	0.0	0.0
A	32772	SPR	Stourton Park And Ride	4,317.4	1,449.8	2,867.6	0.0	0.0	0.0	0.0
A	32774	LRS	Lptip Leeds Station Masterplan	500.0	231.5	268.5	0.0	0.0	0.0	0.0
A	32780		City Centre Vehicle Access Restrictions	1,890.0	1,452.7	437.3	0.0	0.0	0.0	0.0
A	32966		Netherfield Rd - Guiseley - M.S.Car Park	143.0	6.8	6.2	130.0	0.0	0.0	0.0
A	33000		Air Quality Imp - Electric Charge Points	1,242.0	0.2	541.8	700.0	0.0	0.0	0.0
A	33016		City Ctre Vehicle Access Restricts Ph2	1,157.0	0.0	0.0	1,157.0	0.0	0.0	0.0
A	33016	GRE	Greek Street Vehicle Access 2018/19	372.0	0.0	185.0	187.0	0.0	0.0	0.0
A	33016	MER	Merrion Street East 2018/19	301.0	0.1	150.9	150.0	0.0	0.0	0.0
Total Highways				144,098.6	14,370.6	47,797.0	73,018.8	8,912.2	0.0	0.0

Leeds City Council Capital Programme - Investing In Major Infrastructure

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Flood Alleviation
Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat	Scheme				2019/20	2020/21	2021/22	2022/23	
Highways									
A	15739			Valley Road Morley Culvert Improvement	100.0	0.5	0.0	99.5	0.0
A	16328			Ramsden Street Kippax Flood Alleviation	235.0	231.4	0.0	3.6	0.0
A	16557	AWE		Leeds Flood Allev Sch - Additional Works	294.0	79.9	214.1	0.0	0.0
A	16557	CON		Flood Alleviation - Principle Contract	42,327.5	42,314.2	13.3	0.0	0.0
A	16557	STO		Flood Alleviation Works At Stourton	1,536.0	1,501.0	35.0	0.0	0.0
A	16737			Wortley Beck Flood Alleviation Scheme	750.0	49.5	25.5	50.0	625.0
A	16966			Queen St - Allerton Bywater - Fld Aleyn	20.0	7.7	6.0	6.3	0.0
A	16979			Farnley Wood Beck Balancing Lake Ph 2	701.2	26.2	10.0	665.0	0.0
A	16982	NFM		Killingbeck Meadows (Nfm)	3,696.0	937.8	2,114.5	643.7	0.0
A	16982	NFM	ART	Arthurs Rein - Flood Risk Mgt Scheme	404.0	396.2	7.8	0.0	0.0
A	16982	NFM	HAL	Halton Moor - Flood Risk Mgt Scheme	283.0	63.3	219.7	0.0	0.0
A	16982	NFM	WYK	Wyke Beck Programme - Flood Risk Mgt	367.0	197.3	158.0	11.7	0.0
A	32234			Flood Risk Management Minor Works	1,062.3	72.9	0.0	239.4	250.0
A	32500			Leeds Flood Alleviation Scheme 2	71,419.2	0.0	332.0	15,282.0	24,193.2
A	32500	AWE	NFM	Lfas Ph 2 - Natural Flood Mitigation	514.0	0.0	514.0	0.0	0.0
A	32500	AWE	STE	Lfas Phase 2 - River Stewardship	298.0	0.0	298.0	0.0	0.0
A	32500	CON		Leeds Flood Allev Phase 2 - Construction	5,233.9	0.0	5,233.9	0.0	0.0
A	32500	DES		Flood Alleviation Scheme 2 - Design	7,131.1	6,931.1	200.0	0.0	0.0
A	32500	TEC		Lfas Phase 2 - Technical Advisor	1,877.0	0.0	433.0	578.0	578.0
A	32754			Westfields - Allerton Bywater - Frm	554.7	533.4	21.3	0.0	0.0
A	32778			Barley Hill Rec - Flood Allev Works	138.5	137.3	1.2	0.0	0.0
A	32850			Lin Dyke Garforth Flood Alleviation	128.0	73.2	54.8	0.0	0.0
A	32851			Lin Dyke Kippax - Flood Alleviation	148.0	10.0	62.0	76.0	0.0
A	32912			Otley Flood Alleviation	3,408.8	571.8	737.0	2,100.0	0.0
A	33111			Mickletown Flood Alleviation	1,159.0	53.5	5.5	1,100.0	0.0
A	33165			Potternewton Surface Water Fas	68.0	0.0	49.0	19.0	0.0
A	33166			Guiselley Surface Water Fas	68.0	0.0	43.0	25.0	0.0
A	33190			Hawthorn Terrace Frm - Phase 2	62.0	0.0	62.0	0.0	0.0
A	33191			Hawthorn Terrace Frm - Phase 3	158.0	0.0	158.0	0.0	0.0
A	33279			Meanwood Beck	60.0	0.0	0.0	60.0	0.0
A	33280			Sheepscar Beck	60.0	0.0	0.0	60.0	0.0
Total Highways					144,262.2	54,188.2	11,008.6	21,019.2	25,646.2
								32,150.0	250.0

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Energy Efficiency & Carbon Reduction Initiatives

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				After 2022/23
					2019/20	Estimated Costs		2022/23	
						2020/21	2021/22		
Sustainable Energy & Climate Change									
B	16196	Free Home Insulation Programme	47.4	0.0	0.0	0.0	0.0	47.4	0.0
B	16196	ERL Energy Repayment Loans Lcu	50.0	0.0	50.0	0.0	0.0	0.0	0.0
B	16196	FPF Fuel Poverty Fund	1,150.0	675.8	100.0	100.0	100.0	174.2	0.0
B	16196	SGM Swarcliffe Gas Mains Extension	1,207.7	0.0	207.7	1,000.0	0.0	0.0	0.0
B	16196	WWH Warm Well Homes	280.0	233.0	47.0	0.0	0.0	0.0	0.0
A	32463	COM District Heating Network (Com)	20,464.1	16,348.8	4,115.3	0.0	0.0	0.0	0.0
A	32463	PH2 District Heating Ph2 Extension City Ctr	5,681.0	0.0	400.0	4,000.0	1,281.0	0.0	0.0
A	32979	BSP Caz Bike Share Project	40.0	2.3	37.7	0.0	0.0	0.0	0.0
A	32979	IIM Caz Infrastructure Imps Ph1	80.0	0.0	80.0	0.0	0.0	0.0	0.0
A	32979	TPH Caz Support For Taxi & Private Hire	700.0	0.0	700.0	0.0	0.0	0.0	0.0
A	32980	CDP Caz City Dressing Project	359.8	0.0	359.8	0.0	0.0	0.0	0.0
A	32980	ECP Caz Ev Charging Points	289.7	0.0	289.7	0.0	0.0	0.0	0.0
A	32980	ETT Caz Electric Taxi Trial	299.2	0.0	299.2	0.0	0.0	0.0	0.0
A	32980	SCH Caz School Projects	101.3	86.1	15.2	0.0	0.0	0.0	0.0
A	32980	SME Caz Sme'S Ulev Vehicle Uptake	660.0	0.0	660.0	0.0	0.0	0.0	0.0
A	32981	FEA Clean Air Zone Feasibility	191.4	173.1	18.3	0.0	0.0	0.0	0.0
A	33024	Caz Infrastructure And Support	17,318.8	0.0	0.0	17,318.8	0.0	0.0	0.0
A	33024	CAF Caz Hgv Buses And Coaches	15,821.8	0.0	821.8	7,000.0	8,000.0	0.0	0.0
A	33024	CAZ Implementation Of Caz	6,300.1	19.0	2,281.1	4,000.0	0.0	0.0	0.0
E	33024	LFS Caz Loan Fund Taxi/Private Hire Sector	3,500.0	0.0	1,250.0	2,250.0	0.0	0.0	0.0
A	33181	Ev-Elocity Ev Charging Infrastructure	197.8	0.0	98.9	98.9	0.0	0.0	0.0
Total Sustainable Energy & Climate Change			74,740.1	17,538.1	11,831.7	35,767.7	9,381.0	221.6	0.0

Leeds City Council Capital Programme - Supporting Service Provision

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Schools					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's					After 2022/23	
Cat	Scheme		Scheme Title				Estimated Costs			2019/20	2020/21		2021/22
Learning Places													
B	16585	ETA	PH3	East Ardsley Ps 2014 Tbn		842.3	829.1	0.0	0.0	0.0	0.0		13.2
A	16981	BGE	FUR	2015-16 Bn Bulge Works - F&E Provision		101.0	92.6	0.0	0.0	0.0	0.0		8.4
A	16981	CAL		Calverley Ce Ps - Basic Need 2015		2,661.3	2,650.9	10.4	0.0	0.0	0.0		0.0
A	16981	GUI		Guiseley Ps Bn 2015		5,423.5	5,409.1	14.4	0.0	0.0	0.0		0.0
A	16981	OSW		St. Oswald'S Js Ph2 Bn 2015		1,580.7	1,575.7	5.0	0.0	0.0	0.0		0.0
A	16981	PPH		Pudsey Primrose Hill Ps Bn 2015		3,254.4	3,194.4	60.0	0.0	0.0	0.0		0.0
A	32200			Learning Places Future Years Provision		26,629.1	0.0	275.0	19,328.4	7,025.7	0.0		0.0
A	32201			Basic Need Programme Risk Fund		7,190.0	0.0	0.0	0.0	7,190.0	0.0		0.0
A	32274	CAS		Castleton Ps - Basic Need 2016		5,636.5	5,619.8	5.0	0.0	0.0	0.0		11.7
A	32274	HOL		Hollybush Ps - Basic Need 2016		4,038.0	4,007.3	30.7	0.0	0.0	0.0		0.0
A	32450	BEE		Beecroft Ps - Basic Need 2017		3,000.0	2,686.4	208.6	30.0	0.0	0.0		75.0
A	32450	BGE	ALL	2017 Bn Bulge Prog - Allerton Ce Ps		372.9	268.7	50.0	0.0	0.0	0.0		54.2
A	32450	BGE	GRI	2017 Bn Bulge Prog - Grimes Dyke Ps		127.9	76.8	51.1	0.0	0.0	0.0		0.0
A	32450	BGE	MAL	2017 Bn Bulge Prog - Moor Allerton Hall		437.1	417.7	0.0	0.0	0.0	0.0		19.4
A	32450	BRA		Bramley Ps - Basic Need 2017		3,707.1	3,636.3	60.8	10.0	0.0	0.0		0.0
A	32450	BRU	PH1	Brudenell Ps Phase 1 - Bn 2017		987.7	974.8	12.9	0.0	0.0	0.0		0.0
A	32450	BRU	PH2	Brudenell Ps Phase 2 - Bn 2017		1,046.9	1,043.7	3.2	0.0	0.0	0.0		0.0
A	32450	CHS		Cockburn School - Bn 2017		1,311.3	1,180.2	131.1	0.0	0.0	0.0		0.0
A	32450	COT		Cottingley Primary Academy - Bn 2017		1,402.8	1,178.2	224.6	0.0	0.0	0.0		0.0
A	32450	GRE		Greenside Ps - Basic Need 2017		1,030.0	69.5	827.7	61.4	0.0	0.0		71.4
A	32450	HAW	EXP	Hawthorn Wood Ps Expansion - Bn 2017		2,176.2	2,092.7	46.3	37.2	0.0	0.0		0.0
A	32450	HAW	REF	Hawthorn Wood Ps Refurb - Bn 2017		1,049.0	947.6	13.6	87.8	0.0	0.0		0.0
A	32450	HOV		Hovingham Ps - Basic Need 2017		4,310.0	4,194.5	115.5	0.0	0.0	0.0		0.0
A	32450	HSM		Hunslet St Mary'S Ps - Basic Need 2017		2,177.8	2,083.8	74.0	20.0	0.0	0.0		0.0
A	32450	IVE		Iveson Ps - Basic Need 2017		3,580.7	3,234.0	153.7	47.7	0.0	0.0		145.3
A	32450	LOW		Low Road Ps - Basic Need 2017		1,399.7	1,397.9	1.8	0.0	0.0	0.0		0.0
A	32450	PAR		Park Spring Ps - Basic Need 2017		4,643.4	4,531.1	79.7	0.0	0.0	0.0		32.6
A	32450	ROU	PH2	Roundhay School Ph2 - Bn 2017		11,753.7	11,587.7	166.0	0.0	0.0	0.0		0.0
A	32655	ACE		Allerton Ce Ps - Basic Need 2018		4,696.8	1,688.1	2,628.7	380.0	0.0	0.0		0.0
A	32655	BGE	MAL	2018 Bn Bulge Programme - Moor All Hall		315.4	201.4	65.2	48.8	0.0	0.0		0.0
A	32655	BGE	ROU	2018 Bn Bulge Programme -Roundhay School		233.9	162.8	9.3	61.8	0.0	0.0		0.0
A	32655	CAR		Carr Manor Community School Bn 2018		4,674.3	1,810.9	2,713.4	150.0	0.0	0.0		0.0
A	32655	CAR	MOD	Carr Manor School Modular Wks - Bn 2018		162.9	105.5	2.7	54.7	0.0	0.0		0.0
A	32655	FIE	EAR	Fieldhead Carr Ps Expansion - Bn 2018		3,870.7	3,412.8	353.6	3.0	0.0	0.0		101.3
A	32655	HMP		Hunslet Moor Ps - Basic Need 2018		5,350.0	5,149.9	200.1	0.0	0.0	0.0		0.0
A	32655	MIC		Micklefield Ce Ps - Basic Need 2018		2,298.0	14.3	65.0	1,286.8	879.9	52.0		0.0
A	32655	PAR	ASC	2018 Bn Bulge Programme - Parklands Ps		96.5	57.0	39.5	0.0	0.0	0.0		0.0
A	32655	SHA		Shakespeare Ps - Basic Need 2018		11,215.8	10,845.8	327.0	0.0	0.0	0.0		43.0
A	32655	WIN	ASC	2018 Bn Bulge Programme - Windmill Ps		169.5	118.4	8.7	25.0	0.0	0.0		17.4

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Schools

Scheme Title

Total
Scheme
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Actual
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Estimated Costs

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2019/20

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2021/22

2022/23

2022/23

A	32737	BEE		Beeston St Luke'S Ps - Basic Need 2019	4,295.0	290.1	1,183.8	2,676.1	0.0	0.0	145.0
A	32737	BGE	JCA	2019 Bn Bulge Programme-John Charles Aca	127.8	0.0	127.8	0.0	0.0	0.0	0.0
A	32737	BGE	SEN	2019 Bn Bulge Prog - Nw Silc, Rich Hill	162.0	0.0	162.0	0.0	0.0	0.0	0.0
A	32737	BGE	SHA	2019 Bn Bulge Prog - Shakespeare Sen	295.6	0.0	295.6	0.0	0.0	0.0	0.0
A	32737	MAL		Moor Allerton Hall Ps - Basic Need 2019	5,653.7	824.3	4,415.9	413.5	0.0	0.0	0.0
A	32737	MAL	CHI	Highwood Public House Remodelling	800.0	399.3	335.7	65.0	0.0	0.0	0.0
A	32737	OAK		Oakwood Sen - Basic Need 2019	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	32737	SEN		Sen Expansions - Basic Need 2019	25.0	0.0	0.0	25.0	0.0	0.0	0.0
A	32737	SHA		Shakespeare Sen - Basic Need 2019	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	32739			Send Special Provision Fund Allocations	4,416.5	0.0	325.0	4,091.5	0.0	0.0	0.0
A	33176	MEA		Meanwood Sen - Basic Need 2020	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	33176	NES		Nesfield Sen - Basic Need 2020	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	33176	WDH		Woodhouse West Oaks Sen - Bn 2020	300.0	0.0	300.0	0.0	0.0	0.0	0.0
A	33177	EAS		East Leeds High School - Bn 2021	25.0	0.0	25.0	0.0	0.0	0.0	0.0
A	33177	LAU		Laurence Calvert School - Bn 2021	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	33177	RCT		Sen Expansions - Basic Need 2021	250.0	0.0	250.0	0.0	0.0	0.0	0.0
A	33178	HOR		Horsforth Academy - Basic Need 2022	200.0	0.0	200.0	0.0	0.0	0.0	0.0
A	33178	JCA		John Charles Academy - Basic Need 2022	2,150.9	0.0	275.0	1,830.9	45.0	0.0	0.0

Total	Learning Places				153,746.3	90,061.1	17,020.1	30,734.6	15,140.6	52.0	737.9

Other Education Schemes

A	13373	MSM	FIR	Mt St Mary'S Fire Strategy Works	129.3	105.2	24.1	0.0	0.0	0.0	0.0
A	32569	APP	BRM	Burmantofts Nursery Access Works	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	32569	APP	BUR	Burley Children'S Centre Access Works	4.6	0.0	4.6	0.0	0.0	0.0	0.0
A	32569	APP	CHA	Chapel Allerton Ps Access Works	37.4	34.8	2.6	0.0	0.0	0.0	0.0
A	32569	APP	STH	St Theresa'S Rc Ps Access Works	2.4	0.0	2.4	0.0	0.0	0.0	0.0
A	32569	APP	STR	Strawberry Fields Ps Access Works	3.2	0.0	3.2	0.0	0.0	0.0	0.0
A	32569	APP	WES	Westbrook Lane Ps Access Works	5.2	0.0	5.2	0.0	0.0	0.0	0.0
A	32846	APP	BRO	Broadgate Ps Access Works	2.8	2.3	0.5	0.0	0.0	0.0	0.0
A	32846	APP	GRP	Gr Preston Ce Ps - Access Works	7.2	4.7	2.5	0.0	0.0	0.0	0.0
A	32846	APP	MEA	Meadowfield Ps Access Works	11.4	0.0	11.4	0.0	0.0	0.0	0.0
A	32846	APP	NIN	Ninlands Lane Ps - Access Works	8.1	7.2	0.9	0.0	0.0	0.0	0.0
A	32846	APP	QUE	Queensway Ps Access Works	12.4	0.0	12.4	0.0	0.0	0.0	0.0
A	32846	APP	ROT	Rothwell Victoria Ps Access Works	14.9	12.6	2.3	0.0	0.0	0.0	0.0
A	32846	APP	SHL	Sharp Lane Ps Access Works	3.2	1.8	1.4	0.0	0.0	0.0	0.0
A	32846	APP	VAL	Valley View Ps Access Works	34.2	0.0	29.9	4.3	0.0	0.0	0.0
A	32900			East Silc / Brigshaw Hs - Send Provision	30.0	0.0	0.0	30.0	0.0	0.0	0.0
A	32943	APP	CAR	Carlton Ps Access Works	6.4	0.0	6.4	0.0	0.0	0.0	0.0

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Schools

Cat	Scheme	Scheme Title			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
							Estimated Costs				
							2019/20	2020/21	2021/22	2022/23	After 2022/23
A	32943	APP	CLA	Clapgate Ps Access Works	9.1	0.0	9.1	0.0	0.0	0.0	0.0
A	32943	APP	GRE	Greenmount Ps Access Works	2.6	0.0	2.6	0.0	0.0	0.0	0.0
A	32943	APP	HUG	Hugh Gaitskell Ps Access Works	36.3	0.0	10.0	26.3	0.0	0.0	0.0
A	32943	APP	KVP	Kirstall Valley Ps Access Works	1.8	0.0	1.8	0.0	0.0	0.0	0.0
A	32943	APP	LAW	Lawns Park Ps Access Works	8.8	0.0	8.8	0.0	0.0	0.0	0.0
A	32943	APP	MAN	Manston Primary Access Works	6.2	0.0	6.2	0.0	0.0	0.0	0.0
A	32943	APP	MIL	Millfield Primary Access Works	6.4	0.0	6.4	0.0	0.0	0.0	0.0
A	32943	APP	ROS	Rosebank Ps Access Works	2.8	0.0	2.8	0.0	0.0	0.0	0.0
A	32943	APP	STR	Strawberry Fields Ps Access Works	12.3	11.7	0.6	0.0	0.0	0.0	0.0
A	32943	APP	WES	Westbrook Lane Access Works	6.5	0.0	6.5	0.0	0.0	0.0	0.0
A	32943	APP	WHI	White Laith Primary Access Works	9.1	0.0	9.1	0.0	0.0	0.0	0.0
A	33062			New Secondary Schools - Feasibility	443.2	0.0	0.0	143.2	150.0	150.0	0.0
A	33062	SSA		Secondary Schools - Feasibility One	30.3	25.3	1.6	3.4	0.0	0.0	0.0
A	33062	SSB		Secondary Schools - Feasibility Two	26.5	7.5	0.0	19.0	0.0	0.0	0.0
A	33147			Schools Access Works Programme 19/20	60.3	0.0	0.0	60.3	0.0	0.0	0.0
A	33147	APP	BEE	Beeston Ps - Access Works	19.6	0.0	19.6	0.0	0.0	0.0	0.0
A	33147	APP	HSM	Horsforth St Margaret'S - Access Works	6.2	0.0	6.2	0.0	0.0	0.0	0.0
A	33147	APP	ING	Ingram Road Ps - Access Works	6.3	0.0	0.0	6.3	0.0	0.0	0.0
A	33147	APP	IRE	Ireland Wood Ps - Access Works	25.4	0.0	15.4	10.0	0.0	0.0	0.0
A	33147	APP	STB	St Bartholomew'S - Access Works	20.1	0.0	0.0	20.1	0.0	0.0	0.0
A	33147	APP	WES	West End Ps - Access Works	5.8	0.0	5.8	0.0	0.0	0.0	0.0
A	33147	APP	WHI	Whingate Ps - Access Works	6.3	0.0	0.0	6.3	0.0	0.0	0.0
B	33180			Highways Tro - St. Theresa'S Rcp	8.0	0.0	0.0	8.0	0.0	0.0	0.0
A	33283			Schools Access Works Programme 20/21	150.0	0.0	0.0	50.0	100.0	0.0	0.0
Total Other Education Schemes					1,224.6	213.1	224.3	387.2	250.0	150.0	0.0
Support Services											
E	16518			C&F Capital Programme Management	3,921.2	2,913.9	315.0	320.0	320.0	52.3	0.0
Total Support Services					3,921.2	2,913.9	315.0	320.0	320.0	52.3	0.0

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Supporting Children & Young People

Scheme Title

Total
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Cost

Actual
To
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All Figures are in £000's

Estimated Costs

2019/20

2020/21

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After
2022/23

Asset Management

B	32689		Relocation Of Med Needs Teaching Service	130.0	121.1	8.9	0.0	0.0	0.0	0.0
B	33049		Middleton Park Complex Relocation	750.0	714.3	35.7	0.0	0.0	0.0	0.0

Total	Asset Management			880.0	835.4	44.6	0.0	0.0	0.0	0.0

Other Education Schemes

A	32457		Semh Reconfiguration Programme	92.5	0.0	0.0	92.5	0.0	0.0	0.0
A	32457	EAS	Semh - East Leeds	13,173.4	12,967.1	171.3	35.0	0.0	0.0	0.0
A	32457	EAS	HIG Semh - East Leeds - Highways Works	507.1	485.0	0.0	22.1	0.0	0.0	0.0
A	32457	NOR	Semh - North Leeds	14,051.0	13,823.4	37.6	190.0	0.0	0.0	0.0
A	32457	SOU	Semh - South Leeds	14,368.9	14,172.4	156.5	40.0	0.0	0.0	0.0
A	32457	SOU	HIG Semh - South Leeds - Highways Works	45.6	44.3	1.3	0.0	0.0	0.0	0.0

Total	Other Education Schemes			42,238.5	41,492.2	366.7	379.6	0.0	0.0	0.0

Social Care/Youth/Early Years

A	16778	CCC	Chapelton Childrens Centre Alterations	125.0	0.0	125.0	0.0	0.0	0.0	0.0
B	32210	TOC	Tracking Outcomes For Children Sc&H Fund	1,300.0	131.3	248.7	275.0	300.0	300.0	45.0
B	32453		Children'S Homes Refurbishment Works	1,602.1	0.0	0.0	500.0	500.0	500.0	102.1
B	32453	ACO	Send Residential Children'S Home	35.7	0.0	20.7	15.0	0.0	0.0	0.0
B	32453	DEV	Children'S Homes Refurb - Devnt Works	40.5	39.8	0.7	0.0	0.0	0.0	0.0
B	32453	STC	St Catherine'S Drive Ch'S Home Refurb.	294.6	303.9	-9.3	0.0	0.0	0.0	0.0
A	33043		Burley Park Pru Conversion	1,800.0	2.0	38.0	1,760.0	0.0	0.0	0.0
A	33063		Care Leaver Hub	750.0	0.0	0.0	400.0	350.0	0.0	0.0
B	33064		Pmp Childrens Centres	227.7	0.0	27.7	50.0	50.0	50.0	50.0
B	33064	NEW	Cc Pmp Works - New Beverley Ps	22.3	0.0	22.3	0.0	0.0	0.0	0.0

Total	Social Care/Youth/Early Years			6,197.9	477.0	473.8	3,000.0	1,200.0	850.0	197.1

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Supporting Older People

Supporting Older People					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's			
Cat	Scheme	Scheme Title		Estimated Costs			After 2022/23			
						2019/20	2020/21	2021/22	2022/23	
People With Learning Disabilities										
A	33186		Improvement Wks To Ld Properties		235.6	0.0	0.0	235.6	0.0	0.0
Total People With Learning Disabilities					235.6	0.0	0.0	235.6	0.0	0.0
Services For Older People										
A	32824		Telecare Equipment A&H 2019/20		579.8	0.0	579.8	0.0	0.0	0.0
A	33088		Telecare Equipment A& H 2021/22		600.0	0.0	0.0	0.0	600.0	0.0
A	33089		Telecare Equipment A&H 2020/21		600.0	0.0	0.0	600.0	0.0	0.0
A	33260		Telecare Equipment Annual Prog 2022/23		600.0	0.0	0.0	0.0	0.0	600.0
A	33261		Telecare Equipment Annual Prog 2023/24		600.0	0.0	0.0	0.0	0.0	600.0
Total Services For Older People					2,979.8	0.0	579.8	600.0	600.0	600.0
Adults And Health General										
A	16771		Asc Community Capacity Grant		370.5	0.0	0.0	370.5	0.0	0.0
A	33138		Refurbishment Of Terry Yorath Res Care H		270.0	0.0	270.0	0.0	0.0	0.0
Total Adults And Health General					640.5	0.0	270.0	370.5	0.0	0.0
Adaptations										
A	32625		Adaptations To Private Homes 2019/20		470.0	33.4	436.6	0.0	0.0	0.0
A	32821		Adaptations To Private Homes 2020/21		470.0	0.0	0.0	470.0	0.0	0.0
A	33086		Adaptations To Private Homes 2021/22		470.0	0.0	0.0	0.0	470.0	0.0
A	33262		Adaptations To Private Homes 2022/23		470.0	0.0	0.0	0.0	0.0	470.0
A	33263		Adaptations To Private Homes 2023/24		470.0	0.0	0.0	0.0	0.0	470.0
Total Adaptations					2,350.0	33.4	436.6	470.0	470.0	470.0
Digital Information Services										
B	32210		Social Care & Health Fund		19,620.4	0.0	45.6	500.0	500.0	500.0
D	32210	CAC	Collaboration And Conferencing		184.0	164.0	20.0	0.0	0.0	0.0
B	32210	CSP	City Sharepoint		40.0	0.0	40.0	0.0	0.0	0.0
B	32210	CWN	City Wide Network Connectivity & Service		150.0	32.4	117.6	0.0	0.0	0.0
D	32210	DWH	Data Warehouse H&C Hub		660.8	270.6	390.2	0.0	0.0	0.0
B	32210	LCR PH2	Leeds Care Record Enhancements		427.0	0.0	427.0	0.0	0.0	0.0

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Supporting Older People

Scheme Title

Total
Scheme
Cost

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Cat Scheme

D	32210	LHP	Leeds Health Pathways	93.0	20.2	72.8	0.0	0.0	0.0	0.0
D	32210	NHS	Nhs No. Access For Children & Families	20.5	0.0	20.5	0.0	0.0	0.0	0.0
D	32210	PHR	Person Held Record Roll Out (Bcf)	1,209.0	633.6	245.8	329.6	0.0	0.0	0.0
D	32210	PHR PH2	Person Held Record Phase 2 (Helm)	591.0	0.0	235.0	356.0	0.0	0.0	0.0
Total Digital Information Services				22,995.7	1,120.8	1,614.5	1,185.6	500.0	500.0	18,074.8
Strategic Housing Partnerships										
E	1486		Adaptations (Disabled Facilities Grant)	99,678.5	91,550.7	8,127.8	0.0	0.0	0.0	0.0
B	98040		Disabled Facilities Grants	15,036.0	0.0	0.0	7,518.0	7,518.0	0.0	0.0
B	98040	SJ1	Adaptations Parent For Feb 2020	17,243.4	0.0	0.0	0.0	0.0	8,621.7	8,621.7
Total Strategic Housing Partnerships				131,957.9	91,550.7	8,127.8	7,518.0	7,518.0	8,621.7	8,621.7

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Environment & Waste

Scheme Title

Cat Scheme

Total
Scheme
Cost

Actual
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All Figures are in £000's

Estimated Costs

2019/20

2020/21

2021/22

2022/23

After
2022/23

Strategic Housing Partnerships

A	16807	KID	Kidacre Travellers Site	890.0	816.2	34.3	39.5	0.0	0.0	0.0

Total	Strategic Housing Partnerships			890.0	816.2	34.3	39.5	0.0	0.0	0.0

Waste Management

A	12160		Middleton Broom Landfill Site	130.3	115.5	14.8	0.0	0.0	0.0	0.0

B	12594	COM	Bin Replacement Programme	8,361.7	7,647.2	686.8	27.7	0.0	0.0	0.0

B	12594	LIT	CTY	Litter Bins City	79.6	70.0	9.6	0.0	0.0	0.0

B	12594	LIT	EAS	Litter Bins East	95.3	74.1	14.2	7.0	0.0	0.0

B	12594	LIT	SOU	Litter Bins South	131.0	105.7	9.2	16.1	0.0	0.0

B	12594	LIT	WES	Litter Bins West	105.3	82.8	8.9	13.6	0.0	0.0

B	12594	RIP		Recycling Imp Plan - Sort	472.6	382.3	90.3	0.0	0.0	0.0

B	14261			Roll Out Of Garden Expansion	3,527.0	3,370.5	156.5	0.0	0.0	0.0

B	15602			Food Waste Bin Pilot	205.4	184.0	21.4	0.0	0.0	0.0

A	16169	COM		Kirkstall Hwss Tfl & Refurbishment	5,180.3	5,095.7	84.6	0.0	0.0	0.0

A	32782			Operational Depot Development	3,359.0	0.0	0.0	3,359.0	0.0	0.0

A	32782	FEE		Operational Depot Fees	651.5	211.9	439.6	0.0	0.0	0.0

B	33009			Bin Yard Regeneration Investment	247.5	59.4	188.1	0.0	0.0	0.0

Total	Waste Management			22,546.5	17,399.1	1,724.0	3,423.4	0.0	0.0	0.0

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Leeds City Council Capital Programme - Supporting Service Provision

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Affordable Housing

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

2019/20

2020/21

2021/22

2022/23

After
2022/23

Strategic Housing Partnerships

A	15727		Energy Efficiency - Rhb	29.7	0.0	29.7	0.0	0.0	0.0	0.0
A	16043	CP1	Cpo 5 Sholebroke Ave	220.5	203.6	16.9	0.0	0.0	0.0	0.0
A	16043	CP2	Cpo 19 Fewston Avenue	60.5	2.8	57.7	0.0	0.0	0.0	0.0
A	16043	CP3	Cpo 11 Lowther Street	59.1	46.1	13.0	0.0	0.0	0.0	0.0
A	16043	ES1	Enforced Sale - 36 Richardson Rd	30.0	28.2	1.8	0.0	0.0	0.0	0.0
A	16500	HGR	Holbeck Group Repair (Scip)	3,238.6	2,848.7	389.9	0.0	0.0	0.0	0.0
E	16796		Equity Loan To Vulnerable Households	2,000.0	367.3	300.0	300.0	1,032.7	0.0	0.0
A	16962	CPO	Leeds Empty Properties Cpos	105.5	67.4	0.0	38.1	0.0	0.0	0.0
A	16962	CPO	OO3 Cpo 7&9 Lea Farm, Kirkstall	244.0	10.4	233.6	0.0	0.0	0.0	0.0
A	16962	LEH	Leeds Empty Homes Loans	540.0	70.0	150.0	320.0	0.0	0.0	0.0
A	16962	LEP	Empty Homes Leeds Empties Partnership	675.0	575.0	100.0	0.0	0.0	0.0	0.0
A	16962	LTC	Localities Team Capitalisation	2,836.0	2,298.1	400.0	137.9	0.0	0.0	0.0
A	32888	HED	Supported Housing Loan Hedley Chase	1,938.0	0.3	1,937.7	0.0	0.0	0.0	0.0
A	32888	LAT	Supported Housing Loan Latch	676.0	388.8	287.2	0.0	0.0	0.0	0.0
A	32888	REG	Supported Housing Loan Regent Lodge	916.0	1.5	914.5	0.0	0.0	0.0	0.0
Total Strategic Housing Partnerships				13,568.9	6,908.2	4,832.0	796.0	1,032.7	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

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Client Management Systems

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	Estimated Costs 2020/21	2021/22	2022/23	After 2022/23
Equipment/Ict/Vehicles									
A	32602	C&F Case Management System Phase 2	488.0	400.4	12.6	40.0	35.0	0.0	0.0
Total Equipment/Ict/Vehicles			488.0	400.4	12.6	40.0	35.0	0.0	0.0
Corporate Property Management									
A	16817	Property Maintenance Software Package	750.0	742.6	7.4	0.0	0.0	0.0	0.0
Total Corporate Property Management			750.0	742.6	7.4	0.0	0.0	0.0	0.0
Customer Access									
D	16499	WMS Integrated Waste Management System	946.0	918.0	0.0	0.0	0.0	0.0	28.0
D	32202	Customer Access Programme Ph 2	4,866.2	3,349.6	490.0	510.0	516.6	0.0	0.0
Total Customer Access			5,812.2	4,267.6	490.0	510.0	516.6	0.0	28.0

Leeds City Council Capital Programme - Investing In New Technology

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Core ICT Infrastructure

Core ICT Infrastructure				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's					
Cat	Scheme	Scheme Title				2019/20	Estimated Costs		2022/23	After 2022/23	
Digital Information Services											
A	32003	ASC	Asc It Equipment- Tablets & Smartphones		132.4	53.4	0.0	79.0	0.0	0.0	0.0
D	32176		Adults & Health - Digital Transformation		1,102.2	0.0	0.0	550.0	552.2	0.0	0.0
D	32176	SCS	Adults - Digital Transform Staff Costs		549.8	427.1	122.7	0.0	0.0	0.0	0.0
A	32551		Adults Staff Rostering System		78.0	0.0	20.0	58.0	0.0	0.0	0.0
Total Digital Information Services					1,862.4	480.5	142.7	687.0	552.2	0.0	0.0
Digital And Information Services											
A	12090		Ict Developments Equipment Fund		97.7	0.0	0.0	0.0	0.0	0.0	97.7
D	16976		Web & Insite Development		289.9	0.0	0.0	50.0	75.0	75.0	89.9
D	16976	INS	Insite Development		108.6	103.6	5.0	0.0	0.0	0.0	0.0
D	32427	GEN	Ict Esp 2018/19 (General Programme)		4,753.7	4,453.7	300.0	0.0	0.0	0.0	0.0
D	32552		Esp Discovery & Cleanse Edrm		450.0	357.3	92.7	0.0	0.0	0.0	0.0
D	32623	APX	Dis Esp 2019/20 - Apex Centre Works		450.0	0.0	20.0	430.0	0.0	0.0	0.0
D	32623	COM	Dis Esp 2019/20 Community Cloud		2,300.0	0.0	2,050.0	250.0	0.0	0.0	0.0
D	32623	GEN	Dis Esp 2019/20 General Programme		3,441.7	0.0	3,441.7	0.0	0.0	0.0	0.0
D	32819		Ict Essential Services Prog 2020/21		5,140.0	0.0	0.0	5,140.0	0.0	0.0	0.0
D	32884		Local Full Fibre Network Bids		3,600.0	0.0	1,200.0	1,200.0	1,200.0	0.0	0.0
D	32885		Computer Applications Refresh		13,900.0	1,900.0	3,800.0	4,200.0	4,000.0	0.0	0.0
A	32887		Apex Data Centre Tier Iii Upgrade		465.0	449.1	12.5	0.0	0.0	0.0	3.4
D	33067		Ict Essential Services Prog 2021/22		4,210.0	0.0	0.0	0.0	4,210.0	0.0	0.0
D	33068		Digital Developments Programme		2,000.0	0.0	0.0	1,000.0	1,000.0	0.0	0.0
D	33068	COM	Digital Developments Programme 19/20		700.0	0.0	550.0	150.0	0.0	0.0	0.0
D	33068	CSR	Core Systems Review		300.0	0.0	300.0	0.0	0.0	0.0	0.0
B	33098		Smart Phone & Tablet Replacement Prog		1,163.6	0.0	413.3	227.2	523.1	0.0	0.0
D	33231		Dis Essential Services Prog 2022/23		4,210.0	0.0	0.0	0.0	0.0	4,210.0	0.0
D	33232		Dis Essential Services Prog 2023/24		3,400.0	0.0	0.0	0.0	0.0	0.0	3,400.0
D	33233		Digital Developments Programme		10,000.0	0.0	0.0	0.0	0.0	5,000.0	5,000.0
Total Digital And Information Services					60,980.2	7,263.7	12,185.2	12,647.2	11,008.1	9,285.0	8,591.0
Civic Enterprise Leeds											
B	16191		Traded Services Equipment		75.2	45.5	29.7	0.0	0.0	0.0	0.0
Total Civic Enterprise Leeds					75.2	45.5	29.7	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

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Business Efficiency / Spend to Save Schemes

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	Estimated Costs 2020/21	2021/22	2022/23	After 2022/23
Leeds Building Services									
D	32965	Lbs Total Mobile-Additional Enhancements	286.4	46.8	239.6	0.0	0.0	0.0	0.0
Total Leeds Building Services			286.4	46.8	239.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Investing In New Technology

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New Technology in Schools

All Figures are in £000's

Cat	Scheme	Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	Estimated Costs 2020/21	2021/22	2022/23	After 2022/23
Other Education Schemes									
A	14320	PRI Bsf Wave 1 lct- D&B Sch - Priesthorpe	562.9	562.3	0.6	0.0	0.0	0.0	0.0
Total Other Education Schemes			562.9	562.3	0.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

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Cultural Infrastructure

Cultural Infrastructure				Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's							
Cat	Scheme	Scheme Title				Estimated Costs				After 2022/23			
						2019/20	2020/21	2021/22	2022/23				
Asset Management													
A	13307	OFF	Arena Off Site Works	1,257.0	1,247.9	9.1	0.0	0.0	0.0	0.0			
E	32615		34- 40 New Briggate Regeneration	750.0	0.0	0.0	400.0	350.0	0.0	0.0			
Total Asset Management							2,007.0	1,247.9	9.1	400.0	350.0	0.0	0.0
Culture And Sport													
A	32019	COM	Leeds Playhouse Refurbishment Wks	14,871.5	8,594.8	5,387.5	889.2	0.0	0.0	0.0			
A	32238		Grand Theatre Shops	250.0	0.0	0.0	0.0	250.0	0.0	0.0			
A	32891		Grand Theatre Feasibility	20.0	0.0	0.0	20.0	0.0	0.0	0.0			
A	32892		Hyde Park Picture House	282.3	0.0	0.0	282.3	0.0	0.0	0.0			
A	33020		Temple Works Capital Grant	750.0	0.0	0.0	750.0	0.0	0.0	0.0			
Total Culture And Sport							16,173.8	8,594.8	5,387.5	1,941.5	250.0	0.0	0.0

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City Centre Infrastructure

City Centre Infrastructure			Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's					
Cat	Scheme	Scheme Title			Estimated Costs				After	
					2019/20	2020/21	2021/22	2022/23	2022/23	
Asset Management										
A	16386		Elland Road Grant	500.0	0.0	0.0	0.0	0.0	500.0	0.0
A	16686		Sovereign Square Greenscape	3,920.5	3,907.4	13.1	0.0	0.0	0.0	0.0
A	32226		Holbeck Urban Village Connectivity	52.6	0.0	0.0	52.6	0.0	0.0	0.0
E	32449		Engine House Grant Agreement	150.0	0.0	150.0	0.0	0.0	0.0	0.0
A	32669	FEA	Vg2 / Mabgate/ Qhill Connectivity	200.0	17.1	50.0	132.9	0.0	0.0	0.0
A	32804		Quarry Hill Gateway Court	2,468.6	1,180.2	1,159.8	128.6	0.0	0.0	0.0
A	32875		Sovereign Street Bridge	3,500.0	25.6	300.0	2,274.4	900.0	0.0	0.0
A	33053		Sovereign Sq Greenspace Ph3 Access Road	256.3	44.9	211.4	0.0	0.0	0.0	0.0
Total Asset Management				11,048.0	5,175.2	1,884.3	2,588.5	900.0	500.0	0.0
Economic Development										
A	16494		Logic Leeds Spine Road (Ent Zone)	2,500.0	1,941.2	340.3	218.5	0.0	0.0	0.0
A	16811		Kirkgate Market Strategy Parent	936.2	0.0	0.0	536.2	400.0	0.0	0.0
A	16811	BLK	Kirkgate Market Refurb Roof/ Blockshops	470.0	0.4	295.1	174.5	0.0	0.0	0.0
A	16811	COM	Kirkgate Market -Main Refurbishment Work	13,360.2	13,341.9	18.3	0.0	0.0	0.0	0.0
A	16811	CTN	Kirkgate Market Containers & Relocation	100.0	38.6	39.5	21.9	0.0	0.0	0.0
A	16811	DES	Kirkgate Mkt Design Fees	1,198.0	1,180.8	0.0	17.2	0.0	0.0	0.0
A	16811	FHE	Market Food Hall Enhancements	100.0	0.0	0.0	100.0	0.0	0.0	0.0
A	16811	PUR	Kirkgate Market Purchase Of New Stalls	300.0	100.1	0.0	109.9	90.0	0.0	0.0
A	16812	COM	Design & Strip Out Wks & Compensation	300.0	186.7	67.3	46.0	0.0	0.0	0.0
A	32056		Merrion Street East Pedestrianisation	90.0	86.6	3.4	0.0	0.0	0.0	0.0
A	32219		South Bank Connectivity Improvements	210.0	0.0	60.0	150.0	0.0	0.0	0.0
A	32236		City Centre Enhancements	472.3	0.0	0.0	222.3	250.0	0.0	0.0
A	32236	BRI	Briggate Pop Up Play Events	19.5	0.0	19.5	0.0	0.0	0.0	0.0
E	32236	CFL	Child Friendly Leeds Sunday Events	12.0	0.0	12.0	0.0	0.0	0.0	0.0
A	32236	GST	Greek Street Resurfacing	484.6	15.0	320.0	149.6	0.0	0.0	0.0
A	32236	LBG	Expansion Of Legible Leeds Signage	89.4	0.0	67.4	22.0	0.0	0.0	0.0
A	32236	MAB	Mabgate Place Management Events	58.3	0.0	58.3	0.0	0.0	0.0	0.0
A	32236	MEN	Kirkgate Market Entrances Imps	18.8	0.0	18.8	0.0	0.0	0.0	0.0
A	32236	MER	Merrion St East Lighting	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	32236	MIL	Millennium Sq Seating	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	32236	NEW	New Briggate Yard Improvements	13.0	0.0	13.0	0.0	0.0	0.0	0.0
A	32236	PUP	Pop Up Parks -Town Hall & Cookridge St	17.1	16.4	0.7	0.0	0.0	0.0	0.0
A	32236	QSQ	Queen Square Play Area	55.0	0.0	55.0	0.0	0.0	0.0	0.0
A	32236	SEA	Installation Of New City Centre Seating	18.7	0.0	18.7	0.0	0.0	0.0	0.0
A	32236	SUM	Park Here & Play 2019	24.5	0.0	24.5	0.0	0.0	0.0	0.0
A	32236	TOW	Pop Up Parks 2019 Cookridge St Townhall	27.6	0.0	27.6	0.0	0.0	0.0	0.0

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City Centre Infrastructure

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2022/23

Cat	Scheme					2019/20	2020/21	2021/22	2022/23	
A	32236	VAR	Various New Public Realm Projects	58.0	45.6	12.4	0.0	0.0	0.0	0.0
A	32237		City Square Feasibility Study	500.0	23.5	200.1	276.4	0.0	0.0	0.0
A	32462		Digital Business Incubators (Tech Hub)	3,700.0	3,243.6	80.0	376.4	0.0	0.0	0.0
A	32469		European Structural Funds Projects	330.0	152.7	39.3	40.0	40.0	58.0	0.0
A	32472		Transformational Public Realm Strategy	319.8	0.0	59.8	130.0	130.0	0.0	0.0
A	32472	COO	Cookridge St Public Realm	950.0	0.0	100.0	750.0	100.0	0.0	0.0
A	32472	LCE	Leeds Corn Exchange Pub Realm Feasibility	12.5	0.0	12.5	0.0	0.0	0.0	0.0
A	32472	MWA	Merrion Way Public Realm Feasibility	50.4	29.2	21.2	0.0	0.0	0.0	0.0
A	32472	NBR	New Briggate Public Realm Feasibility	15.1	0.0	15.1	0.0	0.0	0.0	0.0
A	32472	OSS	Our Spaces - Public Realm Feasibility	75.1	0.0	75.1	0.0	0.0	0.0	0.0
A	32472	SPS	St Peters St & Evirons Public Realm Feas	70.0	2.8	67.2	0.0	0.0	0.0	0.0
A	32472	THE	Town Hall & Gt Geo St Environs Feasibilit	34.9	0.0	34.9	0.0	0.0	0.0	0.0
A	32477		Outdoor Market Refurbishment	150.0	124.0	0.0	26.0	0.0	0.0	0.0
A	32670		Light Neville Street	52.0	0.0	0.0	52.0	0.0	0.0	0.0
A	32670	PH1	Light Neville Street Phase 1 Works	38.0	31.6	0.0	6.4	0.0	0.0	0.0
A	32672		Southbank Infrastructure Connectivity	250.0	9.9	140.1	100.0	0.0	0.0	0.0
A	32879		Southbank Feasib & Hs2 Growth Strategy	200.0	65.6	134.4	0.0	0.0	0.0	0.0
A	32913		Kirkgate Market Refurb Of Units	427.7	247.4	180.3	0.0	0.0	0.0	0.0
A	32967		3 New Units In Covered Daily Market	245.0	3.3	148.2	93.5	0.0	0.0	0.0
A	33023		Kirkgate Market Short Stay Car Park	490.0	44.9	5.3	439.8	0.0	0.0	0.0
A	33054		Supporting Growth In Creative Sector	840.0	0.0	0.0	0.0	840.0	0.0	0.0
A	33054	HOP	Hope Foundry Grant	450.0	0.0	0.0	450.0	0.0	0.0	0.0
A	33054	LAH	Leeds Arts Hostel	150.0	0.0	0.0	150.0	0.0	0.0	0.0
A	33054	LMC	Leeds Media Centre Grant & Loan	800.0	0.0	0.0	800.0	0.0	0.0	0.0
A	33054	TVF	Tv&Film Studio Loan	1,711.7	0.0	154.1	1,557.6	0.0	0.0	0.0
A	33077		Market 1875 Roof & Block Shops	5,800.0	0.0	0.0	3,400.0	2,400.0	0.0	0.0
A	33078		Market 1981 Hall New Units	330.0	0.0	0.0	330.0	0.0	0.0	0.0
A	33079		Markets - Units On Balcony/ Studios	100.0	0.0	14.0	86.0	0.0	0.0	0.0

Total	Economic Development			39,060.4	20,931.8	2,988.4	10,832.2	4,250.0	58.0	0.0

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Community Regeneration Schemes

Cat Scheme		Scheme Title		Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's Estimated Costs				After 2022/23
						2019/20	2020/21	2021/22	2022/23	
Regeneration										
A	12154	CHA	THI	Chapelton Thi Committed Grants	1,539.1	1,527.5	11.6	0.0	0.0	0.0
A	16275	FWC		First White Cloth Hall (Thi)	2,603.1	127.5	500.0	1,975.6	0.0	0.0
A	16275	GNT		Lower Kirkgate - Grant Payments	1,243.1	306.7	315.5	620.9	0.0	0.0
A	16275	PUB		Lower Kirkgate Thi Public Realm	69.7	0.0	69.7	0.0	0.0	0.0
A	16275	PUB	STF	Lvr Kirkgate Public Realm Staff Costs	252.3	82.0	104.0	66.3	0.0	0.0
A	16663	DRD		Dewsbury Road T&Dc2	200.0	84.5	35.5	80.0	0.0	0.0
A	16663	HLN		Harehills Lane T&Dc2	135.8	117.0	18.8	0.0	0.0	0.0
A	16663	HLN	BEL	Bellbrooks Car Park Hln T&Dc2	64.1	60.2	3.9	0.0	0.0	0.0
A	16663	KIR		Kirkstall Road T&Dc 2	200.0	117.4	82.6	0.0	0.0	0.0
A	32786			Local Centres Programme	3,606.5	0.0	0.0	958.0	2,648.5	0.0
A	32786	CAC		Lcp Chapel Allerton Local Centre	105.0	0.0	80.0	25.0	0.0	0.0
A	32786	CCC		Lcp Charing Cross Centre	100.0	4.0	76.0	20.0	0.0	0.0
A	32786	CFM		Lcp Chapel Fm Dev Programme	25.0	0.0	25.0	0.0	0.0	0.0
A	32786	CGR		Lcp Cross Gates Roundabout	75.0	1.6	58.4	15.0	0.0	0.0
A	32786	GTE		Lcp Garforth Town End Car Park	55.0	0.0	55.0	0.0	0.0	0.0
A	32786	HCC		Holbeck Shop Renovations Cctv	17.0	0.0	17.0	0.0	0.0	0.0
A	32786	HSC		Lcp Harehills Shopping Corridors	150.0	0.0	25.0	125.0	0.0	0.0
A	32786	HSR		Lcp Holbeck Shopfront Renovation	108.0	20.3	67.7	20.0	0.0	0.0
A	32786	IMS		Lcp Ivy Mount Shop Improvements	100.0	1.8	72.2	26.0	0.0	0.0
A	32786	MAR		Lcp Morley Artspace & Digital Screen	82.5	0.7	73.3	8.5	0.0	0.0
A	32786	MLC		Lcp Meanwood District Centre	300.0	0.0	75.0	225.0	0.0	0.0
A	32786	NWG		Lcp New Wortley Gateway	76.0	0.0	61.0	15.0	0.0	0.0
A	32786	RHS		Lcp Ramshead Hill Shop Parade	50.0	0.0	25.0	25.0	0.0	0.0
A	32786	RTS		Lcp Rodley Town Street	150.0	0.0	79.7	70.3	0.0	0.0
A	32842			Grand Quarter Thi Programme	500.0	0.0	100.0	300.0	100.0	0.0
A	33224			Gildersome Meeting Hall Transfer	280.6	0.0	0.0	280.6	0.0	0.0
A	33265			Regeneration Feasibility	450.0	0.0	0.0	150.0	100.0	100.0
Total Regeneration				12,537.8	2,451.2	2,031.9	5,006.2	2,848.5	100.0	100.0
Parks And Countryside										
B	83831			Project Support Fund (Groundwork)	1,520.2	1,519.9	0.3	0.0	0.0	0.0
B	92469			Project Support Fund Parent	210.0	0.0	70.0	70.0	70.0	0.0
B	92469	SJ1		Project Support Fund For Feb 2020	140.0	0.0	0.0	0.0	0.0	70.0
Total Parks And Countryside				1,870.2	1,519.9	70.3	70.0	70.0	70.0	70.0

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Local & Community Assets (SLE)

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

Ward Based Initiatives

A	14236	ADL		Adel & Wharfedale Wbi2	18.6	0.0	0.0	4.7	4.7	4.6	4.6
A	14236	ALW		Alwoodley Wbi2	3.3	0.0	0.0	0.8	0.8	0.8	0.9
E	14236	ALW	OI7	Alwoodley Methodist Church Windows	0.5	0.0	0.5	0.0	0.0	0.0	0.0
A	14236	ARD		Ardsley & Robin Hood Wbi2	19.3	0.0	0.0	4.8	4.8	4.8	4.9
A	14236	ARM		Armley Wbi2	38.7	0.0	0.0	9.7	9.7	9.7	9.6
A	14236	BEE		Beeston & Holbeck Wbi2	49.6	0.0	0.0	12.4	12.4	12.4	12.4
A	14236	BRA		Bramley & Stanningley Wbi2	93.3	0.0	0.0	23.3	23.3	23.3	23.4
A	14236	BUR		Burmantofts & Richmond Hill Wbi2	24.5	0.0	0.0	6.1	6.1	6.1	6.2
A	14236	CAL		Calverley & Farsley Wbi2	2.0	0.0	0.0	0.5	0.5	0.5	0.5
A	14236	CHA		Chapel Allerton Wbi2	146.4	0.0	0.0	36.6	36.6	36.6	36.6
A	14236	CIT		Hunslet & Riverside Wbi2	230.8	0.0	0.0	57.7	57.7	57.7	57.7
E	14236	CIT	OO3	St Georges Crypt	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	14236	CON		Wbi Contingency	0.8	0.0	0.0	0.0	0.0	0.0	0.8
A	14236	CRO		Crossgates & Whinmoor Wbi2	8.6	0.0	0.0	2.1	2.1	2.2	2.2
A	14236	FAR		Farnley & Wortley Wbi2	25.6	0.0	0.0	6.4	6.4	6.4	6.4
A	14236	FAR	OZ7	Gamble Hill Fencing	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	GIP		Gipton & Harehills Wbi2	55.1	0.0	0.0	13.8	13.8	13.8	13.7
A	14236	GIP	OI3	Amberton Terrace Soil Berms	36.0	0.0	36.0	0.0	0.0	0.0	0.0
A	14236	HAR		Harewood Wbi2	119.5	0.0	0.0	29.9	29.9	29.9	29.8
A	14236	HDN		Headingley & Hyde Park Wbi2	8.0	0.0	0.0	2.0	2.0	2.0	2.0
B	14236	HDN	OI3	Charing Cross Centre	36.0	0.0	0.0	36.0	0.0	0.0	0.0
A	14236	HYD		Little London & Woodhouse Wbi2	363.1	0.0	0.0	90.8	90.8	90.8	90.7
A	14236	KIL		Killingbeck & Seacroft Wbi2	10.2	0.0	0.0	2.5	2.5	2.6	2.6
A	14236	KIP		Kippax & Methley Wbi2	33.3	0.0	0.0	8.3	8.3	8.3	8.4
A	14236	KIR		Kirkstall Wbi2	26.7	0.0	0.0	6.7	6.7	6.7	6.6
A	14236	MID		Middleton Park Wbi2	74.9	1.5	0.0	18.3	18.3	18.4	18.4
A	14236	MON		Morley North Wbi2 Schemes	55.1	0.0	0.0	13.8	13.8	13.8	13.7
A	14236	MOO		Moortown Wbi2	3.7	0.0	0.0	0.9	0.9	0.9	1.0
A	14236	MOS		Morley South Wbi2	26.6	0.0	0.0	6.6	6.6	6.7	6.7
A	14236	OTL		Otley & Yeadon Wbi2	102.6	0.1	0.0	25.6	25.6	25.6	25.7
A	14236	PUD		Pudsey Wbi2	129.1	0.0	0.0	32.3	32.3	32.3	32.2
A	14236	ROU		Roundhay Wbi2	20.3	0.0	0.0	5.1	5.1	5.1	5.0
A	14236	RTH		Rothwell Wbi2	42.2	0.0	0.0	10.5	10.5	10.6	10.6
A	14236	TEM		Temple Newsam Wbi2	164.7	0.0	0.0	41.2	41.2	41.2	41.1
A	14236	WEE		Weetwood Wbi2	85.4	0.0	0.0	21.3	21.3	21.4	21.4
B	14236	WEE	OI7	Opal Car Park	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	14236	WET		Wetherby Wbi2	128.0	2.9	0.0	31.3	31.3	31.3	31.2

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Local & Community Assets (SLE)

Local & Community Assets (SLE)					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme		Scheme Title				Estimated Costs			After 2022/23	
							2019/20	2020/21	2021/22	2022/23	
Total	Ward Based Initiatives				2,203.0	4.5	57.0	562.0	526.0	526.5	527.0
Asset Management											
A	14236	CIT	OO8	Dewsbury Road Community Market	9.6	8.5	1.1	0.0	0.0	0.0	0.0
Total	Asset Management				9.6	8.5	1.1	0.0	0.0	0.0	0.0
Highways											
A	14236	ADL	OO7	Solar Powered Sid	4.1	0.0	4.1	0.0	0.0	0.0	0.0
A	14236	ALW	OI1	Alwoodley Ward 20mph Zone	30.0	0.0	30.0	0.0	0.0	0.0	0.0
B	14236	ALW	OI3	Saxon Mt Carriageway Resurfacing	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	GAR	OO5	Garforth Tro	7.0	3.2	3.8	0.0	0.0	0.0	0.0
A	14236	HDN	OI1	Alma Road Gateway	5.5	0.0	5.5	0.0	0.0	0.0	0.0
A	14236	MOO	OI3	Stonegate Road Speed Sign	6.8	0.0	6.8	0.0	0.0	0.0	0.0
A	14236	WEE	OI5	Smartwater Signs	0.3	0.0	0.3	0.0	0.0	0.0	0.0
A	14236	WEE	OI6	Grit Bins	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	16934	CLD		Carlton Lane Sid	3.1	0.0	3.1	0.0	0.0	0.0	0.0
A	16934	SID		Batley Road Sid	3.2	0.0	3.2	0.0	0.0	0.0	0.0
A	16942	ALS		Alwoodley Speed Indicator Devices	2.7	0.0	2.7	0.0	0.0	0.0	0.0
B	32484			Clean Bus Technology (Defra Grant)	1,869.0	498.0	0.0	1,371.0	0.0	0.0	0.0
Total	Highways				1,937.4	501.2	65.2	1,371.0	0.0	0.0	0.0
Culture And Sport											
B	14236	CIT	OO9	The Old Cockburn Sports Hall	50.8	0.0	50.8	0.0	0.0	0.0	0.0
Total	Culture And Sport				50.8	0.0	50.8	0.0	0.0	0.0	0.0
Equipment/Ict/Vehicles											
D	14236	WTH	OIO	Primrose Lane Primary School It	3.5	0.0	3.5	0.0	0.0	0.0	0.0
Total	Equipment/Ict/Vehicles				3.5	0.0	3.5	0.0	0.0	0.0	0.0
Other Education Schemes											

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Local & Community Assets (SLE)

Local & Community Assets (SLE)					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				
Cat	Scheme	Scheme Title					Estimated Costs				After 2022/23
							2019/20	2020/21	2021/22	2022/23	
A	14236	HDN	OO9	Shire Oak Primary Benches	0.9	0.0	0.9	0.0	0.0	0.0	0.0
A	14236	WTH	OI1	Crossley Street Primary School Gate	1.5	0.0	1.5	0.0	0.0	0.0	0.0
Total	Other Education Schemes				2.4	0.0	2.4	0.0	0.0	0.0	0.0
Communities											
A	14236	CIT	OO5	Dewsbury Road Hub Community Garden	17.9	1.0	6.2	10.7	0.0	0.0	0.0
B	14236	MON	OI4	Morley Town Hall	10.2	8.6	0.0	1.6	0.0	0.0	0.0
B	14236	MOS	OI3	Morley Town Hall	6.8	5.7	1.1	0.0	0.0	0.0	0.0
A	16933			Cris Area Wellbeing Inner South	26.7	0.0	0.0	6.7	6.7	6.7	6.6
E	16933	BBS		Bile Bean Sign	5.5	0.0	0.0	5.5	0.0	0.0	0.0
A	16933	BHS		Beeston & Holbeck Sids	6.2	0.0	6.2	0.0	0.0	0.0	0.0
A	16933	CIL	OO1	Hunslet Green Area	11.0	0.0	11.0	0.0	0.0	0.0	0.0
E	16933	CIL	OO2	Hunslet & Riverside Defibrillators	21.8	0.0	0.0	21.8	0.0	0.0	0.0
A	16933	CIL	OO3	Jack Lane Improvements	15.3	0.0	0.0	15.3	0.0	0.0	0.0
A	16933	CNB		Community Noticeboards	6.2	0.0	6.2	0.0	0.0	0.0	0.0
E	16933	CRC		Corinthians Rugby Club Toilets & Showers	1.9	0.0	1.9	0.0	0.0	0.0	0.0
E	16933	DRK		New Cooker For Desbury Road Kitchen	1.5	0.0	1.5	0.0	0.0	0.0	0.0
E	16933	HGL		Hunslet Green Lawnmower	3.4	0.0	3.4	0.0	0.0	0.0	0.0
A	16933	HRB		Hunslet & Riverside Benches	4.3	0.0	4.3	0.0	0.0	0.0	0.0
E	16933	HRL		Little Free Library	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	16933	HRS		Speed Indicator Devices	7.0	0.0	0.0	7.0	0.0	0.0	0.0
A	16933	ISF		Inner South Floodlights	1.1	0.0	0.0	1.1	0.0	0.0	0.0
E	16933	LFL		Leeds Little Free Library	1.0	0.0	1.0	0.0	0.0	0.0	0.0
E	16933	LST		Ls-Ten Siy Skatepark	4.8	0.0	4.8	0.0	0.0	0.0	0.0
B	16933	MCC		Middleton Community Centre Refurb	7.2	6.0	0.0	1.2	0.0	0.0	0.0
A	16933	MFH		Manorfield Hall Entrance Renovations	2.1	0.0	2.1	0.0	0.0	0.0	0.0
A	16933	MIB		Middleton Bins	6.1	0.0	6.1	0.0	0.0	0.0	0.0
A	16933	PAC		Cottingley Play Area	16.0	0.0	16.0	0.0	0.0	0.0	0.0
A	16933	PAT		Parnaby Tavern Fencing	4.3	0.0	4.3	0.0	0.0	0.0	0.0
A	16933	PRS		Cross Flatts Park Run Shelter	2.3	0.0	2.3	0.0	0.0	0.0	0.0
A	16933	SAD		St Anthony's Drive Junction	3.0	0.0	0.0	3.0	0.0	0.0	0.0
A	16933	SID		Speed Indicator Devices	6.2	0.0	6.2	0.0	0.0	0.0	0.0
E	16933	SPC		St Peter's Court Fencing	0.9	0.0	0.9	0.0	0.0	0.0	0.0
A	16933	SPF		Springfield Place Fencing	6.4	0.0	6.4	0.0	0.0	0.0	0.0
E	16933	WPD		Watsonian Pavilion Defibrillator	0.5	0.0	0.5	0.0	0.0	0.0	0.0
A	16934			Cris Area Wellbeing Outer South	87.1	0.0	0.0	21.8	21.8	21.8	21.7
A	16934	ARH		Ardsley & Robin Hood Sids	9.3	0.0	9.3	0.0	0.0	0.0	0.0
E	16934	CIL	OO1	West Ardsley Action Group Board	0.8	0.0	0.0	0.8	0.0	0.0	0.0

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Local & Community Assets (SLE)

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

2019/20

2020/21

2021/22

2022/23

2022/23

E	16934	FDM	Fdm Minibus	12.0	0.0	6.0	6.0	0.0	0.0	0.0
B	16934	GME	Tingley Athletic Fc Equipment	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16934	LBA	Arsley & Robin Hood Litter Bins	1.1	0.0	1.1	0.0	0.0	0.0	0.0
A	16934	LBD	Drighlington Litter Bins	0.8	0.0	0.8	0.0	0.0	0.0	0.0
E	16934	MIB	Morley In Bloom	0.9	0.0	0.0	0.9	0.0	0.0	0.0
A	16934	MTS	Morley Town Street Sid	1.6	0.0	0.0	1.6	0.0	0.0	0.0
A	16934	SAR	Aberford Road Sid	3.1	0.0	3.1	0.0	0.0	0.0	0.0
A	16934	SPG	Springhead Park Dementia Garden	10.0	5.7	4.3	0.0	0.0	0.0	0.0
E	16934	WAG	West Ardsley Action Group Board	0.8	0.0	0.0	0.8	0.0	0.0	0.0
E	16934	WCC	Westerton Community Centre Kitchen	1.1	0.0	1.1	0.0	0.0	0.0	0.0
A	16935		Cris Area Wellbeing Outer East	84.6	0.0	0.0	21.1	21.1	21.2	21.2
A	16935	BIN	Cross Gates & Whinmoor Ward Bins	2.1	0.0	0.0	2.1	0.0	0.0	0.0
A	16935	CHD	Churchville Drive Litter Bin	0.2	0.0	0.2	0.0	0.0	0.0	0.0
A	16935	CIL	OO1 Firthfields Community Centre Upgrade	1.4	0.0	0.0	1.4	0.0	0.0	0.0
A	16935	CIL	OO2 Garforth Grit And Litter Bins	1.2	0.5	0.0	0.7	0.0	0.0	0.0
A	16935	CIL	OO3 Street Lighting	3.9	0.0	3.9	0.0	0.0	0.0	0.0
A	16935	CIL	OO4 Sids - Crossgates & Whinmoor	7.0	0.0	0.0	7.0	0.0	0.0	0.0
A	16935	FCQ	Chippies Quarry	0.3	0.0	0.3	0.0	0.0	0.0	0.0
A	16935	NLA	Ninlands Lane Access	2.1	0.0	2.1	0.0	0.0	0.0	0.0
A	16936		Cris Area Wellbeing Inner West	7.6	0.0	0.0	1.9	1.9	1.9	1.9
A	16936	APD	Armley Park Defibrillator	1.0	0.0	1.0	0.0	0.0	0.0	0.0
E	16936	BCC	Bramley Community Centre Improvements	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16936	BFP	Bramley Fall Park Measured Mile	3.5	0.0	0.0	3.5	0.0	0.0	0.0
E	16936	BSN	Ball Stop Netting System	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	16936	CCT	Cctv	10.0	0.0	0.0	10.0	0.0	0.0	0.0
E	16936	CIL	OO2 New Wortley Community Centre	8.0	0.0	0.0	8.0	0.0	0.0	0.0
A	16936	CIL	OO3 Recycling Point Upgrade	3.0	0.0	0.0	3.0	0.0	0.0	0.0
E	16936	KCC	Kirkstall Cricket Club Gates	2.5	0.0	0.0	2.5	0.0	0.0	0.0
A	16936	KPP	Kirkstall Pocket Park	19.5	11.3	0.6	7.6	0.0	0.0	0.0
A	16936	SPS	School Parking Signs	4.0	0.0	0.0	4.0	0.0	0.0	0.0
A	16936	VPT	Victoria Park Traffic Calming	10.0	0.0	10.0	0.0	0.0	0.0	0.0
E	16936	YCC	Ymca Community Cafe	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16937		Cris Area Wellbeing Inner Nth West	20.6	0.0	0.0	5.1	5.1	5.2	5.2
E	16937	ARR	Welcome In Activity Room Refurb	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16937	CIL	OO1 Beavers Court Communal Bins	2.5	0.0	2.5	0.0	0.0	0.0	0.0
B	16937	HDF	Hollin Drive Fencing	6.4	0.0	6.4	0.0	0.0	0.0	0.0
A	16937	LBL	Left Bank Leeds Community Garden	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16937	LFL	Little Free Libraries Boxes	1.0	0.0	1.0	0.0	0.0	0.0	0.0
E	16937	MPI	Melville Place Improvements	15.0	0.0	15.0	0.0	0.0	0.0	0.0
A	16938		Cris Area Wellbeing Outer West	28.6	0.0	0.0	7.1	7.1	7.2	7.2

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Local & Community Assets (SLE)

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat	Scheme			Scheme Title	Total Scheme Cost	Actual To 31 Mar 19	2019/20	2020/21	2021/22	2022/23	After 2022/23
A	16938	BAF		Bawn Avenue Fencing Gate And A Frame	7.5	0.0	7.5	0.0	0.0	0.0	0.0
A	16938	BPT		New Litter Bins	2.1	0.0	2.1	0.0	0.0	0.0	0.0
A	16938	CIL	OO1	Speed Indicator Devices	18.3	0.0	18.3	0.0	0.0	0.0	0.0
A	16938	CIL	OO2	Calverley & Farsley Sids	18.7	0.0	18.7	0.0	0.0	0.0	0.0
A	16938	CIL	OO3	Pudsey Fencing And Planters	4.5	0.0	4.5	0.0	0.0	0.0	0.0
A	16938	CIL	OO4	2 Sids For Famley & Wortley Ward	6.2	0.0	6.2	0.0	0.0	0.0	0.0
A	16938	CIL	OO6	8 Sids	28.0	0.0	0.0	28.0	0.0	0.0	0.0
A	16938	CPA		Cricket Practice Area	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16938	CRF		New Bins In Calverley Rodley And Farsley	1.7	0.0	1.7	0.0	0.0	0.0	0.0
A	16938	FLP		Farsley Lamp Project	3.7	0.0	3.7	0.0	0.0	0.0	0.0
A	16938	PGB		Pudsey Grit Bins	8.9	0.0	8.9	0.0	0.0	0.0	0.0
E	16938	TCR		Tyersal Club Roof	6.3	0.0	6.3	0.0	0.0	0.0	0.0
A	16939			Cris Area Wellbeing Outer North West	48.8	0.0	0.0	12.2	12.2	12.2	12.2
E	16939	AWM		Awma Kitchen Refurbishment	5.0	0.0	5.0	0.0	0.0	0.0	0.0
E	16939	CHI		Rawdon Cricket Club Improvements	7.0	0.0	7.0	0.0	0.0	0.0	0.0
A	16939	HHP		Horsforth Hall Park Play Equipment	6.7	0.0	6.7	0.0	0.0	0.0	0.0
E	16939	HHW		Hunger Hills Footpath Improvements	6.2	0.0	6.2	0.0	0.0	0.0	0.0
E	16939	PPP		Bramhope Village Hall - Phoenix Phase 2	9.2	0.0	9.2	0.0	0.0	0.0	0.0
E	16939	WIC		Welcome In Activity Room Refurb	10.0	0.0	10.0	0.0	0.0	0.0	0.0
A	16940			Cris Area Wellbeing Inner Nth East	37.0	0.0	0.0	9.2	9.2	9.3	9.3
E	16940	LFL		Little Free Library	2.0	0.0	0.0	2.0	0.0	0.0	0.0
A	16940	MVF		Meanwood Valley Urban Farm Bridge	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	16940	RUP		Roundhay Upper Playground	20.0	0.0	0.0	20.0	0.0	0.0	0.0
A	16941			Cris Area Wellbeing Inner East	90.1	0.0	0.0	22.5	22.5	22.5	22.6
A	16941	BHD		Boggart Hill Drive Parking Scheme	30.0	0.0	30.0	0.0	0.0	0.0	0.0
A	16941	CAB		Coldcotes Avenue Bench	1.1	0.0	1.1	0.0	0.0	0.0	0.0
E	16941	CFM		Chapel Fm Extension	14.0	0.0	14.0	0.0	0.0	0.0	0.0
A	16942			Cris Area Wellbeing Outer Nth East	18.5	0.0	0.0	4.6	4.6	4.6	4.7
E	16942	BSC		Boston Spa Bowling Club Extension	10.0	0.0	10.0	0.0	0.0	0.0	0.0
E	16942	NWF		Leeds North And West Foodbank Refurb	5.0	0.0	5.0	0.0	0.0	0.0	0.0
Total Communities					1,051.7	38.8	386.2	289.3	112.2	112.6	112.6
Community Safety											
A	14236	HDN	O12	Cctv	33.8	0.0	33.8	0.0	0.0	0.0	0.0
A	14236	HYD	OO5	Cctv	33.8	0.0	33.8	0.0	0.0	0.0	0.0

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Local & Community Assets (SLE)

Local & Community Assets (SLE)					Total Scheme Cost	Actual To 31 Mar 19	All Figures are in £000's				After 2022/23
Cat	Scheme	Scheme Title					Estimated Costs				
							2019/20	2020/21	2021/22	2022/23	
Total	Community Safety				67.6	0.0	67.6	0.0	0.0	0.0	0.0
Waste Management											
A	14236	CIT	OI3	Litter Bins	26.1	0.0	26.1	0.0	0.0	0.0	0.0
A	14236	PUD	OI4	Pudsey Litter Bins	0.6	0.0	0.6	0.0	0.0	0.0	0.0
A	14236	WEE	OZ0	Weetwood Litter Bin	0.2	0.0	0.2	0.0	0.0	0.0	0.0
Total	Waste Management				26.9	0.0	26.9	0.0	0.0	0.0	0.0
Parks And Countryside											
A	14236	ARD	OI1	Benches With Plaques	4.4	0.0	4.4	0.0	0.0	0.0	0.0
A	14236	ARD	OO7	South Leeds Landscaping Project	2.0	0.0	2.0	0.0	0.0	0.0	0.0
A	14236	ARM	OI1	Gotts Park Signs	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	14236	BRA	OO4	Aston Drive Fencing	2.9	0.0	2.9	0.0	0.0	0.0	0.0
A	14236	BUR	OO5	East End Park Tennis Courts	15.0	0.0	0.0	15.0	0.0	0.0	0.0
A	14236	CAL	OZ3	Dog Bins & Signs At The Fairway	0.7	0.0	0.7	0.0	0.0	0.0	0.0
A	14236	CIT	OI1	Hunslet Green Doors	1.0	0.0	1.0	0.0	0.0	0.0	0.0
A	14236	CIT	OI2	Church Street Playground	23.0	0.0	23.0	0.0	0.0	0.0	0.0
A	14236	CIT	OI4	Brickfield Park Trees	5.0	0.0	5.0	0.0	0.0	0.0	0.0
A	14236	GAR	OO6	Ninelands Lane Access	1.9	0.0	1.9	0.0	0.0	0.0	0.0
A	14236	GIP	OI1	Ashton Road Park Improvements	3.3	0.0	3.3	0.0	0.0	0.0	0.0
A	14236	GIP	OI2	Hovingham Access Works	9.1	0.0	9.1	0.0	0.0	0.0	0.0
B	14236	GIP	OO6	Hovingham Hub Portacabin -Catch Project	103.4	100.5	2.9	0.0	0.0	0.0	0.0
A	14236	KIR	OI0	Wolsley Road Play Equipment	14.5	0.0	14.5	0.0	0.0	0.0	0.0
A	14236	MID	OO4	Community Garden Scheme	1.3	0.0	1.3	0.0	0.0	0.0	0.0
A	14236	PUD	OI3	Pudsey Footpaths	40.0	0.0	40.0	0.0	0.0	0.0	0.0
A	14236	ROU	OI2	Roundhay Park Playground	91.1	85.3	5.8	0.0	0.0	0.0	0.0
A	14236	RTH	OI1	Outdoor Gym Equipment	18.0	0.0	18.0	0.0	0.0	0.0	0.0
A	14236	WEE	OI8	Litter Bin	0.4	0.0	0.4	0.0	0.0	0.0	0.0
B	14236	WEE	OI9	West Park Changing Rooms	6.3	0.0	6.3	0.0	0.0	0.0	0.0
A	16941	CIL	OO1	Nowell Park Mount Improvements	29.9	0.0	29.9	0.0	0.0	0.0	0.0
A	16941	CIL	OO2	Lindsey Gardens Playground Improvements	11.0	0.0	11.0	0.0	0.0	0.0	0.0
A	16942	API		Alwoodley Playground Improvements	47.5	12.5	35.0	0.0	0.0	0.0	0.0
Total	Parks And Countryside				432.7	198.3	219.4	15.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Supporting The Leeds Economy

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Strategic Priorities

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After
2022/23

Cat Scheme

Strategic Priorities												
A	16500	RIF	City Region Revolving Investment Fund			1,040.9	0.0	0.0	520.4	520.5	0.0	0.0
Total Strategic Priorities						1,040.9	0.0	0.0	520.4	520.5	0.0	0.0
Asset Management												
A	33029	Land At Upper Accommodation Road			140.0	4.7	135.3	0.0	0.0	0.0	0.0	0.0
Total Asset Management						140.0	4.7	135.3	0.0	0.0	0.0	0.0
Culture And Sport												
B	16794	TDF	EVE	Tour De France Legacy		100.0	77.5	22.5	0.0	0.0	0.0	0.0
Total Culture And Sport						100.0	77.5	22.5	0.0	0.0	0.0	0.0
Regeneration												
A	32995	Housing Infrastructure Fund			450.0	317.3	132.7	0.0	0.0	0.0	0.0	0.0
A	33010	East Of Otley Rr Housing Access Rd			6,463.0	26.8	236.2	2,200.0	4,000.0	0.0	0.0	0.0
Total Regeneration						6,913.0	344.1	368.9	2,200.0	4,000.0	0.0	0.0
Digital And Information Services												
A	32231	Smart Cities - Project Development			150.0	84.6	45.0	20.4	0.0	0.0	0.0	0.0
Total Digital And Information Services						150.0	84.6	45.0	20.4	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

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Vehicles/Equipment

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

After

Cat Scheme

2019/20

2020/21

2021/22

2022/23

2022/23

Leeds Building Services

A	32212	Lbs Vehicles & Equipment	2,395.0	1,404.3	990.7	0.0	0.0	0.0	0.0
Total Leeds Building Services			2,395.0	1,404.3	990.7	0.0	0.0	0.0	0.0

Civic Enterprise Leeds

A	32389	Conversion Of Refuse Fleet Vehicles	2,584.0	0.0	0.0	0.0	0.0	2,584.0	0.0
A	32597	CLE Vehicle Rep Pm Building Cleaning	70.6	0.0	70.6	0.0	0.0	0.0	0.0
A	32597	FLE Vehicle Replacement Fleet Servs	646.3	101.6	351.7	193.0	0.0	0.0	0.0
A	32597	FRE Vehicle Rep Furniture Reuse	90.5	0.0	90.5	0.0	0.0	0.0	0.0
A	32597	HGW Highways Depot Vehicle Replacement	1,987.6	31.8	1,955.8	0.0	0.0	0.0	0.0
A	32597	LBS Lbs Vehicle Replacement	809.6	678.7	130.9	0.0	0.0	0.0	0.0
A	32597	LIB Vehicle Rep Libraries	33.6	0.0	33.6	0.0	0.0	0.0	0.0
A	32597	LWE Vehicle Rep Locality West	18.2	0.0	18.2	0.0	0.0	0.0	0.0
A	32597	PAC Parks & Countryside Vehicles	219.3	0.0	219.3	0.0	0.0	0.0	0.0
A	32597	PTS Passenger Transport Vehicles	5,455.4	2,336.6	3,118.8	0.0	0.0	0.0	0.0
A	32597	WAS Waste Vehicle Replacements	971.7	0.0	971.7	0.0	0.0	0.0	0.0
B	32631	COM Replacement Hire Vehicles 51	920.7	900.5	20.2	0.0	0.0	0.0	0.0
B	32834	Vehicle Replacement Programme	11,000.8	0.0	0.0	3,000.8	4,000.0	4,000.0	0.0
B	32834	CAF Children & Families Vehicles	121.5	0.0	18.1	103.4	0.0	0.0	0.0
B	32834	CAT Catering And Flavour	22.4	0.0	0.0	22.4	0.0	0.0	0.0
B	32834	CLE Cel Cleaning Vehicles	796.7	0.0	230.8	565.9	0.0	0.0	0.0
B	32834	CMA Civic Mail	42.5	0.0	42.5	0.0	0.0	0.0	0.0
B	32834	CPS City Print & Signs	38.8	0.0	38.8	0.0	0.0	0.0	0.0
B	32834	DRS Dev Road Safety	21.2	0.0	21.2	0.0	0.0	0.0	0.0
B	32834	DTP Dev Transport Planning Vehicle	18.3	0.0	18.3	0.0	0.0	0.0	0.0
A	32834	DWV Dog Warden Replacment Vehicles	65.5	0.0	65.5	0.0	0.0	0.0	0.0
B	32834	FLE Transport Pool Replacement	225.3	0.0	225.3	0.0	0.0	0.0	0.0
B	32834	FMV Facilities Mgt Vehicle	128.1	0.0	0.0	128.1	0.0	0.0	0.0
B	32834	FPL C&F Family Placement	97.3	0.0	62.6	34.7	0.0	0.0	0.0
B	32834	FRM Flood Alleviation Vehicles	34.3	0.0	34.3	0.0	0.0	0.0	0.0
A	32834	HEL Electric Vehicle Trial Local Businesses	1,984.0	0.0	1,500.0	484.0	0.0	0.0	0.0
B	32834	HFA Herd Farm Vehicle Replacement	44.8	0.0	44.8	0.0	0.0	0.0	0.0
B	32834	HGW Highways Vehicle Replacement	61.2	0.0	51.4	9.8	0.0	0.0	0.0
B	32834	HSS Household Sorting Sites Compactor	531.8	0.0	17.4	514.4	0.0	0.0	0.0
B	32834	LBS Leeds Building Services Replacement	1,686.4	0.0	1,686.4	0.0	0.0	0.0	0.0
B	32834	LCE Localities East Vehicles	64.2	0.0	36.5	27.7	0.0	0.0	0.0
B	32834	LCS Locality South Comm And Env	19.3	0.0	19.3	0.0	0.0	0.0	0.0
B	32834	LIB Libraries Vehicles	971.9	0.0	971.9	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

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Vehicles/Equipment

Cat	Scheme	Scheme Title	Scheme Cost	To		Estimated Costs			After	
				31 Mar 19	2019/20	2020/21	2021/22	2022/23	2022/23	
B	32834	LMA	Lord Mayors Vehicle Replacement	19.7	0.0	19.7	0.0	0.0	0.0	0.0
A	32834	LWA	Leedswatch Replacement Programme	130.5	0.0	66.3	64.2	0.0	0.0	0.0
B	32834	OCH	Osmandthorpe Childrens Home Vehicle	20.9	0.0	20.9	0.0	0.0	0.0	0.0
B	32834	PAC	Parks & Countryside Vehicles	1,072.1	0.0	142.4	929.7	0.0	0.0	0.0
B	32834	PTL	Passenger Transport Leeds	83.5	0.0	83.5	0.0	0.0	0.0	0.0
B	32834	PTS	Passenger Transport Vehicles	20.9	0.0	0.0	20.9	0.0	0.0	0.0
B	32834	REF	Refuse Vehicle Replacement	6,480.0	0.0	4,233.1	2,246.9	0.0	0.0	0.0
B	32834	SPS	Stanningley Primary School	22.3	0.0	0.0	22.3	0.0	0.0	0.0
B	32834	TRA	Traveller Service Vehicle	16.7	0.0	16.7	0.0	0.0	0.0	0.0
B	32834	VCU	Electric Vehicle Charging Units	215.1	0.0	215.1	0.0	0.0	0.0	0.0
A	32834	VLE	Licensing & Enforcemnt Replacement	22.3	0.0	22.3	0.0	0.0	0.0	0.0
A	32834	WAS	Waste Operations Vehicle Replacement	1,578.2	0.0	1,578.2	0.0	0.0	0.0	0.0
B	33254		Vehicle Replacement Programme 22/23	3,779.3	0.0	0.0	0.0	0.0	2,079.3	1,700.0
Total	Civic Enterprise Leeds			45,245.3	4,049.2	18,464.6	8,368.2	4,000.0	8,663.3	1,700.0
Total	Car Parking Services									
A	32388		Parking Enforcement 11 Vehicles	206.5	205.9	0.6	0.0	0.0	0.0	0.0
A	33195		Parking Machines At Woodhouse Lane	116.0	0.0	116.0	0.0	0.0	0.0	0.0
Total	Car Parking Services			322.5	205.9	116.6	0.0	0.0	0.0	0.0

Leeds City Council Capital Programme - Central & Operational Expenditure

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General Capitalisation

Scheme Title

Total
Scheme
Cost

Actual
To
31 Mar 19

All Figures are in £000's

Estimated Costs

2019/20

2020/21

2021/22

2022/23

After
2022/23

Cat Scheme

Strategic Priorities

B	32618	General Capitalisations 2019/20	4,100.0	0.0	3,600.0	0.0	0.0	0.0	500.0
B	32733	Transformational Change To Lcc	13,300.0	5,873.7	1,426.3	1,500.0	1,500.0	1,500.0	1,500.0
B	32818	General Capitalisations 2020/21	4,100.0	0.0	0.0	4,100.0	0.0	0.0	0.0
B	33069	General Capitalisations 2021/22	4,100.0	0.0	0.0	0.0	4,100.0	0.0	0.0
A	33099	Pfi Lifecycle Capitalisation	59,761.6	7,936.9	10,315.5	9,389.4	8,677.8	11,462.0	11,980.0
B	33234	General Capitalisations 2022/23	4,100.0	0.0	0.0	0.0	0.0	4,100.0	0.0
B	33235	General Capitalisations 2023/24	3,300.0	0.0	0.0	0.0	0.0	0.0	3,300.0
D	33276	Core Systems Review	1,900.0	0.0	500.0	829.0	0.0	0.0	571.0

Total	Strategic Priorities		94,661.6	13,810.6	15,841.8	15,818.4	14,277.8	17,062.0	17,851.0

Central Accounts

A	16138	Capitalisation Of Interest	2,100.0	0.0	566.3	533.7	400.0	300.0	300.0

Total	Central Accounts		2,100.0	0.0	566.3	533.7	400.0	300.0	300.0

Finance

B	32619	Capital Prog Management 2019/20	575.4	0.0	575.4	0.0	0.0	0.0	0.0
B	32820	Capital Prog Management 2020/21	575.4	0.0	0.0	575.4	0.0	0.0	0.0
B	33070	Capital Prog Management 2021/22	575.4	0.0	0.0	0.0	575.4	0.0	0.0
B	33236	Capital Prog Management 2022/23	575.4	0.0	0.0	0.0	0.0	575.4	0.0
B	33237	Capital Prog Management 2023/24	575.4	0.0	0.0	0.0	0.0	0.0	575.4

Total	Finance		2,877.0	0.0	575.4	575.4	575.4	575.4	575.4

Leeds City Council Capital Programme - Central & Operational Expenditure

Contingency
Scheme Title

Cat	Scheme	Scheme Title	Scheme Cost	To 31 Mar 19	2019/20	Estimated Costs			After 2022/23			
						2020/21	2021/22	2022/23				
Strategic Priorities												
A	1371 GEN	Capital Programme General Contingency	11,894.4	0.0	0.0	300.0	300.0	300.0	10,994.4			
Total Strategic Priorities						11,894.4	0.0	0.0	300.0	300.0	300.0	10,994.4

Report of Chief Officer Financial Services

Report to Council

Agenda Item 8 (iv)

Date: 26th February 2020

Subject: TREASURY MANAGEMENT STRATEGY 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
Is the decision eligible for Call-In? Except recommendation 6.3 to 6.5	☒ 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

- 1.1 This report sets out for Members' approval the Treasury Management Strategy for 2020/21 and also provides an update on the implementation of the 2019/20 strategy.
- 1.2 The Council's level of net external debt is anticipated to be £2,209m by 31/03/2020, £28m below expectations in November 2019 as a result of £30m slippage in the capital programme offset by £2m less minimum revenue provision (MRP) than forecast.
- 1.3 During 2019/20 the Council took the opportunity to convert its existing prior years short term debt to historic low long term funding. This has created further scope to continue funding the borrowing requirement from low short term interest rates, balances and reserves whilst still allowing the Council to take advantage of longer term funding opportunities. The low rate funding environment is expected to continue with rises in base rate expected to be introduced cautiously. The cost of debt is forecast to increase by £14.4m in 2020/21 principally due to unwinding of MRP saving's over the last 3 years.

- 1.4 The Authorised Limits for both External Debt and Other Long Term Liabilities have been reviewed and it is proposed to change them as detailed in Section 3.4.4. The Operational Boundaries have also been reviewed and likewise are proposed to be changed as detailed in Section 3.4.5. The Council's Authorised Limit is set above the Capital Financing Requirement to provide for short term cash flow needs.
- 1.5 The strategy is to take longer term fixed rate funding as market opportunities arise and to continue to look at forward funding opportunities. The Council will continue to utilise shorter borrowing pending locking into longer term borrowing. Against this the Council has a stable long term loan portfolio of £2.098bn that has an average maturity of just under 38 years and is funded at 3.4%. An increase in the short term funding costs of 0.25% over the base assumptions (Table 5) would add £0.6m to the interest costs in 2020/21.

2. Best Council Plan Implications

- 2.1 Treasury Management strategy secures funding to support the Council's Policies and City Priorities as set out in the Council capital programme and is consistent with the Best Council Plan.

3. Resource Implications

- 3.1 This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both General Fund and HRA. The revenue costs of borrowing are included within the revenue budgets of the general fund and HRA.
- 3.2 The updated strategy 2019/20 is forecast to deliver a saving of £1.9m.

Recommendations

That the Executive Board:

- 1 Approve the treasury strategy for 2020/21 as set out in Section 3.3 and note the review of the 2019/20 strategy and operations set out in Sections 3.1 and 3.2.
- 2 Note the proposals for forward funding detailed in 3.3.6 to 3.3.9.

That Executive Board recommend to full Council that:

- 3 The borrowing limits for 2019/20, 2020/21, 2021/22 and 2022/23 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 4 The treasury management indicators for 2019/20, 2020/21, 2021/22 and 2022/23 be set as detailed in Section 3.5.
- 5 The investment limits for 2019/20, 2020/21, 2021/22, and 2022/23 be set as detailed in Section 3.6.

1 Purpose of this report

- 1.1 This report sets out for approval by Members the Treasury Management Strategy for 2020/21 and the revised affordable borrowing limits under the prudential framework. It also provides Members with a review of strategy and operations in 2019/20.

2 Background information

- 2.1 The operation of the Treasury Management function is governed by provisions set out under part 1 of the Local Government Act 2003 whereby the Council is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities as amended 2017 in particular:

- The Prudential Code requires that full Council set certain limits on the level and type of borrowing before the start of the financial year together with a number of Prudential Indicators.
- Any in year revision of these limits must be set by Council.
- Policy statements are prepared for approval by the Council at least two times a year.

3 Main Issues

3.1 Review of Strategy and Borrowing Limits 2019/20

The Council's level of net external debt is anticipated to be £2,209m by 31/03/2020, £28m below expectations in November 2019 as a result of £30m slippage in the capital programme offset by £2m less MRP. The reduced MRP is due to a higher level of assets under construction that do not attract MRP until completed and a longer average asset life which results in MRP being spread over a longer period than assumed.

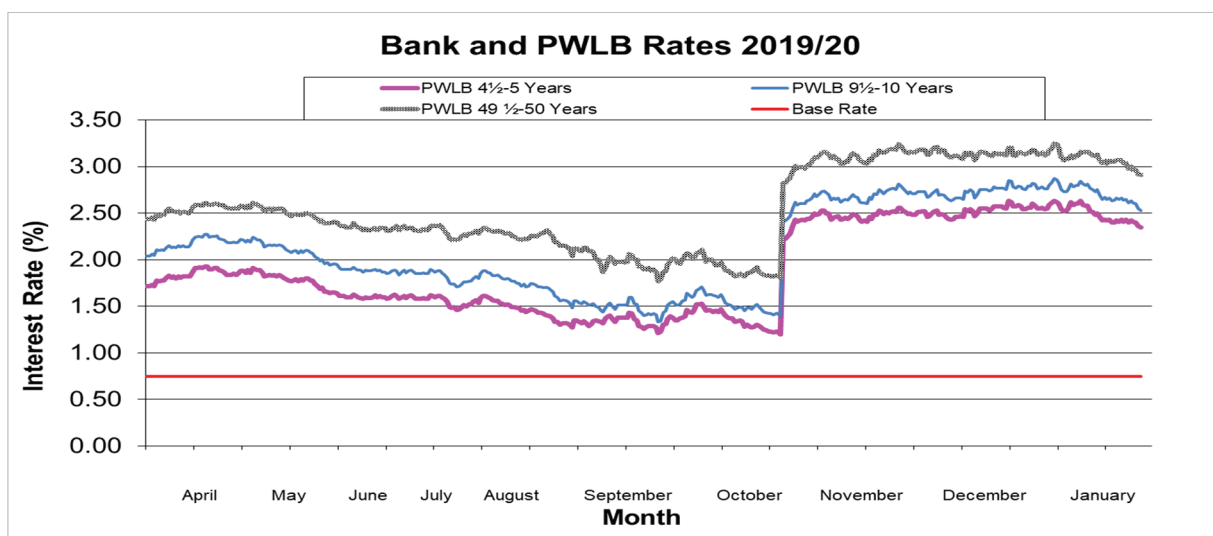
Table 1

	2019/20 Feb 19 Report	2019/20 Nov 19 Report	2019/20 This Report
	£m	£m	£m
ANALYSIS OF BORROWING 2018/19			
Net Borrowing at 1 April	2,127	2,063	2,063
New Borrowing for the Capital Programme – General Fund	167	162	132
New Borrowing for the Capital Programme – HRA	24	6	6
Debt redemption costs charged to Revenue (Incl HRA)	(15)	(20)	(18)
Reduced/(Increased) level of Revenue Balances	8	26	26
Net Borrowing at 31 March*	2,311	2,237	2,209
Capital Financing Requirement	2,488		
* Comprised as follows			
Long term borrowing Fixed	1,603	2,078	2,098
Variable (less than 1 Year)	55	20	0
New Borrowing	184	169	141
Short term Borrowing	499	0	0
Total External Borrowing	2,341	2,267	2,239
Less Investments	30	30	30
Net External Borrowing	2,311	2,237	2,209
% gross borrowing exposed to interest rate risk	32%	8%	6%

Note: The Capital Financing Requirement (CFR) is the maximum level of debt (i.e. borrowing and finance leasing) that the Council can hold for its current year capital purposes. The Council is also allowed to borrow in advance for up to two future years capital programmes.

- 3.1.1 The Bank of England's Monetary Policy Committee (MPC) at its meeting on 2nd August 2018 raised its bank rate from 0.50% to 0.75% this rate has remained at this level throughout 2019.
- 3.1.2 The impact of Brexit continues to be a source of uncertainty to markets in forecasting GDP growth and inflation. UK GDP Growth in 2019 is still below its long term trend levels and the growth figure for November recorded a fall of -0.3% down from the market expectation of 0% however the election and Brexit concerns have thought to have suppressed growth in Q4 and this is likely to continue into 2020. Therefore it is also likely that further upwards moves in the bank rate will be brought forward slowly and the Council's advisors have indicated the next increase in rates may not occur until Q1 2021. At its January 2020 meeting the MPC voted 7-2 to keep bank rate at 0.75% with the 2 dissenting voters wanting a cut to 0.5% centred on concerns over Brexit and weak global growth and the next move could therefore be downwards depending on how the UK and Global economy performs. Inflation was around the 2% target until the final quarter of the year when it fell over successive months to 1.5% currently and this should be viewed in the context of average wage growth which have likewise fallen to 3.5%.
- 3.1.3 In the Eurozone, both GDP growth and Inflation continue to remain subdued with the slowdown in global growth and trade dispute hitting Germany particularly hard on the manufacturing front. The ECB reduced its bank rate to minus 0.5% and has resumed support for the economy by re-establishing quantitative easing.
- 3.1.4 The US growth was strong in 2018 primarily due to the fiscal stimulus injected by US authorities but this has begun to fall out in 2019 resulting in lower growth and lower employment growth. Inflation is currently at 1.8% singularly caused by petrol prices The Federal Open Markets Committee (FOMC) implemented a series of cuts from the high point in 2018 of 2.00%-2.25% and bank rate now stands at 1.50%-1.75%. The FED has also started buying short term bonds again against a backdrop of slowing world growth, slowing US growth and trade disputes.
- 3.1.5 In Asia, Japan continues to struggle to stimulate consistent significant growth and to get inflation up to its target of 2% despite sustained monetary and fiscal stimulus over a number of decades. In China economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Further unresolved trade disputes with the US have also compounded this and impacted the slowdown in global growth. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property and to address the level of non-performing loans in the banking and credit systems.
- 3.1.6 Central banks are therefore likely to come under more pressure to support growth by looser monetary policy measures and this is thought will militate against central banks increasing interest rates.
- 3.1.7 The Council's treasury advisors' latest forecasts for Quarter 1, 2020 are that PWLB rates for 50 year borrowing will be around 3.20%, 10 year borrowing around 2.70% and 5 Year at 2.40%. Yields are expected to rise although the path and timing remain very uncertain. See table 3 for current rates and forecasts.

Chart 1



- 3.1.8 During 2019/20 the Council was able to convert its existing prior years short term debt to historic low long term funding. This has created further scope to continue the strategy in 2020/21 of funding the borrowing requirement from low short term interest rates, balances and reserves whilst still allowing the Council to take advantage of longer term funding opportunities. The debt budget outturn is projected to deliver a saving of £1.9m. The ability to take longer term funding is discussed in the strategy for 2020/21 however table 2 below details the new borrowing and repayment of long term external debt during 2019/20.
- 3.1.9 On 9th October 2019 the PWLB unilaterally and without warning increased rates across all structures and periods by 100bp (1%). The Council has, prior to this increase secured £350m of funding which would now cost the Council £3.5m in additional costs per annum. The PWLB is the Council's primary source of long term borrowing and this rise increased the margin over the Governments own cost of borrowing from 80bp to 180bp. This increase should be viewed against the borrowing levels that the Council has achieved from this body as detailed in table 2 below.
- 3.1.10 The strategy for managing and acquiring long term debt for spend to save schemes ensures that funding is secured when the business case is approved. This is to negate any interest rate risk to delivering the business case assumption.

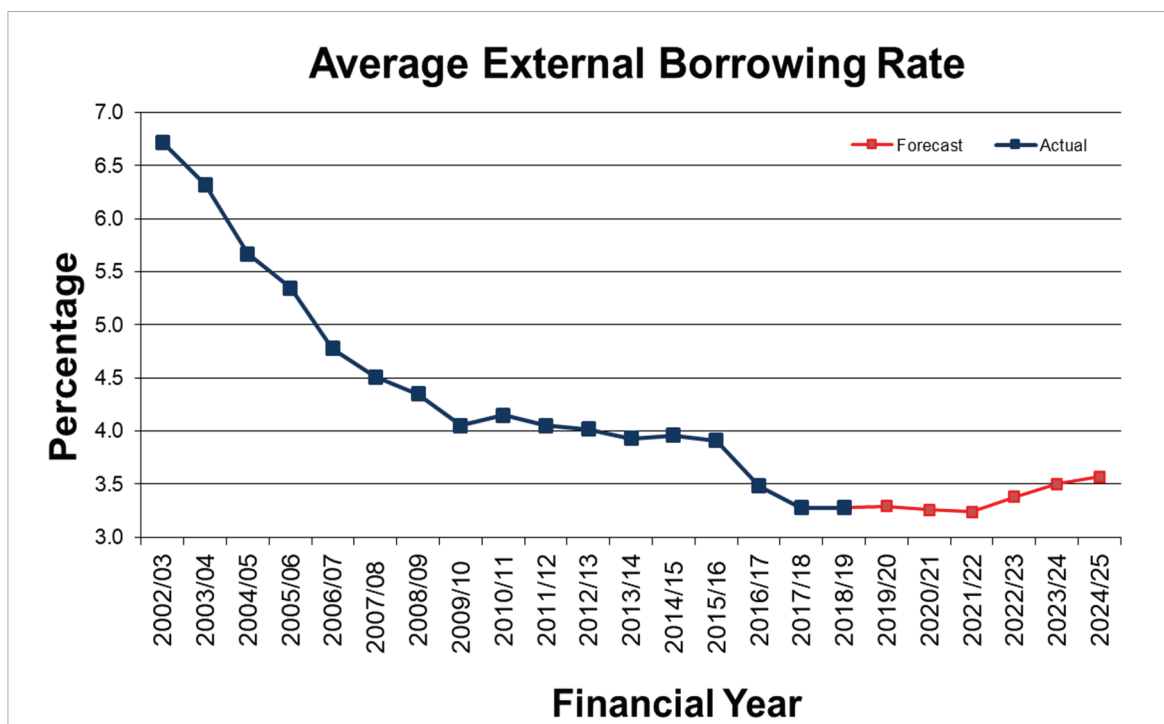
Table 2

Loan repayments and borrowing 2019/20							
Loan Repayments				New Borrowing			
Date	Amount	Original Rate	Discount Rate	Date	Amount	Term	Interest Rate
	(£m)	(%)			(£m)	(Years)	(%)
PWLB Loans				PWLB			
15/07/2019	26.4	3.83	n/a	04/06/2019	30.0	16	2.08
				04/06/2019	20.0	50	2.16
				05/07/2019	25.0	15	1.87
				05/07/2019	25.0	50	2.01
				06/08/2019	50.0	50	1.99
				09/08/2019	50.0	40	1.86
				16/08/2019	25.0	10	1.30
				16/08/2019	25.0	40	1.84
				19/08/2019	25.0	11	1.31
				19/08/2019	25.0	40	1.76
				05/09/2019	25.0	12	1.24
				05/09/2019	25.0	41	1.60
Sub Total	26.4				350.0		
Non PWLB Loans				Non PWLB Loans			
Sub Total	0.0				0.0		
Total	26.4			Total	350.0		

3.2 Interest Rate Review

- 3.2.1 The average rate of interest paid on the Council's external debt for 2018/19 was 3.28% as reported in the Annual Treasury Management report 2018/19 to Executive Board on 26st June 2019. This rate is forecast to rise slightly to 3.29% for 2019/20 mainly due to the quantum of longer term debt taken above at the expense of short term funding at even lower levels. Chart 2 shows how the average, external borrowing rate has fallen from 6.72% in 2002/03. The longer term expectation is that the Councils average cost of borrowing will begin to rise as the cost of borrowing increases and short term funding is switched to more expensive longer term funding. Taking longer term fixed rate borrowing will however reduce the Councils future exposure to potential interest rate increases at the point of switching and as such continues the prudent and sustainable management of the Council's borrowing need. The average rate may fall further if the rates currently available continue to persist.

Chart 2



- 3.2.2 The projections for the next increase in the bank rate is now for Q1 2021, as shown in Table 3. The forecast as shown in table 3 is for steady increases over the forecast period.
- 3.2.3 The current strategy is to take longer term fixed rate funding at the most opportune time to lock out interest rate exposure. At the point of acquiring longer term funding consideration will be given to:-
- The forecast capital borrowing requirement has reduced or slipped into the following year
 - The levels of reserves/balances were forecast to increase or reduce including whether the Council had received up front for capital schemes.

Table 3

	Bank Rate	PWLB Borrowing Rates (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Now	0.75	2.40	2.60	3.09	2.92
Dec 2019	0.75	2.30	2.60	3.20	3.10
March 2020	0.75	2.40	2.70	3.30	3.20
June 2020	0.75	2.40	2.70	3.40	3.30
Sept 2020	0.75	2.50	2.70	3.40	3.30
Dec 2020	0.75	2.50	2.80	3.50	3.40
March 2021	1.00	2.60	2.90	3.60	3.50
June 2021	1.00	2.70	3.00	3.70	3.60
Sept 2021	1.00	2.80	3.10	3.70	3.60
Dec 2021	1.00	2.90	3.20	3.80	3.70
March 2022	1.00	2.90	3.20	3.90	3.80
June 2022	1.25	3.00	3.30	4.00	3.90
Sept 2022	1.25	3.10	3.30	4.00	3.90
Dec 2022	1.25	3.20	3.40	4.10	4.00
Mar 2023	1.25	3.20	3.40	4.10	4.00

• Source Council's Treasury Advisors

3.3 Strategy for 2020/21

- 3.3.1 Table 4 shows that net borrowing is expected to rise by £175m to £2,384m during the course of 2020/21. This is a result of net new borrowing to fund the capital programme net of MRP. The Capital Programme report is presented elsewhere on this agenda.

Table 4

	2019/20	2020/21	2021/22	2022/23
ANALYSIS OF BORROWING 2019/20 – 2022/23	£m	£m	£m	£m
Net Borrowing at 1 April	2,063	2,209	2,384	2,568
New Borrowing for the Capital Programme – GF	132	161	173	159
New Borrowing for the Capital Programme - HRA	6	47	52	42
Debt redemption costs charged to Revenue (GF)	(18)	(45)	(55)	(60)
Reduced/(Increased) level of Revenue Balances	26	12	14	14
Net Borrowing at 31 March	2,209	2,384	2,568	2,723
* Comprised as follows				
Long term borrowing Existing Fixed	2,098	2,029	2,018	1,990
Existing Variable (Less than 1yr)	0	60	45	35
Net New Borrowing	141	175	184	155
Short term Borrowing	0	150	351	573
Total External Borrowing	2,239	2,414	2,598	2,753
Less Investments	30	30	30	30
Net External Borrowing	2,209	2,384	2,568	2,723
% Exposure after planned LT Borrowing	6%	16%	22%	28%

Note: Borrowing exposed to interest rate risk in any one year is made up of short term borrowing, new long term borrowing and existing variable loans (i.e. LOBOs with an option falling within the year).

- 3.3.2 Table 4 above shows that over the 4 year time horizon the proportion of the Council's book exposed to interest rate risk is expected to rise to a maximum of 28% in 2022/23. This level is reached after taking £350m of longer term borrowing in 2019/20. The Variable Interest Rate exposure Indicator has been set in relation to the net external borrowing position. This limit has been set at 40% and is

recommended to be maintained at this level in 3.5.4 below. Included within the net external borrowing are two elements that are by definition variable, these are short term loans and Lenders Option Borrowers Option (LOBO) loans with an option which falls within 12 months. No LOBO options are expected to be exercised during 2020/21.

- 3.3.3 The Council has £215m of loans with Barclays of which £110m are the subject of a class action initiated by a total of 7 Councils. These LOBOs contained clauses that referenced London Inter Bank Overnight Rate (LIBOR) at a time when Barclays were subsequently convicted and fined for fraudulently fixing LIBOR. An initial hearing date has been set on 6/7th April to consider a preliminary issue. This is an ongoing action and further details will be reported as appropriate.
- 3.3.4 Alongside the prudential code structure the Council's current policy of using its balance sheet strength, reserves, provisions etc. to defray external borrowing presents an exposure to a potential increase in external borrowing should the use of internal balances reduce. The strategy of acquiring Long term borrowing as outlined in 3.2.3 will mitigate against this risk. The Council has a forecast need to borrow, its borrowing Capital Financing Requirement (CFR), at 31/03/2020 of £2,488m of which net external funding is expected to be £2,209m, the difference of £279m is the use of internal balance sheet strength to finance this need. The long term funding element of the external debt is forecast to be £2,098m and therefore, accepting that in current conditions LOBO options are unlikely to be exercised, the Council's gross exposure is the difference between its CFR and its current stock of long term external funding or £390m.
- 3.3.5 This potential exposure will be managed by the strategy outlined in 3.2.3 of taking longer term borrowing when opportunities arise. This exposure should also be viewed against the historical capital programme slippage, the continued strength of the Council's balance sheet and the market for supplying short term funds remaining strong.
- 3.3.6 If the Council continued to fund its borrowing need from short term and internal sources only then this exposure is forecast to be £949m in 2022/23. This presents a number of risks around continued balance sheet strength, the capacity to continue to supply the market with low cost borrowing at relatively low rates, sharper than anticipated increases in rates and improved economic outlook. As part of managing this exposure the Council has been investigating options to take long term financing on a forward basis. Such forward borrowing would in part lock out the risk identified above whilst allowing the Council to benefit from funding the above exposure at short term rates therefore providing greater certainty of funding at or around current long term rates which are forecast to rise as shown in Table 3 above.
- 3.3.7 The main risk from forward funding long term borrowing is that the rate locked in is higher than that which could be acquired at a future point. The Council has been provided with forward indicative pricing structures below where PWLB rates are currently priced and significantly below those rates forecast in Table 3 above. Councils that have transacted forward rate deals also indicate a relatively modest premium to previously available rates however with the increase in PWLB rates market participants have also increased rates but not on a matched basis with the PWLB increase. The Council would also have the benefit of running its borrowing requirement at lower short-term rates before the switch to longer-term rates. Borrowing on a forward basis is therefore an essential tool in managing the risks

involved in continuing to run a short term borrowing position as outlined in this report.

3.3.8 Forward funding structures are indicatively less expensive than in year funding acquired from PWLB currently. The costs are equivalent to public bond placements, but the ongoing monitoring arrangements are less onerous. Comparison of different routes of funding will include all costs associated with the transaction before a decision to commit to forward funding is undertaken. It should also be noted that PWLB does not provide forward funding options.

3.3.9 The Council in addition to forward funding borrowing options is also considering a number of alternatives to PWLB funding including private or public placements and bond issuance to mitigate the PWLB increase and its interest rate exposure.

3.3.10 The strategy outlined in 3.2.3 is to take longer term fixed rate borrowing when opportunities arise which will include the use of short term borrowing temporarily. This strategy is considered prudent as the next base rate rise not expected until Quarter 1 2021.

3.3.11 The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- It is possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain an ongoing concern;
- Effect of a change in US economic direction and performance;
- Impact in the UK of Brexit and implications for trade, growth and inflation;
- Investment returns are likely to remain relatively low during 2020/21 and beyond as rate rises are expected to be slow and gradual;
- Borrowing interest rates although higher than recent lows continue to be relatively cheap historically; and
- If longer term borrowing is acquired before it is needed the result could be an increase in investments resulting in a revenue loss between borrowing costs and investment returns.

3.3.12 The Council's current long term debt of £2.098bn has an average maturity of just under 38 years if all its debt runs to maturity. Approximately 11% of the Council's long term debt has options for repayment. In the unlikely event that all these options were exercised at the next option date then the average maturity would be lowered to a little under 33 years. This compares favourably with the average maturity of the UK Government gross debt portfolio of 15.35 years. The existing profile of the Council's debt provides considerable certainty of funding costs. Prudential indicator 16 in Appendix A shows the maturity profile of the Council's long term fixed debt and highlights that 82% or £1,668m matures in periods greater than 10 years.

3.3.13 The cost of debt is forecast to increase by £14.4m in 2020/21 principally due to unwinding of MRP savings over the last 3 years. Forecasts for the debt budget beyond 2020/21 are dependent upon the interest rate assumptions, the likely level of

capital spend and the Councils cash balances. The debt budget is currently forecast to increase by a further £31.8m in 2021/22 and £17.7m in 2022/23 including MRP costs and including usable capital receipts, based upon the assumptions on funding rates in Table 5. The interest rate assumptions and the borrowing requirement arising from the capital programme will be kept under review throughout 2020/21, before establishing the 2021/22 debt budget.

Table 5

Assumed average funding rates	
Year	Average Interest Rate
2020/21	1.50%
2021/22	1.75%
2022/23	2.25%

- 3.3.14 These assumptions on borrowing rates have associated risks. For example in 2020/21, if the cost of borrowing was 0.25% higher than assumed, full year debt costs would increase by circa £0.6m.
- 3.3.15 The budget for 2020/21 contains a provision for switching short term funding into long term funding and table 6 below details the assumptions and quantum of long term borrowing behind this provision.

Table 6

Year	Long term funding	Assumed Long term Rate
2020/21	£110m	3.00%
2021/22	£180m	3.20%
2022/23	£380m	3.40%

3.4 Borrowing Limits for 2019/20, 2020/21, 2021/22 and 2022/23

- 3.4.1 The authorised limit represents the legislative limit on the Council's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.
- 3.4.2 Appendix B shows that the Council has kept within the operational boundary and authorised limit in 2019/20.
- 3.4.3 The Chief Officer - Financial Services has delegated responsibility to make adjustments between the two separate limits for borrowing and other long term liabilities, provided that the overall limit remains unchanged. Any such adjustments will be reported to the next available Council meeting following the change. It is recommended that Council approve the following authorised limits for its gross external debt and other long term liabilities for the next three years.

- 3.4.4 After reviewing the forecast debt and borrowing position together with the forecast for revenue balances and MRP, the Limit for borrowing is recommended to remain the same for 2019/20, 2020/21 and 2021/22 as detailed below. For 2022/23 a new limit should be set at £3,150m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2019/20 to 2021/22 as detailed below. It is further recommended that a new limit be set for the year 2022/23 of £540m to reflect the forecast decline in PFI liabilities.

Recommended: Authorised Limits as follows

Authorised Limit	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Borrowing	2,600	2,800	3,000	3,150
Other Long Term Liabilities	690	660	580	540
Total	3,290	3,460	3,580	3,690

- 3.4.5 In line with the review of the authorised limits above it is proposed to amend the operational boundaries as detailed below. This limit will retain sufficient headroom to accommodate anticipated cash flow variances. The limit for borrowing is recommended to remain the same for the year 2019/20, 2020/21 and 2021/22. For 2022/23, a new limit should be set at £2,850m. The limit for Other Long Term Liabilities is recommended to remain the same for the years 2019/20 to 2021/22 as detailed below. It is further recommended that a new limit be set for the year 2022/23 of £520m to reflect the forecast decline in PFI liabilities.

Recommended: Operational Boundaries as follows

Operational Boundary	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Borrowing	2,450	2,650	2,850	2,850
Other Long Term Liabilities	670	640	560	520
Total	3,120	3,290	3,410	3,370

- 3.4.6 Table 7 details the borrowing element of the Authorised limit and compares this to the projected CFR for borrowing only and does not include Other Long term liabilities. The revised Authorised limit and the Operational boundary remain in line with the projected CFR. The CFR is the Councils actual need to borrow based on its historic capital programme and forecast future capital programme. The limits reflect the significant level of balances being used internally to fund the borrowing need. These limits therefore leave headroom for future injections into the programme.

Table 7

year	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
<u>Borrowing only</u>				
CFR Projection.	2,488	2,667	2,856	3,015
<u>Authorised Limit</u>				
Current	2,600	2,800	3,000	-
Proposed	2,600	2,800	3,000	3,150
Increase / (Decrease)	-	-	-	3,150 a
<u>Operational boundary</u>				
Current	2,450	2,650	2,850	-
Proposed	2,450	2,650	2,850	2,850
Increase / (Decrease)	-	-	-	2,850 a

a) Note 2022/23 has not been set previously as these limits are only set for the current +3 year time horizon

3.5 Treasury Management Indicators

- 3.5.1 Appendix A details the borrowing limits and other prudential indicators
- 3.5.2 The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Services 2017.
- 3.5.3 The Council is required to set appropriate indicators to manage interest rate risk and therefore sets an upper limit on its fixed interest rate exposures that represents the maximum proportion of its net borrowing (i.e. measured as a percentage of its total borrowing less investments) which the Council will have at any given time during the period at fixed interest rates. The purpose of the limit is to ensure that the Council has the flexibility to take advantage of falling interest rates by ensuring a minimum level of variable rate debt. However setting a limit less than 100% can restrict the Council's ability to borrow in advance of need when long term fixed interest rates are at their low point. (This is the case since in general amounts borrowed in advance are invested, meaning that the net borrowing figure on which the limit is based will be lower than the total fixed borrowing outstanding.) Therefore to provide the Council with maximum flexibility it is recommended that the limit of 115% remains unchanged and is rolled forward into 2022/23

Recommended: Upper limit on fixed interest rate exposures for of 115% (no change)

- 3.5.4 Additionally the Council will set an upper limit on its variable interest rate exposures that represents the maximum proportion of debt the Council will have at any given time during the period at variable interest rates and exposed to interest rate rises. In evaluating this figure, LOBOs are treated as being variable in the year in which an option occurs and fixed in other years. The limit should be set in order to maintain a balance between managing the risk of rate rises and allowing sufficient flexibility to take advantage of any fall in rates. It is therefore recommended that the limit of 40% of debt remains unchanged and is rolled forward into 2022/23.

Recommended: Upper limit on variable interest rate exposures for 2019/20, 2020/21, 2021/22 and 2022/23 of 40% (no change)

- 3.5.5 The Council is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.

Maturity structure of fixed rate borrowing	Lower Limit	Upper Limit
under 12 months	0%	15%
12 months and within 24 months	0%	20%
24 months and within 5 years	0%	35%
5 years and within 10 years	0%	40%
10 years and within 20 years	25%	90%
20 years and within 30 years		
30 years and within 40 years		
40 years and within 50 years		
50 years and above		

Recommended: Upper and Lower limits on fixed rate maturity structure remains unchanged as above.

3.6 Treasury Management Investment Strategy and Limits

- 3.6.1 The CIPFA codes and Guidance require Local authorities to report on and monitor Non treasury Investments, service loans, guarantees and commercial investments. These are outside the scope of Treasury Management due to the differing risk profile and complexity of these transactions. These are therefore included within the new Capital Strategy Report attached as an appendix to Capital report elsewhere on the agenda.
- 3.6.2 The Council's actual external borrowing need is reduced by the availability of revenue balances. The Treasury policy allows for the external investment of these balances at advantageous rates but with due regard for security of capital invested. Investment of surplus balances in general will be limited to cash flow and liquidity management although the interest rate outlook will be kept under review to identify any opportunities for longer term investment.
- 3.6.3 The approved lending list is based upon the assessment of the financial standing of counterparties as determined by international credit rating agencies and further refined and updated by the Council's advisors on a continual basis. The lending list is often further restricted based upon the Council's own view of the credit worthiness of counter-parties
- 3.6.4 The investment strategy allows for the Council to invest in the most highly rated financial institutions around the world. The Council will only lend up to a maximum of £15m to financial institutions that are rated as excellent. There is also a limit of £5m for financial institutions that are rated as very good.
- 3.6.5 Any changes in the investment environment are being monitored closely as is the effect on the credit list supplied by the Council's treasury advisors. Other factors are also used in determining potential counterparties for the investment of funds over and above credit ratings

- 3.6.6 The Council under its existing Treasury Management Policy Statement has the authorisation to use Money Market Funds which it has not utilised to date. The rates offered on notice accounts by both the Council's bankers and by other banks offering similar products continues to be at low levels. This is thought to reflect the cost of carrying such cash on the balance sheet of these organisations under Basel III rules. As a result the levels on offer are at or below rates available from Money Market Funds which carry a higher credit worthiness rating. A review of the utility of these funds is being undertaken for depositing short term cash balances and any decision to utilise these accounts will be made under delegations already in place to the Chief Officer Financial Services.
- 3.6.7 The Prudential code requires that Councils set limits on investments for periods longer than 364 days. It is proposed to maintain the limits as outlined below and roll the limit forward into 2022/23

Recommended: Upper limit on sums invested for periods longer than 364 days (no change):

Total principal sum invested for a period longer than 364 days	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Upper limit	150	150	150	150

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 This report sets the treasury management strategy and as such there is no need to consult the public. In establishing this strategy, consultation with the Council's treasury advisors has taken place.
- 4.1.2 The borrowing requirement is an outcome of the capital programme which has been the subject of consultation and engagement as outlined in the capital programme report elsewhere on this agenda.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Equality, diversity, cohesion and integration requirements are addressed as part of individual capital scheme and programme approvals. The borrowing to deliver these capital schemes is executed through treasury strategy and as such there are no further equality diversity cohesion and integration issues. An equality screening document is attached at Appendix C.

4.3 Council policies and Best Council Plan

- 4.3.1 Treasury Management strategy secures funding to support the Council's Policies and City Priorities as set out in the Council capital programme and is consistent with the Best Council Plan.

Climate Emergency

- 4.3.2 The Council declared a Climate Emergency at full Council in March 2019. As the Treasury Management strategy secures funding for the Council's capital programme the impact of the Council's activity and implications for the climate emergency will be

considered in each individual capital programme and scheme project report.

4.4 Resources, procurement and Value for Money

4.4.1 This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both General Fund and HRA. The revenue costs of borrowing are included within the revenue budgets of the general fund and HRA.

4.4.2 The updated strategy 2019/20 is forecast to deliver a saving of £1.9m.

4.5 Legal Implications, Access to Information and Call In

4.5.1 In accordance with the Council's Budget and Policy Framework, decisions on borrowing limits, treasury management indicators, investment limits and the Treasury Management Policy Statement are approved by Council. As such, recommendations 6.3 to 6.5 are not subject to call in.

4.6 Risk Management

4.6.1 This report sets out the framework for the treasury strategy for the year ahead. The execution of strategy and associated risks are kept under regular review through:

- Monthly reports to the Finance Performance Group;
- Quarterly strategy meetings with the Chief Officer Financial Services and the Council's treasury advisors; and
- Regular market, economic and financial instrument updates and access to real time market information.

5 Conclusions

5.1 The Council's level of net external debt at 31st March 2020 is anticipated to be £2,209m, £28m lower than expected in November 2019, rising to £2,384m in 2020/21 and to £2,568m by 2021/22.

5.2 The cost of debt is forecast to outturn a saving of £1.9m against budget in 2019/20. The impact of the capital programme and forecast interest rate increases will see an overall increase in the debt costs, including the minimum revenue provision of £14.4 in 2020/21.

5.3 The uncertainty and risks around economic forecasts will result in further caution being adopted in the management of debt and investments and the opportunity to secure longer term debt at the appropriate time will be kept under review.

5.4 The Capital and Investment Strategy report has been produced and this is attached as an appendix to the Capital report elsewhere on the agenda.

6 Recommendations

That the Executive Board:

- 6.1 Approve the treasury strategy for 2020/21 as set out in Section 3.3 and note the review of the 2019/20 strategy and operations set out in Sections 3.1 and 3.2.
- 6.2 Note the proposals for forward funding detailed in 3.3.6 to 3.3.9

That Executive Board recommend to full Council that:

- 6.3 The borrowing limits for 2019/20, 2020/21, 2021/22 and 2022/23 be set as detailed in Section 3.4 and note the changes to both the Operational Boundary and the Authorised limits.
- 6.4 The treasury management indicators for 2019/20, 2020/21, 2021/22 and 2022/23 be set as detailed in Section 3.5.
- 6.5 The investment limits for 2019/20, 2020/21, 2021/22 and 2022/23 be set as detailed in Section 3.6

7 Background documents 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.

No.	PRUDENTIAL INDICATOR	2019/20	2020/21	2021/22	2022/23
	(1). EXTRACT FROM BUDGET AND RENT SETTING REPORTS				
	Ratio of Financing Costs to Net Revenue Stream				
1a	General Fund (Borrowing Only)	12.35%	18.08%	20.43%	22.10%
1b	General Fund (Borrowing and Other Long Term Liabilities)	21.36%	27.13%	29.50%	30.74%
2a	HRA (Borrowing Only)	11.63%	11.52%	11.53%	11.78%
2b	HRA (Borrowing and Other Long Term Liabilities)	18.64%	18.19%	18.13%	18.27%
	£'000	£'000	£'000	£'000	£'000
5	Gross external borrowing requirement (Gross Debt and CFR) The Net Borrowing Requirement should not exceed the capital financing requirement (Note 3)	2,239,000 OK	2,414,000 OK	2,598,000 OK	2,753,000 OK
	Estimate of total capital expenditure	£'000	£'000	£'000	£'000
6	General Fund	290,386	434,209	289,556	172,978
7	HRA	97,680	154,067	155,671	143,018
	TOTAL	388,066	588,276	445,227	315,996
	Capital Financing Requirement (as at 31 March)	£'000	£'000	£'000	£'000
8	General Fund	2,242,013	2,353,759	2,467,790	2,562,618
9	HRA	810,753	851,819	896,676	930,512
	TOTAL	3,052,766	3,205,578	3,364,466	3,493,130

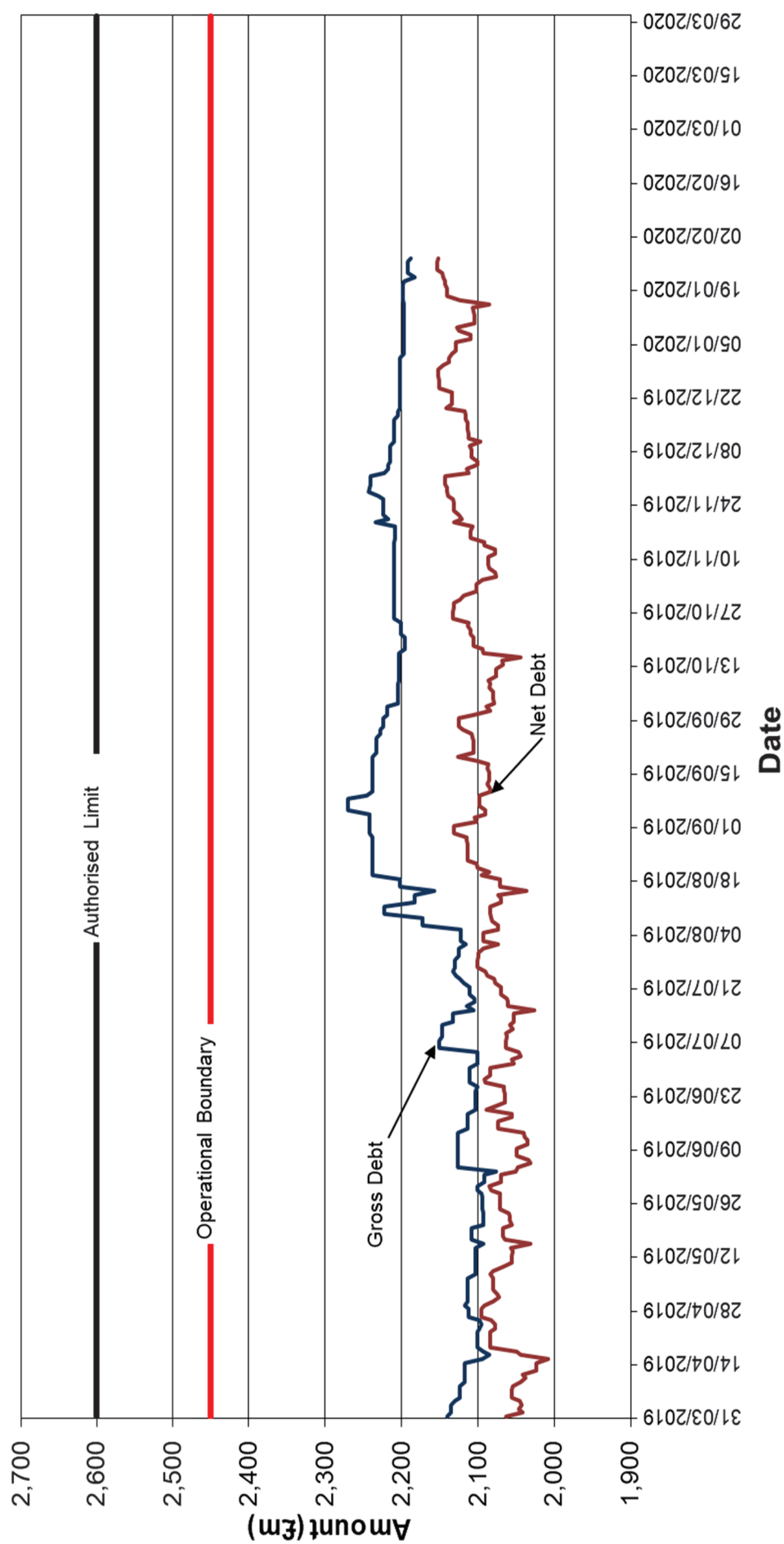
No.	PRUDENTIAL INDICATOR	2019/20	2020/21	2021/22	2022/23
	(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000	£'000
10	Authorised limit for external debt borrowing other long term liabilities TOTAL	2,600,000 690,000 3,290,000	2,800,000 660,000 3,460,000	3,000,000 580,000 3,580,000	3,150,000 540,000 3,690,000
11	Operational boundary - borrowing other long term liabilities TOTAL	2,450,000 670,000 3,120,000	2,650,000 640,000 3,290,000	2,850,000 560,000 3,410,000	2,850,000 520,000 3,370,000
14	Upper limit for fixed interest rate exposure (note 5) expressed as either:- Net principal re fixed rate borrowing / investments OR:- Net interest re fixed rate borrowing / investments	115%	115%	115%	115%
15	Upper limit for variable rate exposure (note 5) expressed as either:- Net principal re variable rate borrowing / investments OR:- Net interest re variable rate borrowing / investments	40%	40%	40%	40%
	£'000	£'000	£'000	£'000	£'000
17	Upper limit for total principal sums invested for over 364 days (Note 6)	150,000	150,000	150,000	150,000
18	Net Debt as a percentage of Gross debt	98.66%	98.76%	98.85%	98.91%

16	Maturity structure of fixed rate borrowing 2019/20	Lower Limit	Upper Limit	Projected 31/03/2020	
	under 12 months	0%	15%	0%	
	12 months and within 24 months	0%	20%	3%	
	24 months and within 5 years	0%	35%	10%	
	5 years and within 10 years	0%	40%	5%	
	10 years and within 20 years			5%	
	20 years and within 30 years			0%	
	30 years and within 40 years	25%	90%	35%	82%
	40 years and within 50 years			35%	
	More Than 50 Years			6%	
				100%	

Notes.

- The indicator for the ratio of financing costs to net revenue stream for General Fund is now calculated based on the External Borrowing costs only and Borrowing and Other long term Liabilities (PFI and leasing)
- The Changes to the Prudential Code 2017 retired the Indicator 3 and 4 on the incremental impact of New Capital decision on HRA and GF as well as Indicator 13 the need to explicitly adopt the Code of Practice. In addition Indicator 9 the relating to the MHCLG imposed HRA borrowing debt ceiling has been recinded and is therefore no longer reported
- In order to ensure that over the medium term gross borrowing will only be for a capital purpose, the Council should ensure that gross external borrowing does not exceed the total capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence and was changed from Net Borrowing to gross borrowing under the update to the Codes in 2017.
- Prudential indicator 12 relates to actual external debt at 31st March, which will be reported in the Treasury Management Annual Report.
- Indicators 14 and 15 are no longer explicit within the updated codes however these have been but have been retained pending further review
- Indicator 17 relates solely to Treasury Management investments made under Section 12 of the Local Government act 2003

Prudential Code Monitoring 2019/20- Debt



Appendix C

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 & Housing	Service area: Capital, Insurance and Treasury Management
Lead person: Bhupinder Chana	Contact number: 88044

1. Title: Treasury Management Strategy 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 report sets out the treasury management strategy for 2020/21. The strategy outlines the approach to managing the Council's borrowing requirements in the light of its capital programme, cash balances and reserves and economic conditions including forecasts of interest rates.

3. Relevance to equality, diversity, cohesion and integration

All 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)

- **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)

- **Actions**

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

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
Bhupinder Chana	Head of Finance - Technical	14 th January 2020
Date screening completed		14 th January 2020

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: 14 th January 2020
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:

All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

EXECUTIVE BOARD

WEDNESDAY, 12TH FEBRUARY, 2020

PRESENT: Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, J Lewis, L Mulherin,
J Pryor, M Rafique and F Venner

137 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 2 to the report entitled, 'Delivering the East of Otley Relief Road and Housing Allocation', referred to in Minute No. 140 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 2 contains information that sets out the principles of a Collaboration Agreement between the Council and developers which is yet to be fully agreed and contains information that is commercially sensitive, which relates to the financial or business affairs of third parties. It is therefore considered that it is in the public interest for this element of the report to be designated as being exempt from publication on the grounds as detailed above.

138 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

139 Minutes

RESOLVED – That the minutes of the previous meeting held on 7th January 2020 be approved as a correct record.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

140 Delivering the East of Otley Relief Road and Housing Allocation

Further to the Minute No. 18, 26th June 2019, the Director of City Development submitted a report providing an update on the positive progress which had been made on the various strands of the East of Otley development project. Also, the report sought approval regarding the 'Authority to Spend' £2.245m to enable the completion of critical preliminary works, which would enable the full costing of the East of Otley Relief Road (EORR) scheme to take place, the submission of a planning application and the

Draft minutes to be approved at the meeting
to be held on Wednesday, 18th March, 2020

provision of essential information which would inform the Collaboration Agreement.

In presenting the submitted report, the Executive Member for Climate Change, Transport and Sustainable Development highlighted the level of affordable / social housing proposed as part of the development, together with details of the wider benefits for Otley town centre.

Officers responded to a Member's enquiries regarding the process for the drawdown of the Housing Infrastructure Fund grant, the associated development viability check and in relation to potential issues arising from the complexity of the project.

Responding to a specific enquiry regarding the potential impact upon sports pitches, it was emphasised that any development would require appropriate planning consent and in securing this, any replacement of pitch provision would need to be agreed with Sport England as a statutory consultee and also with the affected sports clubs.

Following the consideration of Appendix 2 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, and which included officers providing further information to the Board in response to Members' enquiries on the content of the exempt appendix, it was

RESOLVED –

- (a) That the continued positive progress which is being made on the East of Otley scheme, including entering into contract with Homes England for the Housing Infrastructure Fund, be noted;
- (b) That the proposed environmental measures to be implemented as part of the design and delivery of the EORR and the wider East of Otley development to help towards supporting the reduction of the climate impacts that the scheme may have, be noted;
- (c) That the drawdown of £2.245m from the Capital Programme (Scheme 33010) for the provision of funding to cover further fees and additional costs to progress the EORR project up to and through the planning process, be approved; and that the necessary Authority to Spend be delegated to the Director of City Development in consultation with the Executive Member for Climate Change, Transport and Sustainable Development; with it being noted that these costs will be recovered to the Capital Programme following the first drawdown of the Housing Infrastructure Fund grant in respect of the costs associated with the EORR or from the landowners via the Collaboration Agreement in respect of the costs incurred as part of the wider residential led mixed use scheme;

- (d) That the positive progress which has been made towards completing a Collaboration Agreement, as set out in exempt Appendix 2 to the submitted report, be noted, and that approval be given for the necessary authority to be delegated to the Director of City Development to enable the Director to enter into detailed terms with developers of the East of Otley site;
- (e) That the detail, as set out in exempt Appendix 2 to the submitted report in terms of potential claims for compensation under Part 1 of the Land Compensation Act 1973 (LCA 1973) and the Agricultural Holdings Act, be noted;
- (f) That the positive progress which has been made in relation to the disposal of the Council's land within the East of Otley allocation, be noted, and that the intention to enter into an Agreement with Persimmon Homes to facilitate the delivery of infrastructure and development at the East of Otley site also be noted;
- (g) That it be noted that the Head of Land and Property will be responsible for overseeing the detailed terms of the disposal and the agreement.

141 Connecting Leeds: Corn Exchange Gateway

The Director of City Development submitted a report which outlined the next steps for delivering the detail design and construction of the Corn Exchange Gateway as part of the 'Connecting Leeds' programme, and which sought specific approvals regarding injections into the 'Connecting Leeds' programme and the associated authorisation of expenditure.

Responding to a Member's enquiry, it was acknowledged that a level of disruption was being experienced as a result of the work being undertaken in the city centre, however, the multi-agency approach being taken to mitigate such disruption was highlighted. The importance of an effective communications strategy was emphasised, with assurance also being provided that liaison continued to be undertaken with bus operators on such matters.

Also in response to a Member's enquiry, the Board was provided with further information regarding the traditional Department for Transport (DfT) methodologies used when appraising such projects, with it being noted that liaison continued to take place with colleagues in the West Yorkshire Combined Authority appraisal team and also with the DfT. It was highlighted that representations were being made to the DfT regarding the need for appraisal methods to give appropriate recognition to the different modes of transport and active travel provision that cities such as Leeds were aiming for.

Emphasis was also placed on the importance of ensuring that robust enforcement mechanisms were put in place to maintain the transport systems which were established in the city centre via schemes such as this in order to maximise the benefit for those using them.

In conclusion, the Executive Member for Climate Change, Transport and Sustainable Development highlighted that a number of funding streams affecting projects in the city centre had tight timescales, and although work was ongoing to minimise levels of disruption wherever possible, such timescales did create challenges and meant that it was necessary for some projects to be progressed at the same time.

RESOLVED –

- (a) That the progress which has been made since April 2016 in developing the programme of schemes for construction benefiting from the 'Connecting Leeds' funding, together with the subsequent public consultation responses, be noted;
- (b) That the injection of £6.1m from the City Centre Package programme (funded by the West Yorkshire plus Transport Fund) into the 'Connecting Leeds' programme, for the design and delivery of the Meadow Lane aspect of the Corn Exchange Gateway Scheme and its associated linkages into the city centre core, be approved;
- (c) That the injections of S106 Developer contributions of £905,564 for the Corn Exchange Gateway scheme, be approved;
- (d) That expenditure of £21.5m from the 'Connecting Leeds' Capital Programme, which will be used to carry out detail design and construction of the Corn Exchange Gateway, be authorised;
- (e) That it be noted, that subject to consultation with the Executive Member for Climate Change, Transport and Sustainable Development, the Chief Officer, Highways and Transportation will approve the final version of the designs for construction;
- (f) That it be noted that the public realm proposals for the Corn Exchange will also be subject to further approval when such proposals have been refined and developed.

HEALTH, WELLBEING AND ADULTS

142 The Quality of CQC Regulated Services operating in the Leeds City Council boundary

The Director of Adults and Health submitted a report detailing the progress which had been made in achieving and sustaining an improved trend in the quality of regulated services operating within the Council boundary. In addition, the report set out the work which was being undertaken within the Adults and Health directorate and with wider partners to ensure improvements in the quality of services were being maintained and provided details of the Care Quality Commission (CQC) inspection outcomes for social care providers since 2017.

Members welcomed the content of the submitted report, with emphasis being placed upon the need to continue to promote and embed good practice in

such services. A Member also specifically highlighted the positive work being undertaken in respect of Home Care provision.

In conclusion, on behalf of the Board, officers undertook to thank those teams who had been involved in the supportive actions taken to improve the quality of care provided in the independent sector.

RESOLVED –

- (a) That the steady improvement made in the quality of the regulated care sector as a result of the Council's focused action, be noted;
- (b) That it be noted that the Best Council Plan target of 80% of all CQC regulated care services be rated as 'Good' or 'Outstanding' has now been met and exceeded;
- (c) That it be noted that the Deputy Director of Integrated Commissioning will be responsible for continuing the work throughout the next year, with partners, to raise the quality of regulated adult social care services in the city;
- (d) That on behalf of the Board, officers be requested to thank those teams who have been involved in the supportive actions taken to improve the quality of care provided in the independent sector.

CHILDREN AND FAMILIES

143 Director of Children and Families

On behalf of the Board, the Chair welcomed Sal Tariq OBE to the meeting, as it was his first attendance at Executive Board following his recent appointment as Director of Children and Families.

144 Child Friendly Leeds Annual Report

The Director of Children and Families submitted a report which provided an update on the key areas of work currently being undertaken by the Child Friendly Leeds team.

In presenting the submitted report, the Executive Member for Children and Families provided further detail on a number of the initiatives being undertaken as part of Child Friendly Leeds, highlighted the role of the Child Friendly Ambassadors across the city and referenced the award for Public Services which had been presented to the Council at the National Leadership Forum for the Child Friendly Leeds city centre initiative.

Also, it was noted that the Director of Children and Families was scheduled to submit a report to the March 2020 Executive Board presenting statistical information regarding Looked after Children in Leeds.

Responding to a Member's enquiry, the Board was provided with further information regarding the Child Friendly Leeds ethos which, via a cross-directorate and multi-sector approach, aimed to improve outcomes for all

children and young people across the city, with additional focus being placed on those who were from disadvantaged backgrounds.

In response to a Member's request, officers undertook to provide Executive Members with further statistical information regarding those children and young people who were benefitting from the range of initiatives delivered as part of Child Friendly Leeds.

RESOLVED –

- (a) That the progress which has been made since 2012 on the ambition for Leeds to be a Child Friendly City, be supported;
- (b) That the work which has been developed in supporting the role and remit of the Corporate Parenting Board in terms of enriching the lives of children and young people in care and care leavers, be supported;
- (c) That the work of the Child Friendly Leeds team and the focus of the team on achieving the Council's Child Friendly ambitions, be supported;
- (d) That the partnership approach being adopted by the Child Friendly Leeds team and its partners to enhance the life experiences of children in care and care leavers through the development of an 'enrichment offer', be endorsed;
- (e) That the Enrichment Newsletter, as appended to the submitted report, which provides a more in depth understanding of the enrichment offer as it evolves, be noted;
- (f) That the broader impact which the development of the ambition has had on the Council's capacity to make progress in terms of the obsessions and priorities regarding children and families services, as expressed in the Council's Children and Young People's Plan, be supported;
- (g) That further statistical information regarding those children and young people who are benefitting from the range of initiatives delivered as part of Child Friendly Leeds be provided to Executive Members in due course.

145 Approval to Spend for the Refurbishment of the former Burley Park PRU to Support Early Years Provision and LCC Office Space

The Director of Children and Families and the Director of City Development submitted a joint report presenting the background to, and proposals regarding the refurbishment of the former Burley Park Pupil Referral Unit (PRU), and which sought authority for Capital expenditure to facilitate the construction work and for the associated fees to facilitate the refurbishment.

Members welcomed the proposals detailed within the submitted report.

RESOLVED –

- (a) That capital expenditure for the sum of £1,800,000 from Capital Scheme number 33043/000/000 for the construction work and associated fees to facilitate the refurbishment of the vacant Burley Park PRU building, be authorised, with it being noted that this sum includes the value for the refurbishment of both the nursery provision and the Leeds City Council office space together with a client held contingency commensurate with a project of this size and complexity;
- (b) That it be noted that the Asset Management and Regeneration team will be responsible for the implementation of the works as described in the submitted report;
- (c) That approval be given for Shire View to be declared as surplus to the Council's requirements.

LEARNING, SKILLS AND EMPLOYMENT

146 Determination of School Admissions Arrangements for 2021/22

The Director of Children and Families submitted a report which sought approval of the Local Authority Admissions Policy and Admissions arrangements for entry to voluntary controlled and community schools in September 2021.

Responding to a Member's enquiry regarding the high demand for secondary school places in North Leeds, the Board received further information on how such demand was linked to levels of provision in other parts of the city, with details being provided on the actions being taken to manage the situation as a whole.

RESOLVED –

- (a) That in determining the school admissions arrangements for 2021, the admissions policies for the Leeds Community and Voluntary Controlled Primary and Secondary schools, as detailed at Appendices A and B to the submitted report, be approved, with approval also being given to the one year reduction in the Published Admission Number (PAN) of Roundhay All Through School (secondary site) to 210 for 2021;
- (b) That the following be noted:-
 - (i) That the Published Admission Number (PAN) of Allerton High School has been permanently increased from 189 to 220;
 - (ii) That there are no changes to the admission policy for Primary and Junior schools;
 - (iii) The Co-ordinated schemes for admissions arrangements for entry in September 2021, as detailed at Appendices C and D to the submitted report, and that there are no changes to the 2020 arrangements other than updates to timelines and to some minor wording to ensure procedural accuracy;

- (c) That the resolutions of the Board in respect of this submitted report, as detailed within this minute, be exempted from the Call In process, for those reasons as set out in paragraph 4.5.2 of the submitted report;
- (d) That it be noted that the officer responsible for the implementation of such matters is the Lead for Admissions and Family Information Service, and that the date for implementation (i.e. determination of the policies) is no later than 28 February 2020, with the policy being published by 15 March 2020.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as detailed within section 4.5.2 of the submitted report)

147 Outcome of consultation and request to approve funding to permanently increase learning places at Allerton Grange School from September 2021

The Director of Children and Families submitted a report presenting the outcome of a consultation exercise regarding a proposal to expand secondary school provision at Allerton Grange School and which sought a decision to fund the delivery of a scheme to create the additional learning places required.

RESOLVED –

- (a) That the publication of a Statutory Notice on a proposal to permanently expand secondary provision at Allerton Grange School from a capacity of 1200 pupils to 1500 pupils in years 7 to 11, with an increase in the admission number from 240 to 300 and with effect from September 2021, be approved;
- (b) That provisional approval for Authority to Spend (ATS) of £4.8m (based on a Department for Education (DfE) funding rate of £16,056 per new secondary place) to deliver the proposed permanent expansion of Allerton Grange School, be granted;
- (c) That it be noted that the implementation of the proposal is subject to funding being agreed based upon the outcome of further detailed design work and planning applications, as indicated at sections 4.4.1 and 4.4.3 of the submitted report, with it also being noted that the proposal has been brought forward in time for places to be delivered for 2021;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

148 Outcome of consultation to establish a new specialist free school in Headingley from September 2021

Further to Minute No. 107, 25th November 2019, the Director of Children and Families submitted a report presenting the outcome of the consultation exercise undertaken regarding a proposal to establish a new 150-place specialist free school for children and young people aged 4-16 at Rose Court, Buckingham Road, Headingley, and which sought permission to launch the competition stage of the free school presumption process in order to identify a preferred sponsor to run the new school.

RESOLVED –

- (a) That the outcome of the consultation exercise undertaken on the proposal to establish a new 150-place specialist free school for children and young people aged 4-16 at Rose Court, Buckingham Road, Headingley, be noted;
- (b) That the commencement of a free school presumption process under the terms as set out in the Education and Inspections Act 2006 (section 6A), which allows the Local Authority to launch a competition seeking to identify a preferred sponsor to run the new free school, be approved;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

COMMUNITIES

149 Addressing Food Poverty in Leeds: Ensuring Residents have Access to Affordable, Nutritious Food

The Director of Communities and Environment and the Director of Adults and Health submitted a joint report presenting information regarding the current position in respect of food poverty in the city and which outlined a number of areas in which the Council was working with partners in the voluntary, health and private sectors to address this issue.

RESOLVED –

- (a) That the work undertaken to tackle food poverty and insecurity, as set out within the submitted report, be noted, and that the partnerships and joint working established to support families out of poverty, be acknowledged;
- (b) That the work of the Leeds Food Partnership be endorsed, with it being noted that this group helped Leeds achieve the Bronze Sustainable Food Cities Award in 2019 and is working on an action plan for partners across the city to achieve the Silver Sustainable Food Cities award in 2021;
- (c) That the concerns around residents' ability to access a reliable and sustainable quantity of affordable, nutritious food, as outlined in the submitted report, be noted, together with the ways in which the Council

and partners can do more to improve co-ordination, awareness and access to food provision.

150 Director of Public Health

On behalf of the Board, the Chair paid tribute to and extended her thanks to Dr. Ian Cameron, as he was attending his final Board meeting prior to retiring from his position as Director of Public Health.

INCLUSIVE GROWTH AND CULTURE

151 2020/21 Revenue Budget and Council Tax report, including reports on the Capital Programme and Treasury Management Strategy

Further to Minute No. 128, 7th January 2020, the Chief Officer, Financial Services, submitted a suite of reports regarding: proposals for the City Council's Revenue Budget for 2020/21 and the Leeds element of the Council Tax to be levied during the same period; proposals regarding an updated Capital Programme for 2020-2024 and also a proposed updated Treasury Management Strategy for 2020/21.

(A) 2020/21 Revenue Budget and Council Tax

RESOLVED -

- (a) That Council be recommended to note the recommendation of the Council's statutory officer (the Chief Officer – Financial Services) that the proposed budget for 2020/21 is robust and that the proposed level of reserves is adequate, as set out at Section 12 of the submitted report;
- (b) That Executive Board recommends to Council the adoption of the following:-
 - (i) That the revenue budget for 2020/21 totalling £525.7m, be approved. This means that the Leeds element of the Council Tax for 2020/21 will increase by 1.99% plus the Adult Social Care precept of 2%. This excludes the Police and Fire precepts which will be incorporated into the report to be submitted to Council on the 26th February 2020;
 - (ii) That approval be given to grants totalling £65.7k to be allocated to parishes;
 - (iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - (iv) That in respect of the Housing Revenue Account, Council be recommended to approve the budget with:-
 - An increase of 2.7% (CPI+1%) in dwelling rents;
 - A 2.4% RPI increase in charges for all District Heating schemes;
 - The service charges for low/medium and multi-storey flats being increased by RPI of 2.4%;
 - The charge for tenants who benefit from the sheltered support service being increased to £14.71 per week to

- reflect full cost recovery. The charge being eligible for Housing Benefit;
 - The subsidy for tenants who are not eligible for benefits but receive the sheltered support service being set at £4.71 per week. Therefore the amount payable by these tenants will increase from £8 per week to £10 per week;
 - Any overall increase to tenants in respect of rents, service and sheltered support being no more than £3.50 per week.
- (v) That in respect of the Schools Budget, approval be given to the High Needs Block budget for 2020/21, as set out in paragraph 5 of the Schools Budget Report as detailed at Appendix 8 of the submitted report;
- (c) That Executive Board's approval be given to authorise officers to grant relief against business rates liability in line with Business Rates Information Letter (1/2020), for which the Council will be fully compensated for any loss of income;
- (d) That Executive Board's thanks be conveyed to Scrutiny Boards for the comments and observations made as part of Scrutiny's consideration of the Council's Initial Budget Proposals.

(B) Capital Programme Update 2020 – 2024

RESOLVED –

- (a) That Executive Board recommends to Council:
- (i) the approval of the Capital Programme for 2020-2024 totalling £2,009.9m, including the revised projected position for 2019/20, as presented in **Appendix A** to the submitted report;
 - (ii) the approval of the MRP policy statement for 2020/21 as set out in **Appendix C** to the submitted report; and
 - (iii) the approval of the Capital and Investment Strategy as set out in **Appendix D** to the submitted report;
- (b) That Executive Board approval be given to the following injections into the Capital Programme:-
- £146.0m of annual programme injections as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** of the submitted report, to be funded by £129.7m Leeds City Council borrowing and £16.3m of specific resources;
 - £75.9m of major programme injections, as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** of the submitted report, to be funded by £54.1m Leeds City Council borrowing and £21.8m of specific resources;
 - £322.2m of other injections, primarily relating to the roll forward of the HRA Programme and annual capital grant allocations, as set out in **Appendix A(iii)** of the submitted report, to be fully funded by specific resources.

- (c) That it be noted that the above resolutions to inject funding of £544.1m will be implemented by the Chief Officer (Financial Services).

(C) Treasury Management Strategy 2020/21

Members extended their thanks to finance officers for the work that had been undertaken in the re-profiling of the Authority's borrowing, with the financial benefits for the Council being noted.

Responding to a Member's request for further information on the London Inter Bank Overnight Rate (LIBOR) dispute as referenced within the submitted report, officers undertook to provide the Member in question with a separate briefing on such matters.

RESOLVED -

- (a) That the Treasury Strategy for 2020/21, as set out in Section 3.3 of the submitted report be approved by the Executive Board, and that the review of the 2019/20 strategy and operations, as set out in Sections 3.1 and 3.2, be noted;
- (b) That the proposals for forward funding, as detailed in 3.3.6 to 3.3.9 of the submitted report, be noted by Executive Board;
- (c) That full Council be recommended to set the borrowing limits for 2019/20, 2020/21, 2021/22 and 2022/23, as detailed in Section 3.4 of the submitted report and to note the changes to both the Operational Boundary and the Authorised limits;
- (d) That full Council be recommended to set the treasury management indicators for 2019/20, 2020/21, 2021/22 and 2022/23, as detailed in Section 3.5 of the submitted report;
- (e) That full Council be recommended to set the investment limits for 2019/20, 2020/21, 2021/22 and 2022/23, as detailed in Section 3.6 of the submitted report.

(The matters referred to in Minute Nos. 151 (A)(a) – 151(A)(b)(v) (Revenue Budget and Council Tax); 151(B)(a)(i) – 151(B)(a)(iii) (Capital Programme) and 151(C)(c) – 151(C)(e) (Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and S Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

RESOURCES

152 Best Council Plan 2020 to 2025

Further to Minute No. 131, 7th January 2020, the Director of Resources and Housing submitted a report presenting the Best Council Plan for 2020 to 2025 for the Board's consideration and approval that it be recommended for adoption by Council on 26th February 2020.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2020 to 2025, as detailed at annexe 1 to the submitted report, at its meeting on 26th February 2020;
- (b) That Scrutiny Boards and others be thanked for their comments throughout the development and consultation processes which have informed the proposed Plan;
- (c) That, subject to the Best Council Plan being adopted by Council on 26th February 2020, it be noted that further development and graphic design work will take place prior to the publication and launch of the Best Council Plan 2020 to 2025 around 1st April 2020.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

153 Financial Health Monitoring 2019/20 – Month 9 (December)

The Chief Officer (Financial Services) submitted a report which presented the Council's projected financial health position for 2019/20 as at Month 9 (December 2019) of the financial year.

Responding to a Member's enquiry, the Board received further information on the causal factors regarding the deficit position in respect of the Business Rates Collection Fund, as at month 9 of the financial year, together with the actions being taken to correct the position in future years.

In response to a Member's enquiry on the Council's current underspend regarding the Early Years block of the Dedicated School Grant (DSG), the Board received further information on how the underspend occurred, which related to the disparity between how the Government calculated funding and the payments made by the Council. Also, it was noted that given the underspend, consideration was being given to potentially increasing the hourly rate paid in 2020/21 to childcare providers in the city. However, it was also noted that the Council was permitted to use DSG block underspends to offset over-spending blocks, and as such the correct balance needed to be struck.

RESOLVED –

- (a) That the projected financial position of the Authority as detailed within the submitted report, as at Month 9 of the 2019/20 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 which has been made to date and the fact that work is ongoing to identify budget savings proposals which will contribute towards the delivery of a balanced budget position in 2019/20, be noted.

154 North and West Yorkshire Business Rates Pool

The Chief Officer (Financial Services) submitted a report which provided an update on the successful application for a new 2020/21 North and West Yorkshire 50% Retention Business Rates Levy Pool and which sought agreement to: the formation of a new Joint Committee to oversee that Pool; the associated governance arrangements and also the Leader's position on the Joint Committee.

RESOLVED –

- (a) That the update on the new 2020/21 North and West Yorkshire Business Rates Pool, as detailed within the submitted report, be noted;
- (b) That the revoking of the 2019/20 North and West Yorkshire 75% Retention Business Rates Pool on 31st March 2020 be noted, and that agreement be provided to disband the current North and West Yorkshire Pool Joint Committee on the same date;
- (c) That agreement be given to appoint the Leader to a new Joint Committee to oversee the new 2020/21 North and West Yorkshire Business Rates Pool, with such a Joint Committee consisting of the Leaders of the Authorities as specified in paragraph 3.3.3 of the submitted report and to have the Terms of Reference as set out in Appendix C;
- (d) That the Memorandum of Understanding for the 2020/21 North and West Yorkshire Business Rates Pool, as presented at Appendix B to the submitted report, be noted and agreed;
- (e) That the Terms of Reference for the 2020/21 North and West Yorkshire Business Rates Pool Joint Committee, as presented at Appendix C to the submitted report, be noted and approved;
- (f) That the City Solicitor be delegated with the necessary authority to seek the formal agreement of the other 12 members of the Pool to the new arrangements.

DATE OF PUBLICATION: FRIDAY, 14TH FEBRUARY 2020

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY 21ST FEBRUARY 2020

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