



SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

Meeting to be held in Civic Hall, 1st Floor West, LS1 1UR on
Wednesday, 10th January, 2024 at 10.30 am

There will be a pre-meeting for Board Members at 10.15am.

MEMBERSHIP

Cllr N Buckley	– Alwoodley
Cllr B Flynn	– Adel and Wharfedale
Cllr M Foster	– Ardsley & Robin Hood
Cllr J Garvani	– Horsforth
Cllr S Hamilton	– Moortown
Cllr A Hussain	– Gipton & Harehills
Cllr S Lay	– Otley & Yeadon
Cllr A Marshall-Katung (Chair)	– Little London & Woodhouse
Cllr M Millar	– Kippax & Methley
Cllr M Shahzad	– Moortown
Cllr N Sharpe	– Temple Newsam
Cllr I Wilson	– Weetwood
Vacancy	
Vacancy	

To Note: Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

Note to observers of the meeting: We strive to ensure our public committee meetings are inclusive and accessible for all. If you are intending to observe a public meeting in-person, please advise us in advance by email (FacilitiesManagement@leeds.gov.uk) of any specific access requirements, or if you have a Personal Emergency Evacuation Plan (PEEP) that we need to take into account. Please state the name, date and start time of the committee meeting you will be observing and include your full name and contact details'.

To remotely observe this meeting, please click on the 'To View Meeting' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

[Scrutiny Board \(Infrastructure, Investment & Inclusive Growth\) - 10 January 2024](#)

A G E N D A

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

4

DECLARATIONS OF INTERESTS

To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 8 DECEMBER 2023

5 - 12

To approve as a correct record the minutes of the meeting held on 8 December 2023.

7

LEEDS AFFORDABLE HOUSING GROWTH DELIVERY PARTNERSHIP PLAN UPDATE

13 - 30

To receive an update from the Chief Officer (Asset Management and Regeneration) on progress delivered against the action plan by the Council and its partners over the last year alongside planned activity for the coming year.

8

PERFORMANCE MONITORING

31 - 52

To receive an update on performance against strategic priorities for the council and city, and other performance areas relevant to the Infrastructure, Investment & Inclusive Growth Scrutiny Board.

9

INITIAL BUDGET PROPOSALS

53 - 320

To receive an update on the proposed budget for 2024/25 and the provisional budgets for 2025/26 and 2026/27, so far as the proposals relate to the remit of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).

10

PILOT REGARDING THE DISPLAY OF THIRD PARTY COMMENTS ONLINE, IN RESPECT OF PLANNING APPLICATIONS

321 -
340

To receive an evaluation from the Chief Planning Officer of the outcome of a pilot project (not to display third party comments online, in respect of planning applications) and to take a view on next steps.

11

WORK SCHEDULE

341 -
358

To consider the Scrutiny Board's work schedule for the 2023/24 municipal year.

12

DATE AND TIME OF NEXT MEETING

The next public meeting of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) will take place on **28 February 2024 at 10.30am**. There will be a pre-meeting for Board Members at **10.15am**.

THIRD PARTY RECORDING

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

Use of Recordings by Third Parties – code of practice

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

SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

FRIDAY, 8TH DECEMBER, 2023

PRESENT: Councillor A Marshall-Katung in the Chair

Councillors N Buckley, S Firth, B Flynn,
J Garvani, S Hamilton, S Lay, A Rontree,
M Shahzad, N Sharpe, E Thomson and
I Wilson

54 **APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS**

There were no appeals against refusals of inspection documents.

55 **Exempt Information - Possible Exclusion of the Press and Public**

There were no items excluded from the public domain.

56 **Late Items**

There were no late items.

57 **Declarations of Interests**

There were no declarations of interest.

58 **Apologies for Absence and Notification of Substitutes**

Apologies were received from: Cllr M Foster (Cllr S Firth attended as a substitute), Cllr M Millar (Cllr A Rontree attended as a substitute), Cllr A Hussain (Cllr E Thomson attended as a substitute).

Cllr D Coupar also requested that her apologies be noted.

59 **Minutes - 1 November 2023**

The minutes of the 1 November 2023 were approved as a correct record.

60 **Locality Building Review**

The Chair introduced the item noting that the report in front of members provided an update on the locality building review, set in the context of the recommendations of the 2023 LGA Peer Review and the Council's current financial challenge.

Those in attendance for this item were:

Draft minutes to be approved at the meeting
to be held on Wednesday, 3rd January, 2024

- **Cllr J Pryor** (Executive Member substituting for Cllr D Coupar)
- **Angela Barnicle** (Chief Officer, Asset Management & Regeneration)
- **Lee Hemsworth** (Chief Officer, Community Hubs, Welfare & Business Support)
- **Mark Mills** (Head of Asset Management)
- **Eve Roodhouse** (Chief Officer, Culture and Economy)

Angela Barnicle outlined the progress of the Council's estate rationalisation over the last 11 years, highlighting the focus to date on buildings which have provided office accommodation for staff.

Over that period, the programme has reduced the Council's estate by over 125 buildings, delivered over £8m of revenue savings and generated over £25m of capital receipts through asset disposals.

Members were informed that the Council's estate remains substantial with over 900 individually listed assets, which vary significantly in size, nature and use. The associated cost pressures linked to the maintenance of these buildings is unaffordable.

A review of the Council's current estate is therefore underway and aims to make sure the Council's estate better reflects the size of its services and the required use of buildings.

Members were provided with a summary of the distribution of assets across the city, categories of buildings and patterns of use. It was noted that locality buildings are often utilised for 30-50% of their capacity during opening hours whereas the target for office space utilisation is 80%. There is an ambition to improve 'out of hours' usage for many locality-based assets.

In response to member concern, officers confirmed that further due diligence will be required to determine whether individual buildings have any title restrictions preventing disposals or have received grant funded investment, which would include clawback provisions.

The review of locality buildings is being carried out in parallel to a separate review of how the Council delivers services in its localities, which is being led by the Director for Communities, Housing and Environment.

The Scrutiny Board was informed that the locality buildings review is being carried out in two phases. Phase 1 is focusing on data gathering to assess the number of buildings, their condition and approximate usage. This phase will also include the identification of any potential 'quick wins' where services can be relocated into alternative, appropriate buildings to release a community building for disposal.

Members were advised that phase 2 will see further building releases but these will be identified through the locality service transformation programme. Members were informed that this parallel review will include consideration of

how to better embed multi-disciplinary teams in localities, improve the use of public facing Council owned buildings and make better use of other non-Council owned assets in communities.

Officers provided an overview of the principles guiding their work, including aiming for a utilisation rate of at least 80% in retained building and providing a range of community spaces, which can be hired more easily than dedicated community centres.

The Scrutiny Board was informed that there are several categories of buildings that are excluded from the review, including residential accommodation, depot facilities and sports and recreational facilities.

Further information was provided to members about routes to release buildings including Community Asset Transfers and disposal as part of the capital programme.

The Scrutiny Board was advised that following the first phase of the review initial proposals will be presented to the Executive Board for consideration.

Members discussed the scope for investment in the retained estate to enable services to relocate into alternative buildings, the need to consider long-term maintenance requirements and the development of a new booking system for community spaces that would enable internal and external hire.

Members queried how usage figures were calculated and were advised this is based on a broad indication of the number of hours a building is open and the proportion of the building in use during that time. There is a particular challenge in establishing usage for buildings that provide 'drop in' services.

Members sought clarity about whether there is a target number of buildings that it is hoped can be sold or a savings target it is hoped can be achieved within a specified timeframe. The Board was informed that there is not a specific target but there is a recognition that savings can be delivered, and officers estimate there is scope to release around 60% of buildings.

Concern was raised about the potential to create long-term void properties that present risks to their communities and additional costs associated with security and maintenance. It was agreed that there would be a need to move at pace to release buildings identified for disposal.

It was agreed that an improved, centralised booking system for community spaces would benefit both the Council and communities.

Eve Roodhouse updated members on a commercial review of the museums and galleries service and confirmed a plan will be put in place for each Council site that will connect to broader work across different service areas.

Officers were asked how much of the locality buildings review relied upon officers working from home. In response members were informed that in this

review there is a greater focus on ‘touch down’ spaces for workers traveling between different community locations.

Members sought reassurance about the way in which the locality buildings review and the local service transformation programme are complementing one another and sought clarification about how to assess the social and economic outcomes of both reviews. Members proposed potential future joint working with the Environment, Housing and Communities Scrutiny Board to consider progress across both reviews.

Further matters examined by members included:

- The process for the disposal of buildings that have been used for education including the requirement to seek permission from the Secretary of State.
- The potential to offer longer term leases to encourage investment in Council-owned assets.
- The development of a more standardised approach to Community Asset Transfers to make the system easier to navigate for both community groups and council officers.
- The process for consultation with ward members as part of the determination of the role of specific buildings in local communities.
- Examples of successful changes to service provision in localities, which has involved a change of use for community buildings.
- Proposed engagement with local communities about assets in their areas.
- The energy efficiency requirements of corporate landlords and the assessment of locality assets against these criteria. It was noted that further national policy changes are anticipated in relation to EPC ratings, and this may impact upon the future business case of any potential community asset transfer.
- Ways in which to maximise the value generated through asset disposals.
- The ‘one public estate’ programme in West Yorkshire and the role of the Leeds Strategic Estates Board.
- The future use of the Town Hall and progress with its refurbishment.

Members sought reassurance that plans to reduce buildings will align with ambitions to facilitate sustainable local service delivery by alternative providers in communities including third sector organisations.

Members sought clarity about the way in which the Council would consider its responsibilities relating to equalities, diversity and inclusion in any planned relocation of services and release of buildings.

Concern was raised about the capacity of the service to deliver the ambitions of the locality buildings review. Members were reassured that the phased approach is in part designed to mitigate this risk.

RESOLVED:

Members agreed to:

- a. Note the contents of the report and the approach to the locality buildings review.
- b. Schedule a future update on the progress of phase one in 2024/25, including reference to planned investment in the retained estate.
- c. Consider future joint working with the Environment, Housing and Communities Scrutiny Board in relation to the interaction between the locality buildings review and the local services transformation programme.

61 Business Support In Leeds

The Chair began by thanking Eve Roodhouse and her team for her recent member briefing on employment data, which was well received by members.

Cllr Marshall-Katung went on to introduce the item on business support in Leeds, noting the importance of encouraging productivity in the context of the ambitions of the Inclusive Growth Strategy.

Those in attendance for this item were:

Cllr Jonathan Pryor (Executive Member for Culture, Economy & Education)
Eve Roodhouse (Chief Officer, Culture & Economy)
Phil Cole (Head of Funding Programme and Business Support)

Members were provided with an overview of private sector businesses in Leeds, including the challenges and opportunities for small and medium sized enterprises.

Eve Roodhouse reiterated the ambitions of the relaunched Inclusive Growth Strategy and stressed the importance of helping to create local conditions that enable businesses to thrive, which in turn creates and retains good jobs in the city.

Phil Cole outlined the work of the Business Growth Service with SMEs and the role of the Key Account Management service for larger businesses. He went on to summarise activity linked to key growth and grant programmes including Ad:venture, Digital Enterprise, and Inclusive Growth Rates Relief.

Members considered the role of the employment and skills service, particularly in relation to recruitment and retention, and the 'no wrong door' approach to supporting businesses in Leeds.

Phil Cole highlighted the impact of the Council's various business support programmes in terms of new jobs created, addition to Gross Value Added for the city and region, and return on investment.

Members considered the funding arrangements for this service, noting the high proportion of external funds secured by the team. Concern was raised about a planned reduction of 11% in the LCC budget for 2024/25. Members were reassured that the role that is being deleted from the Council budget is now being funded through an external source.

Members were advised that it is difficult to provide direct comparisons with performance across other cities due to differences in boundaries and populations. However, the latest data for Leeds relating to indicators such as business start ups will be provided to the Scrutiny Board as part of regular performance reporting in January.

Phil acknowledged it has been a challenging few years for many businesses. He reassured members that business stock in Leeds has, however, remained healthy and there has been 9% growth in the digital sector during a period in which other areas have seen a reduction in growth within the sector.

The Scrutiny Board welcomed the "engaged, thoughtful approach" of the Business Support Team.

Matters considered by members included:

- Ways in which the awareness of the availability of the business support service could be evaluated.
- The proportion of grant funding available for 'business to business' organisations as compared to 'business to consumer' organisations.
- Incentives to encourage landlords to improve the energy efficiency of their properties. Officers shared the example of the refurbishment of the Leeds media centre while considering the challenge and investment required to meet energy efficiency standards.
- The importance of developing and retaining familiar brands such as Ad:venture and Digital Enterprise, despite changes in funding arrangements for the schemes following the UK's exit from the European Union.
- A reduction in the availability of overall funding for business support following the UK exit from the European Union.
- The role of discretionary rates relief as a relatively cost-effective local lever to support businesses in the city. It was confirmed this is included in the proposed budget for 2024/25.
- Ways in which councillors can advocate for the business support service in their local communities.
- The challenges in securing good quality data in relation to the businesses in the city.
- The number of businesses that have engaged with the Ad:venture programme since it began.

- The number of organisations involved in the Business Anchors network.
- Opportunities to publicise the work of the Business Support Service at events in the city.
- An increase in anti-social behaviour affecting city centre business. Cllr Pryor noted he had recently met with partners including the city centre BID and West Yorkshire Police to discuss this issue.
- The availability of business support for people from diverse backgrounds including access to 'trial stalls' at Kirkgate Market.

Members queried what constraints on growth have been identified by local business and the levers available to help organisations respond to those challenges. The Board was informed that that recruitment and retention are regular challenges, and the Council can assist organisations by connecting them to education and training institutions. Wider constraints include travel planning, access to large warehouse space for manufacturers and the availability of flexible 'grow on' premises for high growth companies.

WYCA can no longer provide financial incentives to encourage businesses to locate in Leeds. A broader range of support services covering business sustainability, innovation and business productivity are provided through the WYCA Business Support team.

The Scrutiny Board requested an all-member briefing on how to signpost local organisations to business support services.

RESOLVED:

Members agreed to note the contents of the report.

It was agreed that an all-member briefing will be arranged in early 2024 to update councillors on how to signpost local organisations to business support services.

12:26pm Cllr Lay left the meeting.

12:45pm Cllr Sharpe and Cllr Flynn left the meeting.

62 Work Schedule

Members considered the Scrutiny Board's work schedule for the 2023/24 municipal year and noted that a remote working group would be taking place at 9.30am on Thursday 14 December to discuss the initial budget proposals so far as they relate to the remit of the Scrutiny Board.

63 Date and Time of Next Meeting

The next meeting of the Scrutiny Board will take place on **10 January 2024** at **10.30am**. There will be a pre-meeting for all Scrutiny Board members at **10.15am**.

The meeting ended at 12.48pm.

Title: Leeds Affordable Housing Growth Partnership Action Plan update

Date: 10th January 2024

Report of: Chief Officer Asset Management & Regeneration

Report to: Infrastructure, Investment and Inclusive Growth Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

In September 2022 Executive Board endorsed the Leeds Affordable Housing Growth Partnership Action Plan 2022-25 and the Council's role in its delivery, noting the role of this Scrutiny Board and the Strategic Housing Board in annual governance and monitoring of the plan. The Action Plan was subsequently finalised and approved by the Director of City Development in January 2023.

This report updates on progress delivered against the action plan by the Council and its partners over the last year alongside planned activity for the coming year.

Recommendations

- a) Note the progress made by the Council and its partners in the delivery of the Action Plan.
- b) Agree to an update on the Action Plan being presented to this board in January 2025 to set out activity for the next plan period 2025-28.

What is this report about?

- 1 The Leeds Affordable Housing Growth Partnership Action Plan (LAHGPA) was finalised at the end of 2022 and [published in January 2023](#), a draft of the plan having been endorsed at Executive Board in September 2022. The plan sets out the affordable housing ambition of all partners, with the combined action and collaborative work outlined creating a projected pipeline of c750 new affordable homes per annum over the three years 2022-25. This is significantly higher than delivery over the last 10 years, which averaged 484 per annum. This is against an affordable housing need of 1,230 per annum as set out in the Leeds Strategic Housing Market Assessment (2017).

Delivery of New Affordable Homes

- 2 Recent performance and the pipeline for further delivery should be viewed with reference to the current economic climate, which has very challenging inflationary pressure causing high build costs and interest rate increases, both impacting on development viability. Both the Council and Registered Provider (RP) partners are also under significant pressure to focus capital on investment in existing stock, with difficult choices being made between this investment and progressing new build schemes. The Council Housing Growth Programme has faced significant challenges in the delivery of schemes and the approach to mitigation of market and construction risks was detailed in the Executive Board update in September 2022.
- 3 In 2022/23, Leeds recorded 633 new affordable homes by all delivery routes¹. This is the highest annual delivery for the city since 2010/11. The forecast for 2022/23 in the LAHGPA was 701 affordable homes, there has been slippage from last year to this financial year as well as a change in the number of homes being built on some schemes.
- 4 Appendix 1 of the LAHGPA (Appendix 1 of this report) has been amended to reflect actual delivery in 2022/23, alongside an updated forecast for the remaining two years of the action plan and beyond to 2025/26 -2026/27 (noting the latter years forecasting is less reliable). This will continue to be a forecast and may change as schemes come forward through the planning system. This is a live document that will be reviewed against quarterly data returns from partners.
- 5 Of the delivery for 2022/23, 153 homes have been delivered via the Council Housing Growth Programme with schemes completed at Healey Croft (East Ardsley), Heights Lane (Armley) Meynell Approach (Holbeck) and Tarnside & Mardale (Seacroft). A further 411 homes are projected for delivery by March 2025, with an additional 411 homes in the pipeline to be completed post 2025.
- 6 Over the last 10 years affordable housing delivery has been:
 - a) 28% via s106 agreements
 - b) 23% via direct Council delivery
 - c) 49% via RP direct delivery
- 7 For 2022/23 overall delivery the tenure breakdown is shown in the table below.

2022/23 Affordable Housing Delivery – Tenure breakdown	
Tenure	Number of homes
Social Rent	217 (34%)
Affordable Rent	246 (39%)
Submarket/ intermediate rent	7 (1%)

¹ 2022/23 delivery figures still to be verified by DLUCH.

First Homes	2 (<1%)
Rent to Buy	8 (1%)
Shared Ownership	153 (24%)
Total	633

- 8 In 2018 the Council set an ambition to deliver 1,500 new affordable homes by 2025 (equivalent to an average 300 homes per annum). Despite the recent inflationary and cost challenges outlined at para 2, and the challenging build climate during the Covid-19 pandemic, the Council Housing Growth Programme is on track to deliver or be on site with 1,175 of these homes, which is good progress given the standing start of the programme in 2018/19 and the challenges that have been highlighted. It was recognised early on in the programme that in order to meet the ambitious target, maintain pace and spread the delivery risk, a multi-partner approach should also be progressed. With RP and third sector partners able to secure additional external grant funding and with access to their own financing, the Council has utilised its land assets to unlock the delivery of an additional 540 affordable homes through ringfenced disposals into the affordable housing sector. The projection is to deliver or be on site with 1,715 homes by 2025, with a breakdown of delivery shown at Appendix 2.
- 9 The overall projections for delivery (inclusive of details in para 8 plus further RP/ s106 activity) are shown in Appendix 1 and summarised as follows. Tenure breakdown is not available as this is usually only available upon confirmation of funding and delivery.

Year	Projection
2023/24	1043
2024/25	568
2025/26*	1004
2026/27 *	497

*Less accurate future projections

- 10 It is usual for delivery to vary from year to year, as affordable housing development is a product of variances in the development programmes of multiple delivering partners, market dynamics that will particularly affect the availability of s106 homes becoming available for acquisition from market-led schemes, and variance in grant and finance availability. The current Homes England Affordable Homes Programme is due to end in 2025. While it is anticipated that this will be replaced with a future programme, Homes England is unable to offer any funding certainty at this time until policy and funding decisions are made by government. In past years this has resulted in a dip in delivery as one programme completes and there is gap in certainty for the next one that allows delivering partners to actively plan for future developments. While Homes England Strategic Partnerships with RPs (agreements that provides longer term funding to partners) may limit the fluctuations this time round, this funding is only in place until 2026 at present. It is therefore important to highlight that the principle affordable housing funding to RP's is available cyclically rather than as a constant stream.
- 11 Moreover, s106 affordable housing delivery may not be fully represented in the projections above as these are only captured when an RP partner has agreed to acquire the s106 properties from a developer.
- 12 Set against this delivery of new affordable homes is the ongoing impact of Right to Buy. The Council loses on average 600 homes from its stock each year as tenants exercise this right. In past years this has meant a net annual loss of affordable housing in the city as new development in-year has been lower than homes sold under the Right to Buy.

Meeting affordable housing needs

- 13 It is important to recognise that affordable housing delivery should not just be about the number of new homes being made available, but also about facing onto the needs of our communities. Over the last year work has been undertaken to further understand specialist housing needs which include requirements for Extra Care housing, supported housing for working age adults, homelessness provision, and children's & families accommodation requirements. Workshops have taken place between Council Services and RP partners/third sector housing providers to support delivery in line with the needs of the city.
- 14 Local Plan 2040 is progressing through the consultation process and includes affordable housing policy within its scope. A workshop with RP partners has taken place to help inform the scoping of the Local Plan 2040. The Strategic Housing Market Assessment (SHMA) is being updated based on 2021 census data, with future housing need being considered using updated evidence on the Leeds Homes Register, existing housing stock and the committed supply of new affordable homes with planning permission, including the Council Housing Growth Programme. The final SHMA report is to be considered by Development Plans Panel in early 2024 to support the next stage of Local Plan 2040.
- 15 There are currently over 26,000 applicants on the Leeds Homes Register, of which c6,000 are in priority need, which has increased over recent years – Executive Board received a detailed report on this at its December meeting. It is important that the action plan continues to face onto the needs of those applicants and maximises the number of affordable homes that can be delivered for those in need and made available under nominations from the Council.

Governance & Monitoring

- 16 An action log detailing progress against the LAHGAP is attached at Appendix 3 for further information. This has been shared and considered by RP partners as part of the partnership approach.
- 17 A report was taken to Leeds Housing Board in September 2023 to update on progress made against the LAHGAP, with that Board noting the progress being made.
- 18 The council is a member of West Yorkshire Housing Partnership (a partnership of Registered Providers based in or with significant housing stock in West Yorkshire) and is working collectively to maximise the delivery of affordable housing across the region, identifying opportunities for joint working and unlocking barriers to delivery. Utilising tools such as Brownfield Housing Funding and working with Homes England to maximise the effectiveness of grant funding is supporting this work, alongside reviewing land supply and considering how statutory tools available to Councils, Local Planning Authorities and West Yorkshire Combined Authority can be used. The West Yorkshire Strategic Place Partnership (SPP) between Homes England and WYCA has also identified affordable housing growth as a key theme within its business plan, with work ongoing through the SPP Board to maximise opportunities and unlock housing and affordable housing growth.

Next steps

- 19 It is proposed that the LAHGAP is reviewed over the next year, with an updated Action Plan and programme developed by the end of 2024/5 for the following three year 2025-28. This Board is invited to review a draft of the update in early 2025 prior to the Action Plan being finalised.

What impact will this proposal have?

20 The LAHGAP is part of the Leeds Housing Strategy and aims to deliver in line with the vision of meeting the city's housing needs and providing high quality affordable homes in thriving and inclusive communities, with appropriate support for those who need it. Whilst the scale of affordable housing delivery numbers is critical to meeting need it is also essential that we address the accommodation requirements of those most in need.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

21 The LAHGAP directly supports the three pillars of the Best City Ambition through its aim to increase the amount of new, sustainable, high quality affordable housing that is available in the city, supporting positive life outcomes and well-being of our residents through provision of safe, secure, warm, and affordable homes.

What consultation and engagement has taken place?

Wards affected: All

Have ward members been consulted?

Yes

No

22 The Action Plan is the culmination of engagement with the affordable housing sector that took place between October 2021 and March 2022 through a series of 1-to-1 discussions and workshops with Registered Provider (RP) partners on the Leeds Affordable Housing Framework. There has also been ongoing engagement with Homes England and West Yorkshire Combined Authority (WYCA) throughout this period, as well as discussions with developers that work closely with RP partners in the city and wider city region.

23 This engagement is recognition that the challenge of affordable housing supply requires a multi partner approach, with the tools and responsibilities sitting with a range of organisations who can provide a collective and aligned response in the city.

24 In the drafting of the LAHGAP discussions took place with Area Committee Chairs, Plans Panel chairs, Development Plans Panel Members, Infrastructure, Investment & Inclusive Growth Scrutiny Board (including a workshop on 8th September 2022), and the Executive Member for Infrastructure and Climate.

25 Since the plan has been operational there has been ongoing engagement with the Executive Member for Housing alongside an update report being provided to Leeds Housing Board in September 2023.

26 There is ongoing engagement with the RP sector through regular Affordable Housing Delivery Group discussions and workshops, and direct collaborative work with individual RP's.

What are the resource implications?

27 The Asset Management & Regeneration service is resourced to support this work through external funding and through the Housing Revenue Account for direct delivery of Council Homes and management of Right to Buy grant. There are currently no General Fund resource implications in supporting this work.

28 There is an ongoing need for capital funding via the Housing Revenue Account, Right to Buy Receipts and Homes England grant to support the delivery of new affordable homes. The delivery of s106 affordable homes is dependent upon ongoing delivery of market-led sites. As

highlighted at para 10, in periods of funding and market uncertainty or cost and viability challenges, delivery is likely to dip.

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

- 29 The LAHGPP sets out a number of challenges and risks in achieving delivery of the 1,230 affordable homes required to meet housing needs each year in the city, as identified in the SHMA. Some of the risks are addressed through the actions proposed and detailed in Appendix 3 of this report.
- 30 Some risks are outside the full and direct control of the council and relate to national policy, funding and the economy. These include funding certainty as referenced at para 10 and macro-economic factors of inflation and interest rates referenced at para 2, that remain a challenge for the sector.
- 31 The national policy environment is in a state of flux and changes proposed through the planning system could have far reaching implications for how affordable housing is delivered locally, in particular the proposal to move away from the current system of s106 obligations for specific planning policy requirements towards a single infrastructure levy from which all obligations will be funded. It remains unclear what impact that may have on the quantum of affordable housing that could be achieved through the planning system and the consequent impact on the success of the LAHGPP. Local Plan 2040 will need to remain agile to respond to any such legislative changes that may come forward.
- 32 A number of these risks are being discussed at West Yorkshire level through the Combined Authority and the West Yorkshire Housing Partnership (which includes representation from Homes England and the National Housing Federation) with the aim of supporting high level discussions with Government through the Strategic Place Partnership and ensuring that unlocking ,funding and financing solutions face onto the challenges of delivery in the sector effectively.

What are the legal implications?

- 33 There are no direct legal implications associated with the Leeds Affordable Housing Growth Partnership Action Plan. Any legal implications for the Council will be considered on a scheme-by-scheme basis under the relevant delegations and approvals as sites and actions progress.

Options, timescales and measuring success

What other options were considered?

- 34 Supporting and improving the delivery of affordable housing has been a long-standing priority and commitment for the Council. The Leeds Affordable Housing Growth Partnership Action Plan presents a review and refresh of the ways in which this commitment can continue in a dynamic economic and policy environment and how enhanced outcomes can be achieved, though challenges to our own ways of working, enabling delivery by others and maximising the benefits of partnership and collaboration.
- 35 A range of options were considered as part of the Executive Board report in 2022, with supporting the development and implementation of the LAHGPP being considered as the best option to progress. This report updates on the progress made against the LAHGPP.

How will success be measured?

- 36 The Leeds Affordable Housing Growth Partnership Action Plan is owned by all partners in the city, with all partners being accountable for their actions as the detailed action plan emerges.

- 37 The LAHGAP is monitored via Strategic Housing Board as part of the Leeds Housing Strategy. The Council's actions will be reported to Executive Board at the end of the plan period.
- 38 This Board has a role in monitoring delivery of the LAHGAP over the 3 year period and steering direction for the next update for 2025-28. It is proposed that the Action Plan update is reviewed by the board in January 2025 prior to talking a report to Executive Board.

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

- 39 The Director of City Development will lead a review of the LAHGAP 2022-25 and make recommendations for the plan update for 2025-2028. It is proposed that this is reported to this board in January 2025.

Appendices

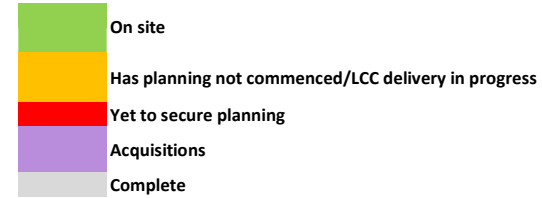
- Appendix 1 – LAHGAP Appendix 1: delivery & projections
- Appendix 2 – Local Authority direct and indirect delivery to 2025
- Appendix 3 – Progress against Action Plan

Background papers

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Appendix 1: Leeds Affordable Housing Delivery Pipeline Forecast 2022/23 - 2026/27

RP / LCC	Scheme	Actual delivery 2022/23*	2023/24	2024/25	2025/26	2026/27
54 North Homes	South Park place	2	2			
	Strawberry Fields		19			
	Wesley Street			28		
	Railway Street			58		
Anchor	Teal Beck House			22		
Canopy	RTB Phase 2	2	3			
Clarion Housing	Thorp Arch	42	15			
	Kirkstall Rd, Latimer					334
GIPSIL	Acquisitions and refurbishment	12	2			
Guinness	Points Cross phase 1		311			
	Points Cross phase 2				183	
Homegroup	Seacroft Cres	64				
	Windlesford Green			62		
InCommunities	Old Lane	49				
	Paddock Rise	7				
	Otley Road	15	14	6		
	Selby Road			4	9	
	Timeless - ph 3		42	8		
	Timeless - ph 4			7	2	2
	Pitt Lane		16			
Joseph Rowntree Foundation	Silverwood		10	7		
Karbon Homes	Great North Rd Micklefield Ph 1	5	5			
	Great North Rd Ph 2	4				
Keepmoat	Hellens Housing	10				
	First Homes pilot	2	11			
LATCH	Latch creates	7	8			
Leeds & Jewish	Moortown/Alwoodley	2	1			
Leeds & Yorkshire HA	Low Moor Meadows	5				
LCC	Healey Croft RTB	9				
	Silk Mill RTB	2				
	Heights Lane RTB	12				
	Meynell Approach RTB	28				
	Tarnside and Mardale	41				
	Throstle Rec general needs		116			
	Throstle Rec extra care		60			
	Barncroft Close		12			
	Scott Hall Drive		16			
	Brooklands Avenue (Seacroft Crescent)			20	13	
Amberton sites, Gipton				55		
Middlecross extra care				65		
Barnheat Approach					44	
Hough Top, Pudsey				82		
Stegan Manor, Morley					23	
Burley Willows, Burley					26	
Richmond House, Farsley					29	



	Home Lea House, Rothwell					22
	Queenswood Drive, West Park					17
	LAHF		41			
	ROFR	28	52	54	35	
	RSAP 2	4				
	RSAP 3	8	2			
	RSAP 5		8			
	Strata	21	3	2		
	SHAP			25		
Leeds Community Homes	Chaco	29				
	Aire Lofts		9	7		
	Mistress Lane				34	
Leeds Federated	Seacroft Hospital	14	16	11		
	Bishops Way	5				
	Arthington House		22			
	Westminster Cres		12			
	Snittles Close	8	6			
	Pitty Close Farm		6	13		
	Kendal Drive		5			
	Whitehall Road		2	6		
	Owlcotes, Pudsey			54		
	Sugar Hill, Oulton			20		
	Stonebridge Beck		4			
L & G	St Cecilia Street				78	
Park Properties	Thorpe Park	30	4			
Places for People	Seacroft Crescent phase 1	31				
	Seacroft Cres phase 2&3	18				
	Wortley High School	8				
	Parkway Close, Harmony		42			
	Brooklands Drive OTS 2023		21			
Plexus	Conisbrough Av	4				
Stonewater	Dunstarn Lane	12	2			
	Calverley Lane		54	52	46	
	Swarcliffe				33	
Turning Lives Around	Hunslet Project	2				
Unity	Holdforth Gardens			22		
WDH/Together	Timeless	5				
WDH	Saxton Lane				204	
Yorkshire Housing	Church Lane Micklefield	7	16			
	Breary Lane Bramhope	68	12			
	Timeless	4	27			
	St Andrews Morley	4				
	Hornbeam Gardens	3				
	Leeds Road, Collingham			20	22	
	Tower Works, Armley			50		
	Beckhill Approach		12	3	4	
	Woodside Vale		2	7	8	
TBC	Copperfields				131	
TOTAL		633	1043	568	1004	497

* 2022/23 delivery is estimated pending DLUCH verification and live tables publication in November 2023

Appendix 2: Local Authority direct and indirect delivery projections to March 2025

	LCC Support	Total Affordable Homes
Council Housing Growth Programme		
Completed/Handovers		
New Build <ul style="list-style-type: none"> Beeches & Nevilles (59) Healey Croft (9) Silk Mill Drive (2) Anderson Approach (12) Meynell Approach (28) Tarnside & Mardale (41) Throstle Rec. Extra Care Gascoigne House (60) Throstle Rec. General Needs (87) Barncroft Close (12) 	Direct Delivery - development	310
Council Housing Acquisitions (List – eg ROFR, Strata, NSAP, RSAP, LAHF, etc)	Direct Delivery – acquisition	287
On site/with planning		
New Build: <ul style="list-style-type: none"> Throstle Rec. General Needs (29) Scott Hall Drive (16) Brooklands Avenue (phase1) (20) 	Direct Delivery - development	65
Council Housing Acquisitions (List – eg ROFR, Strata, RSAP, LAHF, SHAP etc)	Direct Delivery	102
Council Supported RP Programme		
Home Group – Westerton Walk (extra care)	LCC Land and Commuted Sums	63
Home Group- Seacroft Green (extra care)	LCC Land and Commuted Sums	64
Home Group – Windlesford Green (extra care)	LCC Land and Commuted Sums	62
Canopy	Right to Buy	12
Latch	Right to Buy	12
GIPSIL	Right to Buy	4
Turning Lives Around	Right to Buy	4
Leeds Jewish Housing Association	Right to Buy	1

54 North – Railway Street	LCC Land and Commuted Sums	58
L&G Affordable Homes – St Cecilia Street	LCC Land and Commuted Sums	78
Holdforth Place	LCC Land	22
Bespoke Phase 1 programme - Habinteg	LCC land	29
Sub Total :Affordable Homes Delivered by March 2025:		1,173
Council Housing Growth Programme*		
Start on site by March 2025 but post 2025 completions: <ul style="list-style-type: none"> • Brooklands Avenue (phase 2) (13) • Amberton Sites (55) • Middlecross Extra Care (65) • Hough Top (82) • Siegen Manor (23) • Burley Willows (26) • Richmond House (29) • Home Lea House (22) • Queenswood Drive (17) • Ramshead Approach (44) • RSAP (35) 	Direct Delivery 411	
Council Supported RP Programme*		
Former Copperfields College site	LCC land	131
Sub Total: Affordable Homes started on site by March 2025*		542
GRAND TOTAL: Affordable Homes delivered/ started on site by March 2025		1,715

***Subject to planning**

1. Overview

- 1.1 Leeds Affordable Housing Growth Partnership Action Plan was endorsed by Executive Board in September 2022 and published in January 2023. The Action Plan summarises the collective commitment across the affordable housing sector in Leeds to increasing the scale and pace of delivery. It seeks to maximise a range of tools, policies and delivery levers that will assist the city in addressing its affordable housing needs.
- 1.2 The action plan sets out the challenges and opportunities across four themes, with the table below highlighting key actions being made against each of these themes.
- Land opportunities & new housing markets
 - Carbon neutral homes
 - Affordable housing policy
 - Viability and unlocking the delivery of new homes.
- 1.3 The Action Plan also identifies actions and commitments required by the Council and partners to deliver a step change in affordable housing delivery, with the aim of delivering c750 new affordable homes per annum across the lifetime of the plan. As outlined in the main report and appendix 1, 633 affordable homes were delivered in 2022/23.
- 1.4 Monitoring of the LAGPAP will take place through Leeds Housing Board, Scrutiny Board and Executive Board as required. Registered Provider Affordable Housing Delivery Group meetings and key account management monitor delivery and key themes, challenges and opportunities in the delivery of the plan.

2. Progress Update

Theme	Action/ Commitment	Progress
Land Opportunities and new housing markets	Land availability: Use of public sector land to support affordable housing growth alongside discussions with Government	<p>Railway Street: The Council has ringfenced the disposal of this site for affordable housing, with the site sale completing earlier this year to 54 North Homes (formerly Leeds and Yorkshire Housing Association). Planning permission was approved in June for the delivery of 58 social rented affordable homes, with the Council having 100% nominations. Work has started on site with completion due in November 2024. The scheme is benefiting from WYCA Brownfield Housing Fund support as well as Homes England grant and Affordable Housing Commuted Sums to ensure maximum affordability.</p> <p>St Cecilia Street: The Council ringfenced the disposal of this site for affordable housing, with Legal and General Affordable Homes selected to deliver the development. The scheme is currently in the final stages of the planning process having been considered at Plans Panel in August and a final decision being delegated to officers. It is proposed that the scheme will consist of 78-apartments for social rent. The scheme will also benefit from Homes England, Brownfield Housing Fund and Affordable Housing Commuted Sums support.</p> <p>Copperfields: The site of the former Copperfields College has been ring-fenced for affordable housing and marketed through Avison Young in April 2023. Offers are now closed and a preferred bidder has been selected, with the scheme progressing to planning application submission in 2024.</p> <p>Meadow Lane: This site originates from the reconfiguration of highway/ parking to create the start of Aire Park greenspace (linking to the Vastint Aire Park development) and this development plot. The site was marketed for a predominantly residential scheme with above policy compliant levels of affordable housing. A decision on the preferred bidder is expected in early 2024.</p>
	Innovation in Delivery Models	The Council is considering the recommendations included in the Affordable Housing Delivery Models report (Cushman & Wakefield) that was commissioned to support this work area and continues to face onto opportunities to work differently with partners across the sector.
	Site intelligence sharing and unlocking	Work is continuing with Homes England and WYCA to maximise impact and resources to deliver further affordable housing in Leeds and the wider West Yorkshire area. Work on the Strategic Place Partnership has identified affordable housing as a key priority area, with a business case emerging to maximise impact in this work area alongside wider place and strategic ambitions.

APPENDIX 2
Leeds Affordable Housing Growth Partnership Action Plan
Action Log Update September 2023

Theme	Action/ Commitment	Progress
	Levelling up and priority neighbourhoods	Kingsdale Court: Good progress has been made with acquisitions at <i>Kingsdale Court</i> , located in Boggart Hill (Seacroft). The Council now owns the freehold of the site and the majority of flats on site. As stated at Executive Board the proposal is to enable the provision of fit-for-purpose affordable housing on this site as part of the commitment to sustainable change and regeneration of its Priority Neighbourhoods.
	Consideration of Planning Policy changes	(See below Affordable Housing policy theme below)
Carbon Neutral Homes	Promoting Modern Methods of Construction and sustainable technologies & supporting green jobs	<p>This theme is being considered through the work of West Yorkshire Housing Partnership and the West Yorkshire Combined Authority. Discussions to date have focused on how tenants can be involved in accessing training and green jobs, as well as considering how we can maximise the benefit of our combined pipeline to face onto sustainable technology and MMC opportunities. Good progress has been made in the use of sustainable technologies to retrofit existing stock through the Social Housing Decarbonisation Fund.</p> <p>Funding criteria for Affordable Housing Commuted Sums and Right to Buy Receipts now incorporates an assessment of sustainability measures which aligns with requirements for external funding such as the Brownfield Housing Fund. This supports the drive to net zero and lower overall housing costs to residents through energy efficiency measures.</p>
	Local Plan update	The Local Plan Update aims to improve existing policies and introduce new ones to address climate change, and the climate emergency declaration to achieve net zero emissions by 2030. In addition, closely related topics such as green infrastructure, flood risk, place-making and sustainable infrastructure are also included within the proposed scope of the Plan. Registered Providers, through the Affordable Housing Delivery Group, have regularly received updates on the Local Plan review and have had opportunity to comment and contribute, so that any updated policies work alongside the delivery of affordable housing.
Affordable Housing Policy	Local Plan Update to consider Affordable Housing in the early phases of scope and meeting diverse and specialist housing needs	<p>Local Plan 2040 is currently at a 'scoping' consultation stage with seven topic areas identified comprising housing (including affordable housing) which require updating. Within the Housing topic area, it is envisaged that the following policy areas will need to be included:</p> <ul style="list-style-type: none"> • Overall housing requirement • Affordable Housing needs: requires an updated understanding of the need and requirements for affordable housing by location, relating to the settlement hierarchy and evidenced by 2021 Census (through the SHMA). The aim will be to set appropriate plan targets, maximising delivery through

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Action Log Update September 2023

Theme	Action/ Commitment	Progress
		<p>planning obligations and supporting other methods of delivery through the planning system, in light of overall need whilst considering issues that influence delivery such as viability.</p> <ul style="list-style-type: none"> • First Homes: Local authorities are required to deliver First Homes as a proportion (25%) of their usual affordable housing delivery through their local plan policies. LLP 2040 is to provide the basis for the Council approach to set different criteria, if appropriate. This will include consideration of market value discount percentage, first sale price cap, household income and local connections test. • Housing needs for different household types at a local level: setting the need for units according to their size (number of bedrooms), type (houses, bungalows, apartments) and tenure (for affordable housing only) for both market and affordable homes by location. • City Centre: recognising the different type and scale of housing development and that this area is the focus for Build for Rent. Reviewing delivery methods especially in terms of affordable housing needs, successful delivery on site, registered providers interest and affordability of homes. <p>The Strategic Housing Market Assessment (SHMA) will provide a better understanding of Leeds’ housing needs, complementing census data. The SHMA, which should be available in early 2024, will help pinpoint the issues that are affecting people’s access to housing and the inequality that may be faced in different areas. The findings will help to shape future planning and housing policies in Leeds, including the number of affordable homes that are needed. It will also provide detail of housing needs across the city including for older people, disabled people and those with specialist needs.</p> <p>As part of the SHMA, the Council has worked to widen engagement through a stakeholder survey with third sector organisations that are representative of each protected characteristic. In addition to specialist housing associations such as Anchor, the largest not-for-profit provider of housing, care and support to people over 55 years old, this also includes organisations such as Voluntary Action Leeds, Leeds Older People's Forum, Leeds Women's Aid, Leeds Asylum Seekers’ Support Network, Migrant Access Project, St George’s Crypt and The Advonet Group. Engagement with these groups as part of the SHMA review will enable identification of the specific needs for new homes including specialist and bespoke housing products.</p> <p>The Action Plan and supporting report on Affordable Housing Delivery Models identified opportunities to review the Benchmark Transfer Price mechanism in the delivery of s106 properties. This is currently being reviewed and will be incorporated into any changes made to policy through Local Plan 2040.</p>

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Leeds Affordable Housing Growth Partnership Action Plan Action Log Update September 2023

Theme	Action/ Commitment	Progress
		<p>The Council has also undertaken training with Plans Panel members on the 'The Role of Registered Providers (RP)' in meeting affordable housing need. This has supported understanding of RP schemes coming through the planning system and the nominations process that reduces pressures on the Leeds Homes Register. There are plans to re-offer this training in the future.</p> <p>As highlighted in the main report work has progressed to understand specialist housing needs which includes requirements for Extra Care Housing, Working Age Adults, homelessness provision, and Children & Families service requirements. Workshops have taken place between Council services and RP partners/ third sector providers to support delivery in line with the needs of the city.</p> <p>The Council is also working to promote the work of Pride of Place Leeds to explore the delivery of affordable LGBTQ+ affirmative living in Leeds to provide an inclusive, accessible and safe space for both residents and the wider LGBTQ+ community. Discussions are ongoing between the Council, Pride of Place and RPs with the aim of securing a site for this scheme to be delivered in the city.</p>
	<p>Support Place Based Outcomes and Promote Investment in Regenerating our Estates</p>	<p>The announcement by Homes England that Affordable Housing funding can now be used to support replacement of existing homes and the regeneration of our places in line with the Homes England Strategic plan has been welcomed. Work is underway (by the Council and its partners) to identify opportunities and a pipeline of schemes to face onto this funding and anticipated future funding/ opportunities. The restrictions on timescales for start on site by March 2025 is a challenge and discussion are on-going with Homes England in relation to a pipeline of regeneration activity that could be unlocked post 2025 if funding was available for the next Affordable Housing Programme period. Lead in times for schemes and capacity to face onto new opportunities at pace is challenging within the context of the Council's current financial challenge and the range of other priorities facing the affordable housing sector.</p>
<p>Viability and Unlocking Delivery to Deliver More Homes</p>	<p>Effective and timely targeting of resources</p>	<p>The Council continues to utilise resources available such as Affordable Housing Commuted Sums and Right to Buy Receipts grant funding to further unlock affordable housing schemes. Recent approvals have included funding to support the Council Housing Growth acquisitions programme and a twelve-home acquisition and refurbishment scheme being delivered by Canopy.</p> <p>The Affordable Housing Commuted Sums balance that the Council holds is currently £17.4m, of which the Council has a commitment to spend £6.3m. It is anticipated that a further £26m commuted sums are to be received from developments over the next c.5 years (subject to schemes with planning permission coming</p>

APPENDIX 2
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Theme	Action/ Commitment	Progress
		<p>forwards for development). The Council has identified a pipeline of schemes which could potentially receive commuted sums support pending formal approval totalling £22.7m.</p> <p>The devolved Brownfield Housing Fund managed by WYCA has been utilised to unlock housing and affordable housing delivery across the city. Over 14 sites a total of £46m has been granted or is in the final stages of approval, unlocking 4,151 homes, of which 1,391 are affordable.</p>
	<p>Promoting affordable housing growth in the city and wider region</p>	<p>The Council is working closely with Homes England and WYCA to support the work of the Strategic Place Partnership (that was launched in May) which identifies affordable housing as a key theme alongside unlocking housing growth in the following focus areas: East of Otley, Kirkstall Forge, East Leeds Extension, City Centre and City Rim, Priority Neighbourhoods and local centres.</p>

Performance Update

Date: 10th January 2024

Report of: Director of City Development

Report to: Infrastructure, Investment & Inclusive Growth Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Infrastructure, Investment & Inclusive Growth Scrutiny Board and in line with the Best City Ambition. ([link here](#))

This report covers quarter 2 2023/24 Performance information (or latest available where quarter 2 data is not available).

Performance was previously reported to the Board in June 2023 (quarter 4 / year-end 2022/23).

Recommendations

- a) Members are recommended to note the performance information contained in the Appendix to this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- b) Members are requested to review the areas relating to economic data and indicators as set out in paragraph 2 below and consider the merit of integrating any further indicators in regular performance reporting; and also to consider the offer of a separate session to review this data in more detail.

What is this report about?

- 1 This report provides members with the opportunity to consider the performance information contained in the Appendix to this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

2 Economic Data

In addition to the economic indicators included in Appendix 1, the following data / indicators are highlighted for the Boards consideration to discuss whether a) the Board might wish to see any of these indicators integrated in regular performance reporting (subject to caveats as mentioned below) and b) if Members might benefit from a separate session to look at this data in more detail.

- **Business**

- Start Ups (LA level – already included in performance information)
- High Growth (LA Level – already included) & Who is scaling up
- Births / Deaths / Survival Rate (LA Level – already included)
- Business Count (Base / Change) & Density – ONS provide a Business Count of enterprises and local units at LSOA level and above on an annual basis. It is available by Standard Industrial Classification (SIC) sector, size of business and legal type. Business count in terms of base is the total number of businesses in a specific area at a particular point in time, often considered as the starting or baseline period.

Business Density is a measure of the concentration of businesses within a given area. It is often expressed as the number of businesses per unit of population or per unit of land area. Business density provides insights into the intensity of economic activity in a region.

This is a valid measure of business stock taken from the IDBR (Inter-Departmental Business Register) – but as it is only produced annually the integration into quarterly performance reporting is not suitable.

- **Labour Market**

- Employment & Growth Sectors (LA Level) – Employment in the priority sectors defined in the Inclusive Growth Strategy are Advanced Manufacturing and Engineering; Culture & Creative; Digital; Engineering; Financial and Professional Services; Green Economy (Data City); and Manufacturing. Raising employment in these sectors is essential for inclusive economic growth and data is provided by the ONS Business Register and Employment Survey for the defined sectors (apart from the Green Economy where Data City data is used).

Whilst this is an important measure – it is only available annually so it's inclusion within the performance reporting would not be suitable – and where necessary sign posting to the reporting on the Inclusive Growth website would be suitable.

- Unemployment (LA Level – already included)
- Gross Median Weekly Pay (LA Level) – Data from Average Weekly Earnings (AWE) and the Annual Survey of Hours and Earnings (ASHE) are produced annually by the ONS and is available at LA level, broken down by hours worked, gender, resident or workplace based and percentile. It provides great insight into any HMRC PAYE records of earnings.

As it is annually reported it has limited suitability to quarterly performance reporting.

- Knowledge Intensive Business Services (KIBS) employees – Knowledge Intensive Business Services (commonly known as KIBS) are services and business

operations heavily reliant on professional knowledge. They tend to produce a higher level of productivity (GVA per filled job) and as such are very desirable to a local economy. This indicator is provided by the ONS Labour Force / Annual Population Survey quarterly by mapping the Standard Occupational Classifications (SOC) relevant to KIBS occupations at geographies at LA level and above and would be provided as a percentage of overall workforce that are in KIBS employment.

With the development of the Innovation Arc and Investment Zone focused on high value employment, this indicator would be beneficial to include within future performance reporting with a current benchmark. KIBS are essential to raising productivity (GVA) in the city.

- Job Quality (Zero Hours) – A Zero Hours Contract is a type of employment contract where the employer is not obligated to provide the employee with a minimum number of working hours, and the employee is not obligated to accept any work offered. This means that workers on zero hours contracts may not have guaranteed regular hours of work.

Produced by ONS annually down to regional level only – the dataset has limited use in quarterly performance reporting for Leeds. Noted that ONS Local are working to produce local (LA) level statistics for this measure for availability during 2024.

- **Economy**

- GVA per filled job / GVA per hour worked – Gross value added (GVA), is the value generated by any unit engaged in the production of goods and services – known as labour productivity. GVA per filled job is one of two ONS measures of local productivity (the other is GVA per hour worked) and they both place a value in £ of how much that job or hour produces to the economy. This dataset is produced annually down to LA level by the ONS and is available by major sector (SIC) and so useful to see which industries are being the most productive too.

The annual production of this dataset means it is not suitable for quarterly reporting.

- Proportion of Children in Workless Households – The term "workless households" refers to households where no adult is in employment. The Office for National Statistics (ONS) in the United Kingdom uses this concept to analyse and report on the economic status of households. Specifically, the "Proportion of Children in Workless Households" is an indicator that highlights the percentage of children living in households where none of the adults are employed. Data is made available annually by the Department for Work and Pensions (DWP) and the %age figure can be broken down into relative and absolute poverty and household type at LA level and above.

Due to it's annual release this dataset is not suitable to the performance reporting on a quarterly basis – although modelled data is available it is experimental and should not be used for decision making

- People on Universal Credit (On / Off flow calculated) – The "People on Universal Credit (On / Off flow calculated)" is a measure used by the Office for National Statistics (ONS) in the United Kingdom to track the number of individuals who are either entering or leaving the Universal Credit system. Universal Credit is a welfare benefit designed to provide financial support to individuals and families, particularly those on low incomes or without employment.

The "On / Off flow" aspect refers to the movement of people onto and off Universal Credit. This calculation considers both the inflow (people entering Universal Credit) and the outflow (people leaving Universal Credit). It helps to

understand the dynamics of the Universal Credit system and how the number of claimants changes over time.

This is calculated monthly by modelling the starts and changes to the people volume on Universal Credit over a period of time (monthly) and is available down to postcode sector level by age and gender demographics. The calculations are modelled metrics (experimental) and produced locally so should only be used anecdotally.

- Economic Activity / Inactivity – ONS Nomis – Economic activity is defined as any human effort that generates production, income, or the exchange of goods and services within a country's borders. This includes work, employment, various economic transaction contributing to the overall economic output of the nation. Economic Inactivity is defined as people not in employment who have not been seeking work within the last 4 weeks and/or are unable to start work within the next 2 weeks.

The ONS produces datasets on EA /EI on a quarterly basis and it is available down to LA level – and can be broken down by age, gender and reason. As such this is a suitable measure to include within performance reporting on a quarterly basis – and is a strong indicator for targeting policy intervention for increasing economic activity.

- Disposable Household Income (GDHI) – Disposable Household Income (DHI), also referred to as Gross Disposable Household Income (GDHI), is a key economic indicator used by the Office for National Statistics (ONS) in the United Kingdom. It is a measure of the total income available to households for spending and saving after deducting direct taxes and other compulsory deductions. It is produced annually and available down to LA level over a time-series.

As it is only available annually this is not suitable for quarterly reporting.

- Investment & FDI – Leeds City Council now has access to Beauhurst and Dealroom, commercial platforms that track business demographics, investment strategies, high growth companies and ecosystems. They provide real-time detailed data on funding that can be reported on by sector, location, demographics and date – providing us with an overview of funding, ability to analyse trends and measure impact.

Summative data from Beauhurst and Dealroom outlining the levels of funding and investment would be a suitable KPI to include in performance reporting as it shows confidence in the market – and whilst this is not something that we can have a substantial impact on, it does indicate the health and invest-ability on the ecosystem which is something we would aspire to create.

- **Alternative Sources**

- Data City – Leeds City Council now has access to the Data City Explorer Platform that provides an alternative way to explore sector-based information. Using Real Time Industrial Classifications (RTIC) as an alternative to the traditional Standard Industrial Classification (SIC) provides a more accurate picture on the emerging sectors and bespoke sectors that are becoming more prominent. The Data City uses a machine learning model to report real-time data on detailed business demographics, employees, turnover and founders. The analysis and reporting tools allow us to compare sectors across geographies and map emerging sectors, as well as providing summary reporting.

We have not previously been able to report KPI's on sectors such as Net 0, fintech, healthtech and AI without the aid of consultants – but now we can include these very efficiently. This is a suitable set of data to include in the performance reporting as it provides a real time view on emerging sector scale and scope. As

these inevitably become more prominent in Leeds, then we need to track and highlight the opportunities they bring.

- Real Living Wage Employers – The Real Living Wage foundation openly share their accreditation data on their platform that shows which organisation are voluntary Real Living Wage employers by geography, sector and type. Data is real-time and mappable on the platform.

In the current economic environment, this indicator may not be suitable for performance reporting as it is unlikely to change at any great rate – there are currently circa 701 real living wage employers across Yorkshire and Humber, and the rate of change has slowed during the cost-of-living crisis as organisations struggle to pay more.

- Housing Affordability – The housing affordability indicator is currently included within the Leeds Social Progress Index. It provides a ratio of house prices against median earnings (both sourced by ONS) for geographies down to MSOA level that can be aggregated. It provides some insight on the housing market and the level of burden on families and individuals within communities.

As data is released annually this is not really a strong KPI – but if other sources become available then this would be beneficial to include on performance reporting as housing costs can be reflective of economic health.

- Business Confidence – Business confidence describes the forward-looking expectations of firms and is measured by 2 survey based sources for Leeds – the Annual Business Survey by WYCA and the Quarterly Economic Report by the WNY Chamber of Commerce. The measure is headlined as a percentage of those businesses expecting growth (in profit and/or turnover).

The quarterly reported figure would be suitable to include in performance reporting as it provides some insight into the current confidence of local business, providing a position on their trust in the economy and economic environment.

What impact will this proposal have?

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

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 4 This report supports the 3 pillars by providing performance information for Infrastructure, Investment & Inclusive Growth that relates to the economic growth of a healthy city with high quality services. It demonstrates what action is being taken to affect performance (where relevant) and to allow the board to challenge the same and consider whether any further focus should be given to any particular area in supporting these pillars.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

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

What are the resource implications?

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

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

- 7 There is a comprehensive risk management process in the council to monitor and manage key risks that could impact on delivery of the aims set out in the Best City Ambition. The provision of accurate and timely performance information assists the risk management process in functioning effectively, with some of the KPIs acting as 'early warning indicators' that a risk may be increasing in significance or about to occur.
- 8 Without a comprehensive set of performance indicators, regularly reported to the right stakeholders within the council, there is a risk that poor performance may not be identified, and corrective action not taken to address them. This could result in problems with service delivery and have an adverse impact against the Best City Ambition.
- 9 The council's Corporate Risk Register includes three risks directly linked to one or more of the KPIs summarised in this report:
- Insufficient Housing Growth
 - Economic growth lag, increasing inequalities
 - Transport issues: Keeping the city moving

What are the legal implications?

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

Options, timescales and measuring success

What other options were considered?

11 N/A

How will success be measured?

12 N/A

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

13 N/A

Appendices

- Appendix 1 – Performance Report (Summary of Key Issues)

Background papers

- Best City Ambition

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

1. Unemployment in Leeds

Indicator	Target	Jul 2021 – Jun 2022	Jul 2022 – Jun 2023	Change
Unemployment in Leeds	Decrease	4.2%	2.6%	-1.6 percentage points (pp)

The unemployment rate for July 2022 to June 2023 stood at 2.6% (10,800 working age people), which is a significant drop from 4.2% (17,000 working age people) from the same period in the previous year.

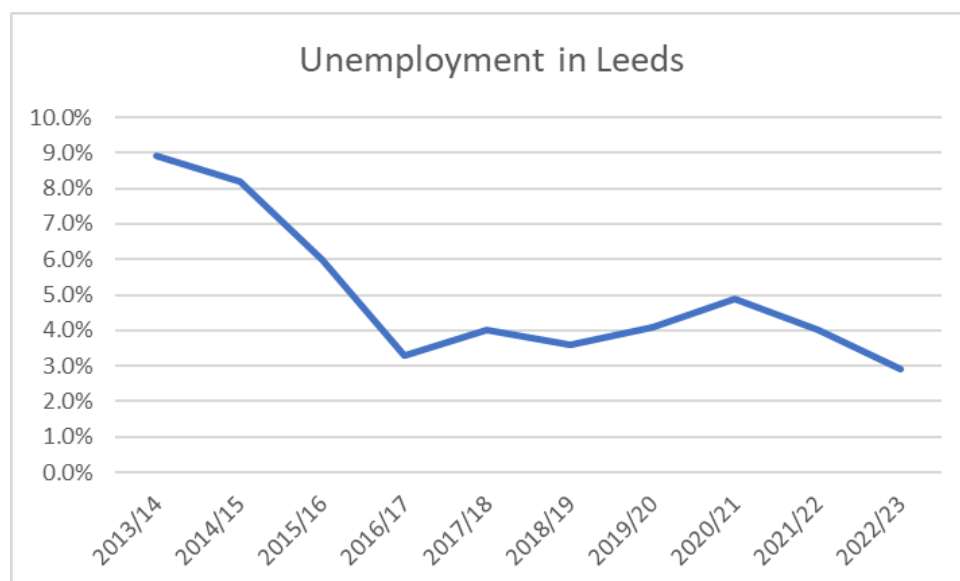
The average unemployment rate across core cities was 4.8%, with West Yorkshire at 4.2% the Yorkshire & Humber region rate at 3.6%. The UK average was 3.8% over the period July 2022 to June 2023.

The average change in unemployment rate across the core cities was -0.1pp for July 22 to June 2023 from the same period the previous year, with Leeds having the third largest drop in unemployment rate at -1.6pp behind Manchester at -4.3pp and Sheffield at -2.0pp. Newcastle-Upon-Tyne showed a drop -1.4pp and Birmingham showed no change. Glasgow (+0.9pp), Cardiff (+1.0pp), Liverpool (+2.5pp) and Nottingham (+2.7pp) all had an increase in their unemployment rate from the same period the previous year.

West Yorkshire showed no change from the same period in the previous year. Yorkshire & Humber showed a -0.5pp reduction in unemployment rate drop between same period the previous year.

Historical Data:

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
8.9%	8.2%	6.0%	3.3%	4.0%	3.6%	4.1%	4.9%	4.0%	2.9%



KEY

LATEST DATA	
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

2. Number of new business start-ups

Indicator	Target	Apr 22 – Sep 22	Apr 23 – Sep 23	Change
New business start-ups	Increase	2,480	2,727	+247

This indicator reports business start-ups using figures from BankSearch which compiles information from Companies House and High Street Business Bank account openings data. The data is reported in calendar years.

(The business numbers reflect openings of first current accounts from banks’ small business product ranges. They represent ‘mainstream’ start-ups, i.e. businesses new to banking or businesses previously operated through a personal account. The data excludes businesses operating through personal accounts, those without banking relationships or those banking with other institutions.)

There were 2,727 start ups registered since April 23 – up from 2,480 start ups over the same period in the previous year. This represents a 10% increase.

There were 1,356 start-ups registered in Q2 in Leeds, which is up from 1,243 over the same period from the previous year.

8.9% more businesses start-ups in Leeds during the first nine months of this year compared with the corresponding period of last year, according to latest data from BankSearch. This growth rate ranks Leeds at 143 out of the 309 English districts.

July 2023 - 465

Aug 2023 - 446

September 2023 - 445

In Leeds 445 new businesses started up in September 2023, 1 fewer than the previous month and 24 fewer than in September 2022. Gipton & Harehills saw the most start-ups; Rothwell saw the least.

Leeds accounted for 17.5% of all start-ups across the Yorkshire and The Humber.

Historical Data:

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
5,002	4,496	4,822	4,685	4,602	4,302	4,626	5,237	4,749	4,870

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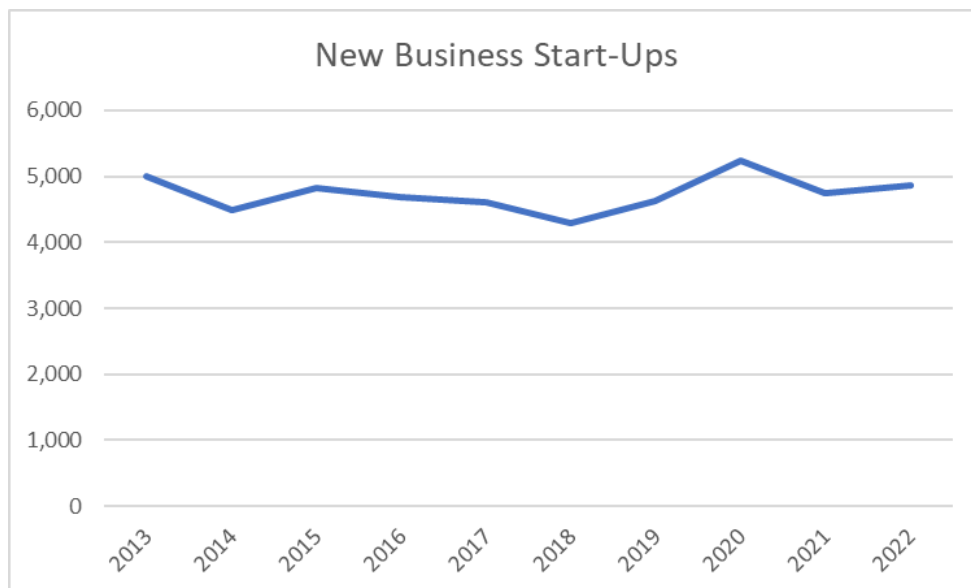
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

LATEST DATA

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**



3. Number of business scale ups

Indicator	Target	2020	2021	Change
Business scale ups*	Increase	605	470	-135

* 3 years of 20% growth in turnover or employment

There is no new data since last reported to this Board in June 2023. The release showing 2022 data is anticipated in February 2024.

The annual business scale ups previous measure is no longer available and instead uses the data provided directly from the ONS Inter-Departmental Business Register which is now available by calendar year. Only limited companies with their registered addresses in Leeds (those registered elsewhere but with branches in Leeds are excluded) reporting over 20% growth in turnover or employment annually for three years are included. There is a reporting lag of over a year for this indicator due to delays in businesses submitting their final accounts for inclusion in the results. The most recent result for 2021 was released in February 2023. 2022 figures are anticipated in February 2024.

The 2021 result of 470 result is made up of 160 businesses showing over 20% growth in employment and 310 businesses showing over 20% growth in turnover. 80 businesses showed over 20% growth in both employment and turnover.

The 2020 result of 605 is made up of 200 businesses showing over 20% growth in employment and 405 businesses showing over 20% growth in turnover.

The measure used for this Indicator changed a few years ago so a timeline comparison would not be valid.

KEY	LATEST DATA	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
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4. Business survival rate

Indicator	Target	2021	2022	Change
5-Year Survival Rate	Increase	37.6%	42.9%	+5.3 percentage points (pp)

This annual indicator reports the number of new businesses still trading after 5 years. The data comes from Business Demography which is an annual publication produced from the Inter-Departmental Business Register (IDBR) and reported via the ONS.

The next release showing 2022 data is due for release in November 2024

The latest release for 2022 stands at 42.9% (1,520 out of 3,540 business that started in 2017 have survived until 2022 in Leeds). This is a rise in survival rate from the figure reported in 2021 of 37.6%

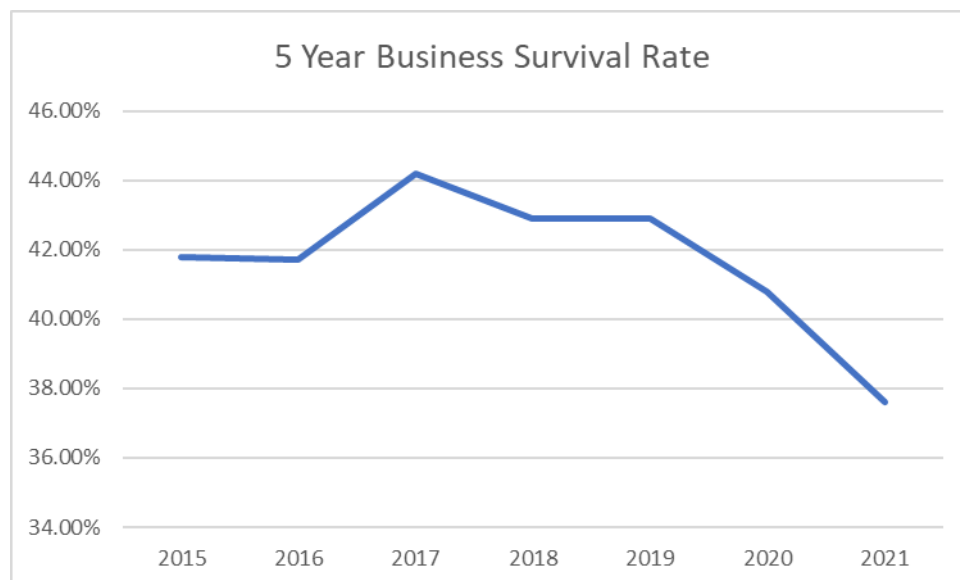
Leeds ranked 3rd of the core cities behind Belfast (44.8%) and Sheffield (43.2%).

Bristol (42.8%); Newcastle-Upon-Tyne (41.4%); Nottingham (40.4%); Cardiff (40.3%); Glasgow (37.7%); Birmingham (32.1%); Liverpool (26.4%) and Manchester (25.9%) all ranked lower than Leeds for their 5-year survival rate to 2022.

The UK average over the same period was 39.6% survival, a slight rise from 38.4% over the previous period. Yorkshire and Humber also showed a rise to 43.5% from 39.0%, as did West Yorkshire showing a rise to 43.2% from 38.9%.

Historical Data:

2015	2016	2017	2018	2019	2020	2021
41.8%	41.7%	44.2%	42.9%	42.9%	40.8%	37.6%



KEY

LATEST DATA	
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
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5. Growth in new homes in Leeds

Indicator	Target*	Apr – Jun 2022	Apr – Jun 2023	Change
Newly built & converted homes	>=3,247 homes	535	920 homes	+385 homes

* Core Strategy Selective Review target

The growth in new homes indicator is related to the Adopted Core Strategy target which was revised in 2019 and based on the Government’s standard methodology (at the time) alongside local housing and employment needs evidence.

The Council is in the process of making further revisions to the Core Strategy and the housing requirement for the period to 2040 – this will need to respond to national guidance including a 35% uplift applied for urban local authorities in the top 20 cities list and any changes arising from the Levelling Up and Regeneration Bill. Following agreement by both Houses, the bill received Royal Assent on 26 October 2023. The bill is now an Act of Parliament (law).

The Government previously consulted on ‘Levelling-up and Regeneration Bill: reforms to national planning policy’ in March 2023 and there are proposals for national housebuilding targets to be advisory only amongst changes proposed to be made to the National Planning Policy Framework.

In July 2023, a House of Commons Committee report on ‘Reforms to national planning policy’ stated that “The 35% urban uplift is an arbitrary figure, which is not calculated based on local housing need in the areas where it applies” and recommended that “The Government should abolish the urban uplift when it reviews the standard method in 2024.”

The Government response on 29 November 2023 was that “We intend to review the approach to assessing housing needs following the release of the next household projections data based on the 2021 Census.”

The Growth in new homes indicator shows those homes in Leeds which have been newly built or converted into residential properties. With the adoption of the new Core Strategy Selective Review (CSSR) in September 2019, an annual target of 3,247 new homes applies from 1st April 2017 to the 31st March 2033.

In Q1 2023/24, the gross building of completed dwellings is 920 units. Of these, 630 units were on brownfield (68%) and 290 (32%) on greenfield land.

This represents an uplift for returns in Q1 (+27% of average return for the same period in last 4 years) and follows the completion of 535 units in Q1 last year.

A return of 920 after the first quarter leaves us firmly in the position we would hope for in order to meet our annual target of 3,247 with a number of large sites remaining under construction which we anticipate to complete in quarters 2, 3 & 4.

Historical Data:

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2235	2076	2516	2878	2289	3430	3333	2950	3264	2703

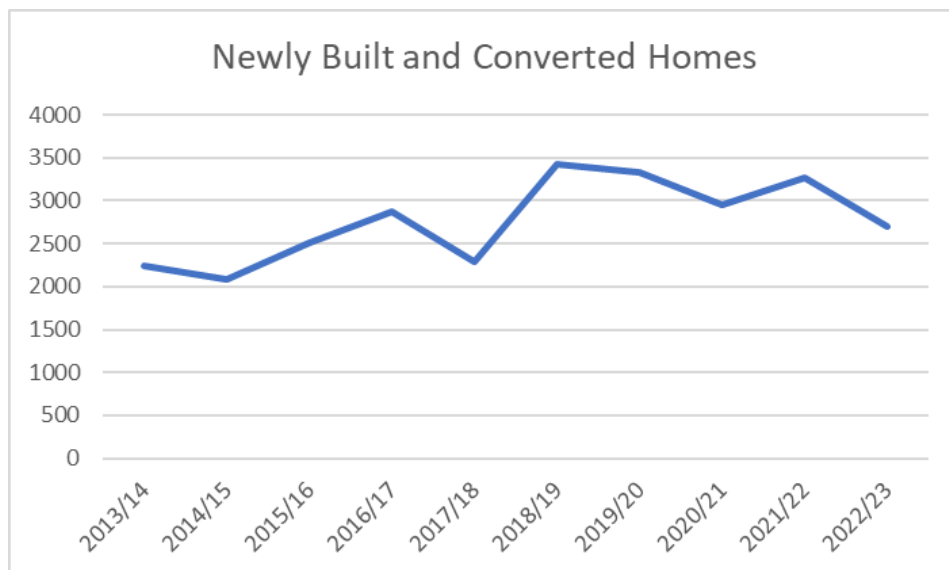
KEY

	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
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(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**



6. Number of affordable homes delivered

Indicator	Target*	Apr-Sep 2022	Apr – Sep 2023	Change
Affordable homes (AH) delivered	>=434 AH (+ 796 pa for backlog)	229 homes	288 homes	+59

* Core Strategy Selective Review target

Similarly to the growth in new homes indicator above, with the adoption of the Core Strategy Selective Review (CSSR) at Full Council on the 11th September 2019, a new AH target applies from 1st April 2017 to the 31st March 2033. The new AH target increased from 1,158 to 1,230 annually, comprising the annual in-year need target for AH of 434 plus an additional annual requirement of 796 AH to contribute towards historic under-provision.

Q2 2023/24 has seen the delivery of 164 new affordable homes through Registered Providers, delivery partners and the Council Housing Growth Team. This is a slight increase on 152 delivered in the same quarter last year. Delivery continues to remain consistent across the quarters.

Looking ahead, the predictions for Q3&4 delivery are looking very positive with a predicted c.700 additional affordable homes to be delivered across Q3&Q4. The increase is predominantly due to revised forecasts in Guinness’s programme of delivery at the Points Cross scheme, with predicted delivery of 311 homes in March 2024, earlier than previous estimated of September 2024. Delivery projections have been boosted by Council Housing Growth scheme delivery. It should also be noted that affordable housing delivery is benefitting as some developers look to de-risk sites by disposing of units to RPs and local authorities. Clarion have taken 15 additional units at Thorp Arch and Places for People are acquiring an additional 21 units at Brooklands, Seacroft from Keepmoat, with completion envisaged in this financial year. It should be noted however, that this forecast must be treated with caution and although the figures show a positive trajectory, challenges to delivery can still arise and cause delays. For example, if Guinness delivery delays by a few weeks from March to April 2024, this will have a major impact on delivery figures for 2023/24.

KEY	LATEST DATA
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE	
▲	Change in the right direction
▬	No change / no material change
▼	Change in the wrong direction
N/A	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

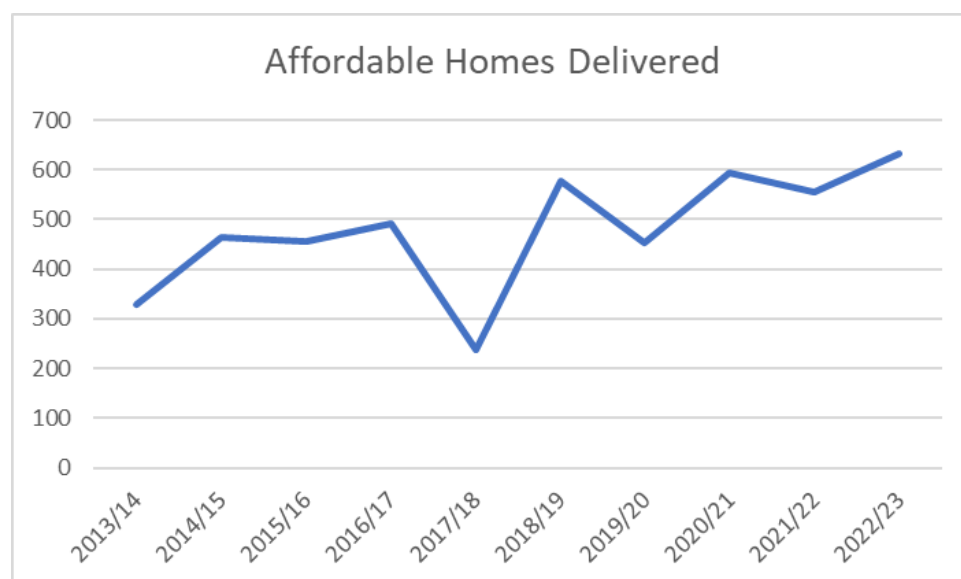
The Council has been successful in its bid for 25 homes to be delivered under the next round of the Single Homeless Accommodation Programme by 31st March 2025 with a total Homes England grant funding allocation of just over £2 million. The Council continues to work closely with the West Yorkshire Combined Authority, Homes England, Registered Providers and developers to ensure that devolved funding available through Brownfield Housing Fund (BHF) and Homes England Affordable Homes Programme is utilised to support our strategic housing ambitions. Applications have been submitted to WYCA to access Brownfield Housing Fund on Middlecross and Hough Top which are sites being brought forward by the Council Housing Growth Team.

The current projected number of homes to be delivered under the Council Housing Growth Programme is 1,202 which includes new builds including extra care as well as acquisitions. Of these:

- 571 have been handed over to tenants
- 334 homes are in development
- 297 are homes in feasibility/acquisition

Historical Data:

2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
329	464	456	492	238	578	453	595	556	633



Note on the data:

The National Planning Policy Framework 2019 definition of Affordable Housing (“AH”) is housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers.

Examples of this can include products such as Social Rent, Affordable Rent, Buy to Rent, Intermediate Rent, Shared Ownership and Discounted Sale. The councils Core Strategy (Policy H5) states that the mix of affordable housing should be designed to meet the identified needs of households as follows:

KEY	LATEST DATA	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

- 40% affordable housing for Intermediate or equivalent affordable tenures¹
- 60% affordable housing for Social Rented or equivalent affordable tenures

This indicator shows completed affordable homes (AH) which are ready for habitation and is calculated from a number of sources:

- Delivered as a condition of planning, i.e. via a Section 106 agreement.
- Affordable Housing Providers:
 - delivered by Registered Providers (RP)² from Homes England (HE) grant funding utilised for new build, acquisition and refurbishment schemes
 - delivered through Providers programmes with no grant funding input
 - delivered with support from the Right to Buy (RtB) Replacement Programme by affordable housing providers for new build, acquisition and refurbishment schemes
- Leeds City Council:
 - delivered through the Housing Revenue Account (HRA) new build programme
 - delivered through HE grant funding used for new build, acquisition and refurbishment schemes
 - delivered by the council via RtB grant funding and used for new build, acquisition and refurbishment schemes.

7. Residential developments built to required accessible and adaptable (A&A) standards

Indicator	Target*	Q4 2022/23	Q1 2023/24	Change
% of planning permissions approved that are H10 new build homes.	30% A&A 2% WC	M4(2): 571 Homes (34.2%) M4(3): 40 Homes (2.4%)	M4(2): 340 Homes (37.0%) M4(3): 18 Homes (2.0%)	M4(2): +2.8pp M4(3): -0.4pp

Monitoring of approvals for planning permission reveals that Policy H10 targets for both M4(2) ‘accessible and adaptable dwellings’ and M4(3) ‘wheelchair user dwellings’ are currently being met.

This relates to recording of liable schemes for the development of new dwellings of 2 or more dwellings (new build developments only - excludes conversions, change of use, care homes and student accommodation).

In Q1 2023/24, the approval of 340 homes meeting the requirements of M4(2) exceeds the target of 30%.

Approvals of M4(3) liable units met the target provision at 2.0%.

Policy H10 has only recently been adopted and so historical data is not available for this KPI.

¹ Intermediate or equivalent tenures. This is housing made available at below market rents or prices which are generally affordable to households in the lower quartile of earnings.

² A Registered Provider is registered with the Regulator of Social Housing so that they can provide social housing. They follow the Regulator of Social Housing’s rules about their financial affairs, constitution and management arrangements. Examples of Registered Providers include Yorkshire Housing, Leeds Federated Housing Association and Unity Housing Association.

KEY	LATEST DATA	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

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8. Number of people killed or seriously injured (KSI) in road traffic collisions

Indicator	Jan 2022 – Sep 2022	Jan 2023 – Sep 2023	Change
People KSI in road traffic collisions	404 people	350 people	-54
Children & young people KSI in road traffic collisions	52 people	49 CYP	-3

Between January and September 2023 across all road users there were 350 people killed or seriously injured in Leeds, which compares with 404 in the same period in 2022. On average, between 2015 and 2019, there were 342 people killed or seriously injured each year, between January and September.

Between January and September 2023, 49 children and young people were killed or seriously injured in road traffic collisions in Leeds, which compares with 52 in the same period in 2022. On average, between 2015 and 2019, there were 38 children and young people killed or seriously injured each year, between January and September.

The Leeds Vision Zero 2040 Strategy and Action Plan were adopted at Executive Board in September 2022. 53 actions for delivery have been set out in the first 3 years of the plan. An update on the first year of delivery was provided to this Board on 27th September 2023. The Leeds Safe Roads Partnership (LSRP) is responsible for delivery and a new governance arrangement has been set up to ensure all targets in the action plan are being delivered and monitored. Sub-groups have been set up to move targets on for: Safe Roads; Safe Speeds; Safe Behaviours and People; Safe Vehicles; and Data. The data group has identified that car-pedestrian collisions account for the largest number of KSI casualties, and these collisions have therefore become one of the main focus points for analysis currently underway. An Education sub-group was already operating and is being brought under the governance of the LSRP.

Notable progress in the last year has included:

- Implementation of the first average speed cameras in West Leeds on the Outer Ring Road and Stanningley to Bradford Corridor. Installation of average speed cameras between Leeds and Kirklees on the A653 Dewsbury Road corridor.
- Attendance at all 10 Community Committees to promote VZ
- Ongoing delivery of pedestrian skills, scooter and bikeability training in schools, including transition training for year 6 pupils prior to moving to high school.
- Progress on City Region Sustainable Transport Settlement (CRSTS) (Safe Roads) work programme targeting capital interventions for reactive and preventative infrastructure schemes to improve road safety. Programme includes: Casualty Prevention Schemes (Sites and Lengths for Concern); Pedestrian Crossing Review – new and enhanced signalised, zebra crossings and crossing islands; Safety Cameras (new static, average speed and red light violation sites); Traffic Enforcement Cameras (TMA pt 6); Variable Message Signing (VMS) and Speed Indicator Devices (SIDs); Accessibility Improvements; 20mph programme completion and review; Re-investment in Operation SPARC for targeted police enforcement tackling fatal 5, etc.

KEY	LATEST DATA
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE
Change in the right direction
No change / no material change
Change in the wrong direction
N/A

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- Delivery of further 3 school streets (launched September / October 2023) to complement existing 14 sites operating in Leeds
- Monitoring and Evaluation of Casualty Data and CRSTS Programme – identification of work programmes regarding behaviour change.

Engagement Events: During Q2 the ITB team have been involved with several engagement events. The team created a video to celebrate 70 years of School Crossing Patrols and the excellent work they do keeping children safe on the way to school. ITB also supported West Yorkshire Police cyclists and horse section in the delivery of Operation Close Pass. The team provided education input around safe driving and changes to the highway code to 35 drivers following these operations. The team also attended community events where active travel was promoted through e-bike familiarisation rides and BikeRegister was carried out by the team at 8 events across the city. Dr Bike has been provided at 3 events.

The E Bike Hire Scheme has launched in Leeds with provider BERYL – launch date 15th September 2023 – this is about to be extended to the University and College Campuses at The University of Leeds, Leeds Beckett University and Leeds City College

Road Safety Training: A mix of practical pedestrian and scooter training and class-based road safety have been delivered in 17 schools to 1,949 children.

Bikeability Training (all levels) has been delivered to 950 pupils in 21 schools

Operation SNAP: 944 total submissions have been made in Leeds from cyclists, horse riders, motorcyclists, pedestrians and car drivers/passengers. As a result drivers have; participated in an Educational course (568), received licence points/ fine (32), court (6). No further action was taken with 278 submissions. One submission was referred for further investigation.

Operation SPARC: (Supporting Partnership Action to Reduce Road Casualties) 260 drivers have been stopped with 299 actions issued.

Note on the data:

In April 2021, West Yorkshire Police (WYP) changed the system being used to record road traffic collisions. The system now being used, called CRASH, automatically assigns a severity classification to each casualty according to the injuries recorded by the reporting Police Officer, whereas the previous system allowed the reporting officer to specify the severity directly. Where CRASH has been previously rolled out elsewhere in the country, there has generally been a significant increase in the proportion of reported casualties which are classified as serious. This seems to be being replicated across West Yorkshire. We will continue to review the data with colleagues at WYP and the West Yorkshire councils.

The new system ensures a more consistent classification of severity but raises issues with presenting long terms trends in the numbers of casualties of different severities. To address this, the Department for Transport has published datasets in which the casualty severities have been adjusted to account for the change to the new system, and the DfT recommends that the adjusted data be used when making long-term comparisons. The data presented above uses the adjusted data for 2015 to 2019, which is higher than data previously reported for these periods.

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	No comparison to target	N/A

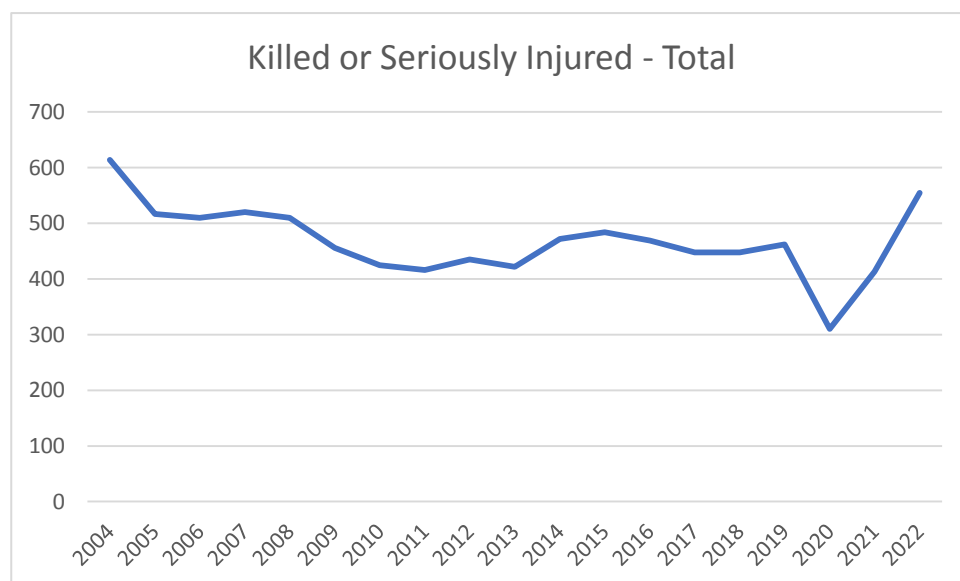
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Historical Data:

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total	614	517	510	520	510	456	425	416	435	422
Children / YP	74	60	69	63	50	58	51	52	53	40
	2014	2015	2016	2017	2018	2019	2020	2021	2022*	
Total	472	484	469	448	448	462	310	413	555	
Children / YP	47	54	60	52	53	40	30	51	71	

*2022 data is provisional



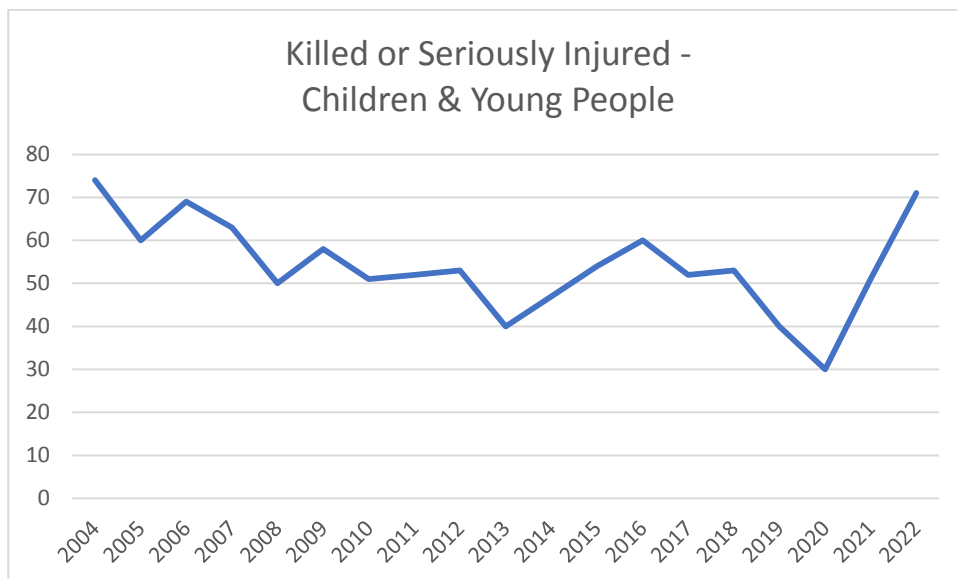
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LATEST DATA	
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

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9. Satisfaction with a range of transport services

Indicator	Target	2020/21	2021/22	Change
Satisfaction with transport services	Increase	6.6 out of 10	6.5 out of 10*	-0.1 out of 10

*excluding information

There is no new data since last reported to this Board in June 2023. The next survey will be run in early 2024 with results expected in Spring.

Data for this indicator is provided by the West Yorkshire Combined Authority (WYCA) from the annual Tracker Survey. The survey data is collected from around 1,500 participants across West Yorkshire with 300 being resident in Leeds, however, an additional 300 Leeds' surveys are commissioned making a total of 600 people surveyed meaning an overall West Yorkshire sample size of 1,800 individuals. The result is reported as a score out of 10.

The latest survey was conducted during the months of January and February 2022 for the period 2021/22. 2022/23 data is not yet available.

There have been some slight changes to the survey. Previously, satisfaction with transport information was included in the overall satisfaction figure but due to changes in the wording on the survey, this element is no longer specifically covered.

Historical Data:

2018/19	2019/20	2020/21	2021/22
6.70	5.80	6.60	6.50

KEY

LATEST DATA	
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

10. City Centre Footfall

Indicator	Target	Jan-Sep 2023	Change
% Change on same position in the previous year	N/A	50,273,666 visitors	+1.6%

Footfall for the Year to Date in 2023 is 1.6% up compared to the same period in 2022.

Following benchmarking using our own data, plus data from a range of venues including shopping centres and the train station, it is estimated that footfall remains around 15% down on pre-Covid levels.

Note on the data: Previously we have reported the latest monthly figure against the same month in 2019. The service reports some unreliability with 2019 data; although this could still be provided if required, it is not considered the most appropriate comparator to report. Year to Date figures are considered industry-standard and so for this quarter, the YTD change on 2022 is shown; however the service has intelligence to also provide an estimate of the change against 2019 (given above).

11. Planning Applications

- % of planning applications determined on time

Indicator	Target*	Q2 2022/23	Q2 2023/24	Change
% of planning applications determined on time	Major: 60% Non-Major: 70%	Major: 79.4% Minor: 84.4% Other: 89.9%	Major: 84.4% Minor: 85.6% Other: 91.5%	Major: +5.0pp Minor: +1.2pp Other: +1.6pp

*The target percentages are the Government’s designation thresholds; these are the thresholds which the Government uses to decide if an authority should be designated as under-performing.

Performance against major applications in time (that are the largest and often the most strategically important applications to the City) has dropped but the determination rate is still significantly higher than the statutory determination targets. Major schemes are often the most time consuming and most complex with issues taking time to resolve, often they are non-delegated decisions and can be subject to delays relating to the s106 legal agreement. Such factors have a bearing on the determination timescales. Additionally, there were fewer applications than in Quarter one, but just one less determined in time, however this impacts on the % output figure. The Performance on minors and others has improved however, again significantly above the statutory performance targets. The service continues to focus on streamlining systems and processes in the interests of efficiency and timely decision making.

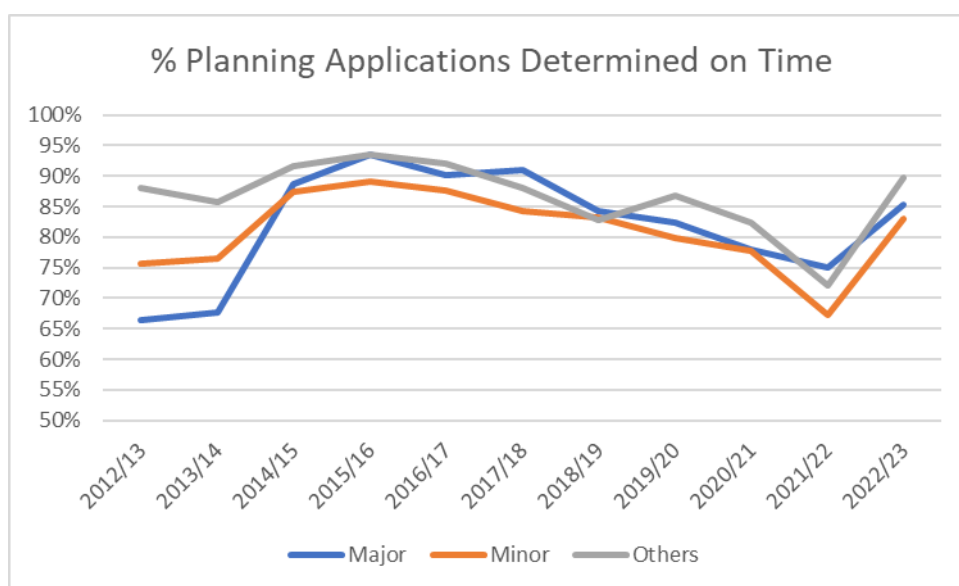
KEY	LATEST DATA
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE
 Change in the right direction
 No change / no material change
 Change in the wrong direction
N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

Historical Data:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Major	66.4%	67.7%	88.6%	93.6%	90.1%	91.0%	84.2%	82.3%	77.9%	75.0%	85.4%
Minor	75.6%	76.5%	87.5%	89.2%	87.6%	84.3%	83.2%	79.9%	77.8%	67.3%	83.0%
Others	88.0%	85.7%	91.6%	93.5%	92.0%	88.1%	82.9%	86.7%	82.4%	72.2%	89.7%



Oflog Indicators

The Office for Local Government (OFLOG) was launched during the LGA Conference in Bournemouth in July 2023. The aim of OFLOG is to provide authoritative and accessible data and analysis about the performance of local government, and support improvement.

OFLOG brings together a selection of existing metrics across four initial service areas: Finance; Adults Social Care; Adult Skills; and Waste. Further service areas are being added, and existing areas expanded, as the metrics are developed.

The three indicators for Adult Skills (relevant to this Board’s remit) are shown below. These provide data about the skills, qualification and training of residents for mayoral combined authorities only so these are West Yorkshire figures.

Councils know how vital it is for residents to have the skills to get on in life and in the workplace. They have a direct role to ensure there are a sufficient number of post-16 places, help 16- and 17-year-olds that have left learning to reintegrate into education, employment or training, and provide adult and community education.

But this is not the full picture. Across any one council area, many other organisations provide skills and training from schools, further education colleges, universities, adult education

KEY	LATEST DATA	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

centres, independent training providers and national agencies, each of whom are in most cases funded by national government. Knowing what is on offer and how to access it can be confusing, so councils are keen to coordinate provision.

While they have no formal coordination role, councils can use their convening power, local leadership, knowledge and governance mechanisms (e.g. employment and skills boards) to encourage collaboration between organisations. Devolved areas like mayoral combined authorities and the Greater London Authority have devolved functions over the adult education budget (AEB) and join up provision through systems leadership across their area. Many councils and devolved areas also have discretionary or devolved employment and skills services to help connect provision.

It is important to understand the wide range of organisations delivering skills, as well as the characteristics of the area and its population; the figures are not reflective solely of a council's own performance.

12. 19+ further education and skills achievements per 100,000 population

Indicator	Target*	2020/21	2021/22	Change
19+ further education and skills achievements per 100,000 population	-	3,533	3,572	+39

Historical Data:

2017/18	2018/19	2019/20	2020/21	2021/22
5,148	4,864	4,031	3,533	3,572

13. 19+ further education and skills achievements per 100,000 population (excluding apprenticeships)

Indicator	Target*	2020/21	2021/22	Change
19+ further education and skills achievements per 100,000 population (excl. apprenticeships)	-	3,144	3,222	+78

Historical Data:

2017/18	2018/19	2019/20	2020/21	2021/22
4,463	4,469	3,701	3,144	3,222

KEY

	LATEST DATA Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE

	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 2 2023/24 OR LATEST AVAILABLE DATA)**

14. Adults with a Level 3 or above qualification

Indicator	Target*	2020/21	2021/22	Change
Adults with a Level 3 or above qualification	-	57.8%	57.9%	+0.1pp

Historical Data:

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
50.0%	51.4%	52.0%	52.0%	57.8%	57.9%

KEY

LATEST DATA

Target met / on track
Target not currently on track
Target not met
No comparison to target

CHANGE

Change in the right direction
No change / no material change
Change in the wrong direction
N/A

Scrutiny of the Budget – Initial Budget Proposals

Date: 10 January 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- In accordance with the Council's Budget and Policy Framework, the Executive Board's initial budget proposals are submitted to Scrutiny for consideration and comment. The formal referral to scrutiny took place at the Executive Board meeting on [Wednesday 13 December](#).
- Once Scrutiny Boards have considered the budget proposals, they will be required to provide a summary of their deliberations for consideration at the meeting of the Executive Board on 7 February 2024.
- [The Proposed Budget 2024/25 and Provisional Budgets for 2025/26 and 2026/27 report](#) should be read in conjunction with two further reports – both entitled Revenue Savings Proposals. The first of those was considered by Executive Board on [18 October 2023](#) and the second was considered on [13 December 2023](#). These can be found in Appendix B to this report.
- During the 2021/22 and 2022/23 budget consultation process, an enhanced consultation programme was adopted, which incorporated the use of private working groups. These informal working groups enabled scrutiny board members to receive an initial introduction to the savings proposals that fall within the remits of their respective boards, providing members with more time to consider the detail of saving proposals. This enabled greater input into the budget setting process. The same approach has been taken for the savings proposals for 2024/25 to 2026/27 and informal working groups took place for all Scrutiny Boards during December 2023. As noted above, a composite report summarising the outcome of all those deliberations will be submitted to Executive Board on 7 February 2024.
- This report provides some brief contextual information by way of introduction to the Scrutiny Board's informal working group.

Recommendations

Board members are asked to note the following:

- a) The content of the report and appendices.
- b) A summary of the deliberations of all five Scrutiny Boards during the period of consultation on the initial budget proposals will be submitted for consideration by Executive Board on 7 February 2024.

What is this report about?

1. This report sets out the context for informal consultation on the initial budget proposals that fall within the remit of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).
2. Services that sit within the Board's remit from a budgetary perspective are:
 - **Resources** – Community Infrastructure Levy
 - **City Development** – Asset Management, Inclusive Growth, Sustainable Economic Development, Sustainable Development, Sustainable Housing Growth, Highways and Transportation, Flood and water management, planning services
 - **Children and Families** – 14 – 16 Skills Development
3. The wider context and forward planning of the council's budgetary position is delivered through [The Medium-Term Financial Strategy 2024/25-2028/29](#) (MTFS) which is the authority's key strategic financial planning document. The MTFS identified an estimated General Fund budget gap of £251m for the five-year period of which £59.2m relates to 2024/25, a further £56.6m for 2025/26 and £47m for 2026/27 (£162.8 over the next three years). For the Housing Revenue Account (HRA) there is a cumulative deficit of £16.6m to 2028/29 of which £1.9m relates to 2024/25. Subsequent to the MTFS publication in September 2023 the budget gaps have been revised with the three-year gap now £160.7m: £58.4m in 2024/25, £57.8m in 2025/26 and a further £44.6m in 2026/27.
4. The December iteration (Month 7) of the [Financial Reporting updates](#) considered by Executive Board regularly throughout the municipal year sets out the impact of inflation and cost of living pressures on the Council's in year budget position. As a result of continuing increases in the cost of commissioned services, increasing costs for social care particularly within Children Looked After (CLA) budgets, an unfunded staff pay award and the cost of energy and fuel, this report identified an in year pressure of £35.3m in 2023/24, approximately 6.2% of the net revenue budget and above any previous projections at this time in the financial year. The Council is legally required to set and deliver a balanced budget and any use of reserves to meet the in year deficit in 2023/24 will have an impact on available resources in future years to meet the estimated budget gaps set out in the MTFS.
5. Since 2010/11, the Council has faced a reduction in core Government funding and significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to that challenge through a combination of leading and/or supporting interventions to stimulate good economic growth, managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels since 2011 by 2,500 FTEs (full time equivalents) up to 31 October 2023.

6. Nationally, council finances are in a critical state and there is growing concern with regard to an increasing number of councils reporting both overspends in the current financial year and significant estimated budget gaps in future financial years which provide a challenge to their financial sustainability.
7. The increasing cost of social care, particularly within Children's Services where Government has to date failed to recognise the significantly higher costs resulting from increasing numbers of children in care, combined with the impact of pay and price pressures which are in excess of the level of resources provided for by Government in the annual local government finance settlements, has resulted in a number of local authorities either issuing or raising the possibility of issuing Section 114 notices, which give notice that a Council cannot balance its budget.
8. Of the Councils that have indicated that they are under significant financial pressure Birmingham City Council and Nottingham City Council are perhaps the most notable, Birmingham issued a s114 notice in September 2023 and Nottingham did so in early December 2023.
9. The financial challenge now facing the Council is to manage these pressures alongside the significant impact caused by the current cost of living crisis, increased inflation and higher interest rates, within a backdrop of global economic issues. The needs of the communities served by Leeds City Council have already increased and will continue to do so, and the various funding streams that support local government will undoubtedly be affected by longer-term economic impact of the cost of living crisis. As disposable income becomes further reduced, the Council's traded and commercial income is expected to suffer. With stretching budgets, retention and recruitment pressures within the Council the ability to identify sufficient resources to support service transformation remains challenging.
10. The Council continues to work to ensure that the organisation is as efficient and productive as possible, but there is also recognition that in the longer-term there is a need to reset the role of the council within the financial envelope available. This may mean looking at further service modernisation and improvement through enhanced use of automation and ongoing reviews of the authority's estate to ensure buildings are being effectively utilised, to deliver capital receipts and to achieve revenue maintenance savings to support the in-year and future year financial pressures.

Savings Proposals

11. As in previous years, revenue savings proposals are categorised as either 'Business as Usual' (BAU), which can be implemented within the council's delegated decision-making framework and without consultation, or 'Service Reviews' which may require meaningful consultation with relevant stakeholders prior to any decisions being taken.
12. In previous budget consultations, scrutiny boards requested that information relating to BAU savings be published in the same way as information relating to service reviews. This was to enable members to fully understand where individual BAU proposals will deliver a material saving, and the cumulative impact of the overall savings anticipated to be delivered through the BAU programme. This year, BAU savings have been published via the Executive Board in October and December. Service Reviews have been published through the December Executive Board agenda.

13. In October 2023, the Chief Officer Financial Services provided a [revenue savings proposals report](#) to the Executive Board that presented £13.4m of Business as Usual (BAU) savings for 2024/25. Some of these savings are one-off savings which creates a net pressure of £2m in 2025/26 and £1.6m in 2026/27.
14. [The December proposals](#) contained £45m of net savings through both BAU and Service Review proposals impacting on all directorates over the next three financial years. When considered with the October proposals totalling £13.4m this breaks down as: £58.351m in 2024/25, with further pressures in 2025/26 of £2.8m and £1.6m in 2026/27 as a result of the one-off savings in 2024/25. The impact of the October and December savings proposals, broken down by directorate, are as follows:

Combined October & December Executive Board directorate savings

Oct & Dec Exec Board savings	Potential savings / £'000s		
	2024/25	2025/26	2026/27
Adults & Health	-16,742	530	1,770
Children & Families	-16,510	0	0
City Development	-8,064	2,494	0
Communities, Housing & Env't	-7,783	-9	0
Strategy & Resources	-9,252	-200	-200
Total	-58,351	2,815	1,570

15. These proposals have an impact on the projected budget gap figures set out above and show how the budget gap and challenge have been met since the Medium-Term Financial Strategy was published in September. The following table illustrates this:

Impact of savings proposals on estimated budget gap 2024/25 to 2026/27

	2024/25	2025/26	2026/27
	£'000s	£'000s	£'000s
MTFS gap (Sep Exec Board)	59,158	56,611	47,017
Subsequent review of assumptions	-807	1,190	-2,449
Updated gap	58,351	57,801	44,568
October Exec Board proposals	-13,398	1,995	1,570
December Exec Board proposals	-44,953	820	0
Total savings proposals	-58,351	2,815	1,570
Latest projected budget gap	0	60,616	46,138

16. Within the December savings proposals are 25 service reviews which as noted above can be subject to further consultation with relevant stakeholders before implementation. Details on the specific service reviews can be found in Appendix B – 'Revenue Savings Proposals for 2024/25 to 2026/27'. The Service Review that is relevant to the remit of this Board is – 'Highways and Transportation review including stopping work, staff redeployment and service redesign.'

17. In terms of the impact on staffing, on 10th October 2023 the Council issued a Section 188 notice to collectively consult with the recognised Trade Unions to avoid, reduce and mitigate the potential risk and consequences of compulsory redundancies. The serving of a Section 188 notice is a legal requirement and is normal practice for employers, including local authorities, where reductions in the workforce may be necessary.
18. Paragraph 5, above, notes the reduction in staffing that has taken place since 2011 as a result of the ongoing budget challenge, the savings proposals being considered in the working groups continue the trend of reduced staffing within the Council. The following table sets out the net impact of the proposals on budgeted full time equivalent posts (FTEs) in 2024/25:

Net impact of savings proposals on budgeted FTEs 2024/25

Oct & Dec Exec Board savings	Net budgeted FTE impact		
	2024/25	2025/26	2026/27
Adults & Health	-23.73	0.00	0.00
Children & Families	-42.70	0.00	0.00
City Development	-40.00	4.00	0.00
Communities, Housing & Env't	-73.40	0.00	0.00
Strategy & Resources	-181.70	0.00	0.00
Total	-361.53	4.00	0.00

19. The proposals published in the October and December savings proposals reports impact on all five scrutiny board remits and where service reviews are proposed more detail is provided in Appendix B to this report. This includes an executive summary, details of who additional consultation will be with, equalities diversity, cohesion and inclusion screening and the level of projected savings for each service review proposal.
20. All five scrutiny boards held working groups in December, at those debate and discussion was limited to the remit of the respective Scrutiny Boards. This item will follow the same approach and if questions arise that sit outside of the remit of the Infrastructure, Investment and Inclusive Growth Scrutiny Board, these will be referred to the relevant Scrutiny Board via the appropriate Chair.
21. As noted above services that sit within the Board's remit from a budgetary perspective are:
- **Resources** – Community Infrastructure Levy
 - **City Development** – Asset Management, Inclusive Growth, Sustainable Economic Development, Sustainable Development, Sustainable Housing Growth, Highways and Transportation, Flood and water management, planning services
 - **Children and Families** – 14 – 16 Skills Development
22. Details of the specific budget proposals in these services can be found in Appendix B.

What impact will this proposal have?

23. Engagement with Scrutiny in relation to the budget proposals is in line with the requirements of the Budget and Policy Framework. A summary of the deliberations of the five scrutiny boards is required to then be provided to the Executive Board for consideration on 7 February 2024. The Executive will be expected to report to Council on how it has taken into account any recommendations from the Scrutiny Board.
24. Outside of the formal requirements for consultation, such engagement also provides the opportunity for scrutiny members to add value to the budget setting process.
25. Ongoing scrutiny of financial matters supports the Council in delivering a robust, sustainable budget, which reflects the strategic objectives set out in the Best City Ambition, along with the aspiration to be an enterprising, efficient, healthy and inclusive organisation.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

26. The role of scrutiny as a 'critical friend' on financial performance and management helps provide assurance that resources are available and aligned to the aspirations of the Best City Ambition and the associated delivery of the three pillars; Health and Well Being, Inclusive Growth and Zero Carbon.

Wards Affected: Please state the specific wards affected here. If city-wide, state "All" for clarity.

Have ward members been consulted?

Yes

No

What consultation and engagement has taken place?

27. This working group formed part of the initial stages of the consultation process with scrutiny on the Proposed Budget for 2024/25, in accordance with the Budget and Policy Framework of the authority.
28. Further, formal Scrutiny Board consultation will take place through the series of public meetings scheduled for January 2023.
29. Where Service Reviews are being implemented these may require meaningful consultation with relevant stakeholders prior to any decisions being taken. Those savings proposals that are classed as 'Business as Usual' (BAU) do not require consultation to implement, though where voluntary measures have a modest and/or residual impact on the workforce, local / BAU consultation would be expected.

What are the resource implications?

30. All resources, procurement and value for money implications are detailed in the Appendices to this report.

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

31. This report has no specific risk management implications.

What are the legal implications?

32. More detail on the legal implications associated with the Executive Board reports that are considered in the appendices to this report can be found under the legal implications section of those reports. However, under Section 151 Local Government Act, the Council must make arrangements for the proper administration of its financial affairs and the Council's Chief Finance Officer and Director of Strategy and Resources have responsibility for the administration of those affairs.
33. The council has a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year. Section 28 of the Local Government Act 2003 provides that the council has a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such remedial action as it considers necessary to deal with any projected overspends.

Options, timescales and measuring success

What other options were considered?

34. The budget consultation process has been developed in conjunction with elected members and relevant senior officers.
35. An enhanced process of consultation is intended to add value by allowing greater capacity for members to consider the detail of budgetary proposals.
36. Consideration was given to only carrying out consultation with scrutiny through the public meeting cycle in January. However, this approach would risk delivering less detailed input and member oversight from scrutiny members and was discounted on those grounds.

How will success be measured?

37. As in previous years, feedback from elected members on the process of budget consultation will be used to inform the approach to such consultation in future years.
38. The submission of a composite scrutiny statement on the budget for 2024/25 for consideration at the 7 February 2024 meeting of Executive Board will complete the Scrutiny Board consultation process and meet the requirements of the Budget and Policy Framework.

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

39. It is anticipated that the Executive Board will formally refer the initial budget proposals to Scrutiny at its meeting on 13 December 2023.
40. Scrutiny Boards will conduct a series of working groups in December 2023 and formal consultation will take place in January 2024.
41. A summary of the deliberations of Scrutiny will be submitted for consideration by Executive Board on 7 February 2024 before the final budget proposals are referred for consideration by full Council on 21 February 2024.

Appendices

42. Appendix A – Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27 Executive Board report considered on 13 December 2023.
43. Appendix B - Revenue Savings Proposals for 2024/25 to 2026/27 (13 December 2023).
Please note that the Revenue Savings Proposals from 18 October 2023 are appended to this report.

Background papers

44. None

Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27

Date: 13th December 2023

Agenda Item 11A

Report of: Chief Officer – Financial Services

Report to: Executive Board

Will the decision be open for call in?

Yes No (Rec. d only)

Does the report contain confidential or exempt information?

Yes No

Brief summary

The purpose of this report is to recommend the Council's Proposed Budget for 2024/25 and to note the provisional budgets for 2025/26 and 2026/27 for consultation. This includes consideration of the Council's ringfenced accounts – Dedicated Schools Grant and the Housing Revenue Account – and the Capital Programme.

These budget proposals are set within the context of the 2024/25 – 2028/29 Medium Term Financial Strategy (MTFS), which was approved by the Executive Board on 20th September 2023, and which continues the journey commenced in 2019 whereby the Council's revenue budget becomes more financially robust, resilient and sustainable.

Recognising the challenge of bridging the estimated budget gaps for the period of the Strategy, whilst at the same time seeking to ensure that the Council's budget is robust, resilient and sustainable, another savings programme has been established. Reviews have been – and continue to be - carried out across the Authority to identify opportunities to continue to modernise and improve services, reduce costs and generate additional income. The outcome of this work has provided a number of saving proposals for consideration by the Executive Board: an initial set considered at the Board's October meeting with further proposals presented today. This report should therefore be read in conjunction with the accompanying '*Revenue savings proposals for 2024/25 to 2026/27*' reports. Savings approved for implementation, or consultation as required, will subsequently be built into the 2024/25 Budget and Provisional Budgets for 2025/26 and 2026/27.

These proposals have been informed by a review of all council budgets within a consistent prioritisation framework, which aims to reduce the effect on key services and mitigate negative impacts as far as possible. However it needs to be recognised that we are not funded to provide all the functions we currently do, and so future service provision must be provided within the limited resources available. Alongside a continued focus on securing value-for-money and investing in transformation, services will continue to be reviewed as part of an overall resetting and reshaping of the authority to ensure it remains fit-for-purpose and sustainable in future years.

The Proposed Budget for 2024/25 and the Provisional Budgets for 2025/26 and 2026/27 need to be seen in the context of inherent uncertainty for the Council in respect of future funding and spending assumptions. The Chancellor's Autumn Statement to Parliament on November 22nd did not provide any further details on a number of key budget areas such as Council Tax referendum limits, the future of Social Care funding and the New Homes Bonus scheme or the permitted percentage increase for Social Housing rents. As such, further details are awaited in the Provisional Local Government Finance Settlement in December.

The impact of pay and price inflation on the Council's Proposed Budget for 2024/25 has been significant and the respective assumptions are detailed in this report. Cost of living pressures are likely to have a wider impact on the Council with increased demand for support and welfare services, and reduced income across a range of services as Leeds residents and visitors choose to spend differently as a consequence of inflationary pressures on household income.

The Council's Medium Term Financial Strategy, which was received at Executive Board in September, identified a funding gap of £59.2m for 2024/25. Subsequent review of the assumptions detailed in that Strategy identified a net reduction in these pressures of £0.8m, leading to an updated gap of £58.4m in 2024/25. Following the receipt of £13.4m of budget savings proposals at October's Executive Board and further proposals totalling £45.0m which can be found elsewhere on this agenda, a balanced position for 2024/25, can be presented in this report.

The provisional budget positions for 2025/26 and 2026/27 identify estimated budget gaps of £60.6m and £46.1m respectively. The revised gaps for these two years take into account the directorate savings proposals brought to this Board in October and elsewhere on today's agenda through the reports, 'Revenue Savings Proposals for 2024/25 to 2026/27'. Further budget savings proposals to reduce the estimated gaps for 2025/26 and 2026/27 will be brought to this Board for consideration.

As set out in both the Medium Term Financial Strategy 2024/25-2028/29 and this Proposed Budget report for 2024/25, the budget proposals detailed in this report need to be viewed within the context of the longer term approach to increase the financial sustainability, robustness and resilience of the Council's financial position. Specifically, this is to reduce reliance on one off funding sources to fund revenue expenditure and to reduce the Council's expenditure base so that it is affordable with the level of resources that are available to the Council in line with the Council's MTFs.

The headlines for the 2024/25 Proposed Budget when compared to the 2023/24 budget are as follows:

- A reduction of £2.1m in the Settlement Funding Assessment (SFA)
- The Proposed Budget assumes a core council tax increase of 2.99% and an option to increase the Adult Social Care precept by 2% and we await confirmation in the Provisional Local Government Settlement. In addition, new legislation allows the Council to apply a Long Term Empty Premium after one year rather than two, which will increase the council tax base slightly. However, growth in the tax base has slowed over the last year as higher interest rates have impacted the housing market and it is forecast that this will continue into 2024/25. A decrease in the projected deficit is reflected, largely due to the dropping out of the final one-third instalment of the Council Tax deficit from 2020/21, which Government mandated had to be spread over three years following exceptional impact the pandemic. The total contribution of council tax to the Net Revenue Budget is projected to increase by £28.5m in 2024/25.
- Business rates income increases as the economy continues to recover from COVID-19 although the effects of increasing interest rates on investment and appeals against current Rateable Values continue to negatively impact growth in the tax base. The Government has confirmed in the 2023 Autumn Statement that the enhanced retail, hospitality and leisure reliefs will continue in to 2024/25 at 75% of liability and are fully funded by Government. Despite this, our current forecasts are that retained business rates income will improve by £10.0m compared to 2023/24, comprising of a £6.0m improvement in the deficit and a £4m improvement in growth above the baseline.
- Reflecting the above, the Net Revenue Budget for the Council has increased in 2024/25 by £36.5m to £609.8m.
- Overall, pay, price and demand pressures mean that the Council will need to deliver £65.8m of savings by March 2025.
- £7.4m of savings already identified in the MTFs reduce this target to £58.4m. Savings have been identified through the financial challenge process to generate a balanced budget position for the Proposed Budget 2024/25.

Changes since the Medium-Term Financial Strategy, received by this Board in September, are summarised as follows:

- The Financial Strategy identified an estimated budget gap of £59.2m for 2024/25. Since that report, there has been a net reduction in assumed resources of £0.3m, offset by a net reduction in budget pressures of £1.1m.
- The Council's established 'Financial Challenge' programme has continued to identify savings to contribute towards closing this gap. In October this Board received budget savings proposals reports totalling £13.4m; further savings proposals for 2024/25 of £45.0m are presented to this Board through the report on today's agenda, 'Revenue savings proposals for 2024/25 to 2026/27'.

In respect of the Council's Ringfenced Accounts:

Dedicated Schools Grant

- Based on the October 2022 census, the estimated Schools Budget for 2024/25 totals £1,018m, an increase of £21m from 2023/24. Final grant will be based on the October 2023 census.

Housing Revenue Account

- The proposals assume the application of the Government's formula of annual rent increases being no greater than CPI+1%. CPI was 6.7% as at September 2023, which would give an allowable rent increase of up to 7.7%. As such the Proposed Budget assumes an increase in rental income of 7.7% in 2024/25.
- Service charges will increase by 7% for tenants in multi storey flats and low/medium-rise flats where they receive additional services such as cleaning of communal areas, lift maintenance, staircase heating and lighting and CCTV. An increase of 7% is also proposed for sheltered complexes with heat consumption charges and the standing charge for district heating schemes will increase by 7% in line with increases in service charges.

Further, this report summarises the current position for the Council's Capital Programme and references the annual capital programme review process reported to September's meeting of the Board. This report notes the Board's approval for future injection from the CIL Strategic Fund, to be invested for Strategic Highways and Transportation schemes. The revised programme, provided to the Board in November 2023, totals £1,623m for the five years from 2023/24 to 2027/28.

Savings proposals to address the current Financial Challenge, brought to the Board in October and elsewhere on today's agenda, have been reviewed to ensure that any interdependencies between capital and revenue are given due consideration.

In 2023/24 the Council is a member of the Leeds City Region Business Rates Pool, with 50% business rates retention alongside the other West Yorkshire authorities and York, enabling retention of levy payments within the region that would otherwise have to be made to Government. The Pool has applied to continue these pooling arrangements into 2024/25 and this report seeks approval that, should the application be successful, Leeds City Council becomes a member of the proposed Pool and acts as lead authority for it.

Recommendations

Executive Board is recommended to:

- a) Note that the Proposed Budget for 2024/25 presented in this report is based on the approval and delivery of £65.8m of directorate savings for 2024/25, £58.4m of which have been brought to this Board through the accompanying reports, 'Revenue Savings Proposals for 2024/25 to 2026/27' at its October meeting and on today's agenda.
- b) Agree to consultation on the Proposed Budget for 2024/25. This includes the proposed 2.99% increases in core Council Tax and the 1.99% increase in the Adult Social Care precept. Further to this, that these budget proposals are submitted to Scrutiny and for wider consultation with stakeholders.
- c) Note the provisional budget position for 2025/26 and 2026/27 and to note that further savings proposals to address the updated estimated budget gaps of £60.6m and £46.1m for 2025/26 and 2026/27 respectively will be reported to future meetings of this Board.
- d) Approve that, should the application to form a 2024/25 Leeds City Region Business Rates Pool be successful, Leeds City Council becomes a member of the proposed Pool and acts as lead authority for it. The establishment of this new Pool will be dependent upon none of the other proposed member authorities choosing to withdraw within the statutory period after designation.

What is this report about?

- 1 Executive Board members are required to recommend a balanced Revenue Budget and funded Capital Programme for 2024/25 to Full Council in February. The Proposed Budget provides a key part of the budget setting process.
- 2 This report presents an update to the financial position reported to this Board in September 2023 in the Medium Term Financial Strategy for 2024/25 to 2028/29.

What impact will this proposal have?

- 3 The Equality Act 2010 requires the Council to have "due regard" to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay due regard be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show due regard.
- 4 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.
- 5 Due regard to equalities will be given to any decisions taken via the delegated decision process on the savings proposals presented in the accompanying 'Revenue Savings Proposals for 2024/25 to 2026/27' report. Should 'Service Review' savings proposals come to the Executive Board in December, equality impact screenings will be included for each with equality impact assessments carried out where appropriate as part of the decision-making process.
- 6 The proposals within this report have been screened for relevance to equality, diversity, cohesion and integration (Appendix 4) and a full strategic analysis and assessment will be undertaken on the 2024/25 Revenue Budget and Council Tax report which will be considered by Executive Board and subsequently by Full Council in February 2024. Specific equality impact assessments will also be undertaken on all budget decisions identified as relevant to equality as they are considered during the decision-making process in 2024/25.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 7 The Best City Ambition sets out our overall vision for the city, focused on improving outcomes across the three pillars of Health and Wellbeing, Inclusive Growth and Zero Carbon. These outcomes can only be delivered through a sound understanding of the organisation's longer term financial sustainability, which enables decisions to be made that balance the resource implications of the Council's policies against financial constraints. This is the primary purpose of the Medium Term Financial Strategy, which then provides the framework for the determination of the Council's annual revenue budget for which the proposals for 2024/25 are contained in this report.
- 8 This report needs to be seen in the context of the Best City Ambition update, the requirement for the Council to be financially sustainable and the requirement to set a balanced budget for 2024/25.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 9 The Authority's financial strategy is driven by its ambitions and priorities as set out in the Best City Ambition. The determination of these ambitions was subject to consultation with Members and officers throughout its development, with additional extensive stakeholder consultation carried out on the range of supporting plans and strategies. This stakeholder consultation process will include public consultation in December and January in respect of the 2024/25 Proposed Budget.
- 10 The Council's Medium Term Financial Strategy 2024/25 – 2028/29, received at Executive Board in September 2023, was informed by the public consultation exercise carried out between December 2022 and January 2023 on the Council's 2023/24 budget proposals. Whilst the consultation covered the key 2023/24 proposals, it also incorporated broader questions around the principles that underlie the Authority's financial plans and sought views on the savings proposals, a number of which covered a three-year period, and so the results are relevant to this report. The full results of the consultation are publicly available in the [2023/24 Revenue Budget and Council Tax report](#) considered by Full Council on 22nd February 2023.
- 11 The public consultation on the Proposed Budget for 2024/25 will be carried out through an online survey: with the public via the council's website, social media and the Citizens' Panel; with staff through the intranet; and with other stakeholders, including representatives from the Third Sector. The consultation will begin once this report is initially agreed by Executive Board and will run for four weeks, with findings timetabled to be reported at the following meeting, prior to finalisation of the Budget.
- 12 With regard to the individual savings proposals approved by this Board at its October meeting and those put forward in the accompanying, 'Revenue Savings Proposals for 2024/25 to 2026/27' report for consideration by the Executive Board today, both senior members and staff have been engaged in their development. Trade unions have also been informed in headline terms of emerging proposals. Where required, further meaningful consultation and engagement has been, and will be, carried out with staff, trade unions, service users and the public as appropriate on the 'Service Review' savings proposals. The outcomes of any consultation will

inform the Council's decision-making and, where completed and analysed in time, be incorporated into the 2024/25 Budget Report for consideration at February's Executive Board and Full Council.

- 13 Scrutiny Boards will initially be consulted on the savings proposals (both those brought to the Executive Board in October and those put forward today), as relevant to their remits, through working group meetings held during December. Subject to the approval of Executive Board, this Proposed Budget report will also be submitted to Scrutiny Boards for consideration and review as part of their formal cycle of meetings in January 2023. The outcome of their deliberations will be reported to the planned meeting of this Board on 7th February 2024.

What are the resource implications?

- 14 The financial position, as set out in the Medium Term Financial Strategy received at September's Executive Board, identified an estimated budget gap of £162.8m for the period 2024/25 to 2026/27 of which a gap of £59.2m related to 2024/25. This position took account of the estimated level of resources available to the Council. In addition, it reflected 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.
- 15 Proposals to address this position and ultimately to deliver a balanced budget position for 2024/25 are contained within Appendix 1 of this Proposed Budget report.
- 16 The provisional budgets for 2025/26 and 2026/27 have been updated and the estimated budget gaps are now £60.6m and £46.1m for the respective years. Details are contained within Appendix 1 of this Proposed Budget report.

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

- 17 The Proposed Budget 2024/25 and the provisional budgets for 2025/26 and 2026/27 need to be seen in the context of significant inherent uncertainty for the Council in terms of future funding and spending assumptions.
- 18 The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way, in that the Council cannot balance its Revenue Budget, is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in 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.
- 19 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.
- 20 Financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach will continue to be included in the in-year financial reports brought to Executive Board.
- 21 In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required.

- 22 Specific risks relating to some of the assumptions contained within this Proposed Budget are identified at Appendix 1 to this report.
- 23 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and the Chief Officer - Financial Services has responsibility for these arrangements. If in undertaking this statutory role it is clear that the Council cannot deliver a balanced budget position then it is incumbent on the Section 151 Officer under the Local Government Finance Act 1988, Section 114 (3) to “make a report under this section if it appears....that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. Under S115 of the Local Government Finance Act 1988 Councillors have 21 days from the issue of a Section 114 report to discuss the implications at a Full Council meeting and before the consideration of an emergency budget.
- 24 Financial Management Corporate Risk Assurance is included in the Corporate Risk Register and is addressed in the Annual Corporate Risk and Resilience report most recently provided to this Board in September 2023.

What are the legal implications?

- 25 Under Section 151 Local Government Act, the Council must make arrangements for the proper administration of its financial affairs and the Council’s Chief Finance Officer and Director of Strategy and Resources have responsibility for the administration of those affairs.
- 26 The Council is under a statutory responsibility to set a balanced budget. Under Section 28 of the Local Government Act 2003 the Council is required to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the Council must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The Council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 27 Under Section 3 of the Local Government Act 1999, the Council, as a best value authority, must make arrangements to secure continuous improvements in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This Proposed Budget is one of the ways in which the Council can secure best value within its resources envelope. Under Section 15 of the Act, the Secretary of State has the powers to intervene if satisfied that the Council is failing to meet its best value duty. This includes the power to issue direction that the function of the Authority be exercised by the Secretary of State, or a person nominated by him for a specified period.
- 28 This report has been produced in compliance with the Council’s Budget and Policy Framework. In accordance with this framework, the Proposed Budget, once approved by the Board, will be submitted to Scrutiny for their review and consideration. The outcome of their review will be reported to the February 2024 meeting of this Board at which proposals for the 2024/25 budget will be considered prior to submission to Full Council on 21st February 2024.
- 29 The Proposed Budget will, if implemented, have implications for Council policy and governance and these are explained within the report. The budget is a key element of the Council’s budget and policy framework, but many of the proposals will also be subject to separate consultation and decision making processes, which will operate within their own defined timetables and be managed by individual directorates.

- 30 In accordance with the Council’s Budget and Policy Framework, decisions as to the Council’s budget are reserved to Full Council in line with Executive & Decision Making Procedure Rule 5.1.2. As such, recommendations a., b. and c. are not eligible for call in, as the budget is a matter that will ultimately be determined by Full Council. The report referred to in Recommendation a., ‘Revenue Savings Proposals for 2024/25 to 2026/27’, which appears elsewhere on today’s agenda, is separately subject to call-in.
- 31 However, Recommendation d., regarding the Council’s participation in the 2024/25 Leeds City Region Business Rates Pool, is a decision of the Executive Board and as such is subject to call-in.
- 32 With regard to the individual savings proposals considered at the October meeting of this Executive Board and additional proposals put forward in the accompanying, ‘Revenue Savings Proposals for 2024/25 to 2026/27’ report on today’s agenda, decisions giving effect to the Business as Usual proposals can be taken by the relevant Director or Chief Officer in accordance with the Officer Scheme of delegation (Executive functions) and will be subject to the Executive and decision – making procedure rules. Notice of any decision which is “Key” will be published on the list of forthcoming decision not less than 28 clear calendar days in advance of the date of the proposed decision.
- 33 Decisions giving effect to the Service Reviews will be made following the outcome of consultation having regard to representations made. Decisions will be taken by the relevant Director or Chief Officer, save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for considerations.

Options, timescales and measuring success

What other options were considered?

34 Not applicable.

How will success be measured?

35 Not applicable.

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

36 Not applicable.

Appendices

- 37 Appendix 1: Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27
Appendix 2: Net Managed Budget by Directorate 2024/25
Appendix 3: The 10 Year Capital Programme
Appendix 4: Equality, Diversity, Cohesion and Integration Screening

Background papers

38 None.



Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27



Appendix 1:

Introduction

This report details the Proposed Budget for 2024/25. This Proposed Budget is set within the context of the [Medium-Term Financial Strategy 2024/25 to 2028/29 \(MTFS\)](#) approved by Executive Board in September 2023, the 2023 Autumn Statement and proposed savings reports received at Executive Board in October and December 2023 which contribute towards bridging the estimated budget gap for 2024/25.

A key objective of the MTFS is to ensure that effective financial planning and management contribute to the Authority achieving its strategic ambitions, to be the Best Council in the Best City in the UK. The Proposed Budget reinforces that objective, continuing to forecast influences on the resources available to the Council, estimating expenditure requirements, making sure that value for money is achieved, and ensuring the Council is financially resilient, stable and sustainable for the future.

Subject to the approval of the Executive Board, this Proposed Budget for 2024/25 will be submitted to the respective Scrutiny Boards for their consideration and review, with the outcome of their deliberations to be reported to the planned meeting of this board on 7th February 2024. These budget proposals will also be made available to other stakeholders as part of a wider and continuing process of engagement and consultation.

This report also provides an update on the provisional budgets for 2025/26 and 2026/27 and the Executive Board are asked to note these revised positions.

Part 1: Context and Scene Setting

Part 2: Summary Changes since the MTFS

Part 3: Changes in Resources and Funding

Part 4: Cost Pressures, Budget Growth and Adjustments

Part 5: Addressing the Budget Gap

Part 6: Summary Proposed Budget 2024/25

Part 7: Provisional Revenue Budgets for 2025/26 and 2026/27

Part 8: Ringfenced Budgets

Part 9: Capital Programme

Part 10: Management of Key Risks



Part 1: The Context for Leeds City Council's Proposed Budget 2024/25 and Provisional Budgets for 2025/26 and 2026/27

1.1 This report brings before Executive Board the Proposed Budget for 2024/25. The report presents proposals to date, and is based on assumptions set out in the Council's 5 year [Medium-Term Financial Strategy 2024/25 to 2028/29](#). This report also sets out the recommended council tax increase for 2024/25, excluding those for the precepting authorities. This report is a precursor to the Final Budget proposals which will be submitted to Executive Board in February 2024 and to Full Council for approval later that month.

Influences affecting the Proposed Budget

1.2 The funding available to local authorities, and the way this is used, is influenced by factors at a regional, national and international level. This Proposed Budget is produced at a time when Leeds is facing significant change and challenges, some of which come as a result of developments far beyond the City's borders.

1.3 The Council's Medium Term Financial Strategy (MTFS) notes that we are in a period of political and economic volatility, with Section 1.4 of that report describing a range of influences and factors that impact on the development of the Proposed Budget. Paragraphs 1.5-1.8 discuss these influences where the situation has progressed since publication of the MTFS.

1.4 The predominant influences affecting the Proposed Budget and Medium Term Financial Strategy include: the Economy, both global and national; Annual Government Announcements; National Policy; Regional Working; a changing operating context including the impact of Cost of Living; and Health and Social Care funding.

1.5 The Economy

- **Office of Budget Responsibility forecasts** – At the time of the Autumn Statement in November 2023, the Office for Budget Responsibility (OBR) published its updated independent economic and fiscal forecasts. The OBR forecasts a significant slowing of the economy in the short to medium term compared to the forecasts in March 2023, as set out below:
 - the OBR's forecast for GDP growth for 2024/25 is down from 1.8% in March to 0.7% in November. Similarly, in 2025/26 growth forecasts are down from 2.5% to 1.4%.
 - The OBR estimates that inflation (CPI) will average 7.5% in 2023/24 before falling to 3.6% in 2024/25, 1.8% in 2025/26 and 1.4% in 2026/27.
 - Rates of unemployment are expected to increase to 4.6% in 2024, remaining at that level until falling back slightly in 2026 to 4.4% and 4.2% in 2027.
 - Average earnings are forecast to peak in 2023 with growth of 6.8% before falling back to 3.7% in 2024, 2.2% in 2025 and 2.0% in 2026. Earnings growth recovers slightly to 2.5% in 2027 and 2.8% in 2028.



1.6 Annual Government Announcements – 2023 Autumn Statement

- The Chancellor presented the 2023 Autumn Statement to the House of Commons on 22nd November 2023. Despite the difficult economic climate and deteriorating forecast outlined in paragraph 1.5, no information was provided regarding additional funding for departments, including the Department of Levelling Up, Housing and Communities (DLUHC). Whilst DLUHC Departmental Expenditure Limits (DEL) shows an increase in planned expenditure of £1.7 billion when compared with the Spring Budget Report in March 2023, it is understood that this is additional funding for the extension of the Retail, Hospitality and Leisure relief into 2024/25 and the compensation to councils for the freezing of the Small Business Rates Multiplier in 2024/25, both business rates measures which do not provide additional funding to the Council.
- The headline announcements in the Autumn Statement 2023 are as follows:
 - The lower Small Business Rates Multiplier will be frozen at 49.9% while the higher Standard Business Rates Multiplier will increase in line with the September CPI from 51.2 pence in the pound to 54.6 pence in the pound. This is in the wake of the Non-Domestic Rating Act 2023, enacted in October 2023, allowing ministers to treat the multiplier rates independently whereas they were previously linked. Local authorities will receive full compensation for the loss of income they will experience.
 - Government confirmed that the 75% discount for retail, hospitality, and leisure establishments, up to a maximum of £110,000 nationally would be extended for a further year.
 - The National Living Wage will increase by 9.8% from £10.42 an hour to £11.44 per hour effective from 1st April 2024 and the threshold has been lowered from 23 to 21 years of age. The Council's Proposed Budget allows for provision of £12.00 per hour in line with the recent Real Living Wage announcement, so that this NLW increase has no impact on the position.
 - Leeds City Council will be allocated £2m in additional capacity funding to maximise delivery of new homes.
 - The financial incentives for businesses to invest in Investment Zones will be extended from 5 years to 10 years, including in the Investment Zone recently announced for West Yorkshire.
- It is important to note that the Autumn Statement did not include any announcements in relation to a number of key budget areas:
 - the percentage by which Council Tax can be increased without the need for a local referendum.
 - the possibility of further funding for Children's or Adult Social Care.
 - the future of the New Homes Bonus scheme.
 - the permitted percentage increase for Social Housing rents.



As referenced above, we expect further detail, including detailed local authority allocations, at the Provisional Local Government Settlement in late December. As such this Proposed Budget is based on the announcements made during the Spending Review 2021, the DLUHC Policy Statement published in December 2022, the Autumn Statement 2023, and previous Government announcements relating to social care funding.

1.7 **Previous Annual Government Announcements** relevant to this Proposed Budget are discussed in the [Medium-Term Financial Strategy 2024/25 to 2028/29](#).

1.8 National Policy

In October 2023 two Acts came into force that directly impact the Council's ability to raise funding locally. These two Acts are: -

- The Levelling Up and Regeneration Act 2023 which introduces two important reforms to Council Tax; a new premium on second homes and reducing the period after which a premium can be applied to empty homes from two years to one year. The Second Home Premium provision requires the Authority to give property owners twelve months' notice of the imposition of the additional charge. Therefore, although Full Council will be asked in February 2024 to determine that the charge be applied, additional income will not be generated until 2025/26. The changes to the Long Term Empty Premium will be proposed to Full Council in January 2024 when the Council determines its Council Tax Base. If approved, the charge will generate an additional estimated income of £1.6m in 2024/25.
- The Non-Domestic Rating Act 2023, which introduces a number of reforms to business rates, has implications for the Business Rates Retention Scheme (BRRS). These reforms include giving ministers the power to increase the lower Small Business Rates Multiplier and higher National Multiplier at different rates up to a maximum of September's annual rate of increase in the CPI. Ministers decided at the Autumn Statement 2023 to decouple the multipliers, therefore a significant increase in business rates income retained through the BRRS is expected, although this comes with a corresponding reduction in multiplier cap compensation. The increase in the multipliers drives many of the fundamental elements of the BRRS such as the baselines, the tariff and the levy calculations. The overall impact remains unclear as the Government has only recently consulted on the implementation of the Act. Current analysis suggests that the net outcome of these changes will not be financially material.



About Leeds: Socio-economic context

- 1.9 Leeds is a growing city with a population that continues to become more diverse in terms of age, countries of origin and ethnicity. Leeds has a large, urban core but, unlike many other cities, its administrative boundary includes a significant rural area, with villages and market towns.
- 1.10 During the two decades prior to the last global financial crisis, the city's economy experienced significant growth, driven in large part by financial and business services. Leeds established itself as a vibrant, diverse and dynamic city, with a strong knowledge-based economy and recovered from the economic impact of the COVID-19 pandemic faster than many of its neighbours. However, the pandemic increased pressures on low-income households and the most vulnerable in society, as well as pushing some households to experience financial uncertainty and hardship for the first time. This has been exacerbated by the cost-of-living crisis, this not only compounding the challenges being experienced by many individuals and households, but also applying further pressure to council services through increased demand and increased costs, as well as reduced income as Leeds' residents and visitors choose to spend less or differently.
- 1.11 Further information on Leeds' socio-economic context is available at Section 1.5 of the [Medium-Term Financial Strategy 2024/25 to 2028/29](#).

Developing the 2024/25 Budget and Medium Term Financial Strategy and our Strategic Ambitions

- 1.12 Our overall vision for the city is set out in the Best City Ambition which can be read in full here: [Best City Ambition \(leeds.gov.uk\)](#). At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The Ambition is focused on improving outcomes across three 'pillars': Health and Wellbeing, Inclusive Growth, and Zero Carbon. These pillars, and the areas of focus that cut across them all, capture the things that will make the biggest difference to improving people's lives in Leeds. The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the best city in the UK. The Ambition can only be delivered through a sound understanding of the organisation's longer-term financial sustainability, which enables decisions to be made that balance the resource implications of the council's policies against financial constraints. This is the primary purpose of the Medium Term Financial Strategy, which then provides the framework for the determination of the Council's annual revenue budget for which the proposals for 2024/25 are contained in this report.
- 1.13 The financial climate for local government continues to present significant risks to the Council's priorities and ambitions. Between 2010/11 and 2019/20, the Council faced severe reductions in Government funding and continues to face



significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to this challenge through a combination of stimulating good economic growth, managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels since 2010/11 by approximately 2,500 FTEs up to 31st October 2023.

- 1.14 The Council is projecting a significant overspend in 2023/24, as reported in the monthly Financial Health report elsewhere on the Executive Board agenda. Whilst actions have been identified, and are being implemented to address this financial position, any overspend at year end will require to be funded from the Council's reserves, with implications for the level of resources available in future years. Unavoidably, managing this in year position means that the Council will have to make difficult decisions around the delivery of services, and it will remain difficult over the coming years to identify further financial saving without significant changes in what the Council does and how it does it. We have reflected the significant demand pressures for Children's Services in 2023/24 in the budget position going forward.
- 1.15 The financial challenge now facing the Council is to manage these pressures alongside the significant impact caused by the current cost of living crisis and increased inflation, within a backdrop of global economic and geo-political issues, whilst still striving to deliver the council's ambitions. The needs of the communities served by Leeds City Council have already increased and will continue to do so, and the various funding streams that support local government will undoubtedly be affected by the longer-term economic impact of the cost of living crisis. As disposable income becomes further reduced, the Council's traded and commercial income is expected to suffer. With stretching budgets, retention and recruitment pressures within the Council, the ability to identify sufficient resources to support service transformation remains challenging.
- 1.16 Looking ahead, the Council is facing an updated estimated budget gap of £186.5m for the period up to and including 2028/29, £106.8m of which is in 2025/26 and 2026/27.
- 1.17 In recognition of this financial challenge the Council has embarked on a programme of service reviews which, when combined with business as usual savings, contribute towards closing the estimated revenue budget gap and enable the Authority to present a balanced budget position in 2024/25. As detailed in the 'Revenue savings proposals for 2024/25 to 2026/27' report elsewhere on this agenda, the scale of the pressures on the council's financial position this year, combined with the gap over the next three years and continued uncertainty concerning future central government funding, is unprecedented. In common with local authorities throughout the country, in order to balance the council's budget and to avoid issuing a Section 114 notice (in effect declaring that the council cannot achieve a balanced budget and preventing all new spending), difficult decisions will have to be taken that will impact across



services, affecting service users, residents, businesses, partners and our workforce.

- 1.18 This can be seen in the scale and nature of the savings proposals put forward to Executive Board which include service and staffing reductions, fee increases and new charges, asset sales, building closures and reduced hours of operation. These proposals have been informed by a review of all council budgets within a consistent prioritisation framework, which aims to reduce the effect on key services and mitigate negative impacts as far as possible. However, it needs to be recognised that we are not funded to provide all the functions we currently do, and so future service provision must be provided within the limited resources available. Alongside a continued focus on securing value-for-money and investing in transformation, services will continue to be reviewed as part of an overall resetting and reshaping of the authority to ensure it remains fit-for-purpose and sustainable in future years. Further information on this strategic approach is provided below within the 'Bridging the Revised Gap – the Corporate & Directorate Savings Programme' section at Part 5.
- 1.19 The draft proposals for an updated Best City Ambition for 2024 on this agenda emphasise that the strategic intent shared between the council and its partners remains focused on tackling poverty and inequality and improving the quality of life for everyone in Leeds. Prioritisation and clarity of direction around which partners in the city can convene to maximise increasingly limited resources remain key to navigating the financial constraints impacting on the council, organisations, communities and individuals in the city.



Part 2: Summary of changes since the Medium Term Financial Strategy (MTFS)

Table 1 – Summary of Changes in Resources, Costs and Savings Proposals in the Proposed Budget 2024/25 and comparison with the position at the Medium Term Financial Strategy

	MTFS	Changes since MTFS	Proposed Budget 24/25
	£m	£m	£m
Increase in Net Revenue Charge	(36.5)	0.0	(36.5)
Change in contribution to/(from) General Reserve	0.0	0.0	0.0
Change in contribution to/(from) Earmarked Reserves	2.9	0.3	3.2
COVID-19 Grants (business rates reliefs)	0.0	0.0	0.0
Net Increases in Other Specific Grant	(17.7)	0.0	(17.7)
Other General Fund Business Rates Movements	(7.3)	0.0	(7.3)
Other Contributions	(1.0)	0.0	(1.0)
Funding and Resources	(59.6)	0.3	(59.3)
Pay Inflation	25.4	(0.4)	24.9
Commissioned Services	17.5	0.0	17.5
Energy Inflation	(1.4)	(0.6)	(2.0)
General Inflation	21.0	(0.0)	21.0
Demand and Demography	28.6	0.0	28.6
Other incl. Debt	35.3	(0.0)	35.2
Pressures	126.2	(1.1)	125.2
Total Funding, Resources and Cost Pressures	66.6	(0.8)	65.8
	£m	£m	
Total Existing Savings Prior to September MTFS	1.7	0.0	1.7
Total Routine Savings Identified at MTFS	(9.1)	0.0	(9.1)
Gap Remaining After Existing Savings	59.2	(0.8)	58.4
Directorate Savings			
October 2023	0.0	(13.4)	(13.4)
December 2023	0.0	(45.0)	(45.0)
Total Additional Directorate Savings 2023	0.0	(58.4)	(58.4)
Gap Remaining After Additional Savings	59.2	(59.2)	0.0

- 2.1 The Council's Medium Term Financial Strategy 2024/25 – 2028/29 was presented to Executive Board in September 2023 and included a budget gap of £59.2m in respect of 2024/25. Table 1 summarises the movement in the 2024/25 position since the MTFS, showing the main changes in resources available to the Council and the budget movements relating to changes in cost assumptions, which total (£0.8m).
- 2.2 The table also shows the value of savings proposals that have been identified and which contribute towards balancing the 2024/25 budget within the estimated available resources. These are detailed in Part 5: Addressing the budget gap. Overall, the Proposed Budget shows a balanced position for 2024/25.



Part 3: Changes in Resources and Funding

3.1. Summary Changes in Resources and Funding

Table 2 - Changes in Resources and Funding 2024/25

	2024/25 £m
Change in Resources due to Settlement Funding Assessment and Local Funding Table 12, Paragraphs 3.2-3.9	(36.457)
Movement on use of Reserves Paragraphs 3.11.3-3.11.10	3.158
Specific Grant Funding Changes Paragraphs 3.11.11-3.11.28	(25.092)
Other Changes in Resources Paragraph 3.11.29-3.11.32	(0.950)
Total Funding and Resources Changes	(59.341)

3.1.1. Table 2 summarises the changes detailed in Paragraphs 3.2-3.9. In brief, these include changes in resources in respect of local funding (such as Council Tax and Business Rates), specific grant funding changes, other changes in resources and movement on reserves showing use of or contribution to the Council's reserves.

3.2. Estimating the Net Revenue Budget

Settlement Funding Assessment – decrease of £2.1m

3.2.1. Settlement Funding Assessment is essentially the aggregate of core government grant and business rate baseline funding for a local authority.

3.2.2. In the last four financial years, local government has received single-year settlements, making financial planning more difficult. The forthcoming financial year (2024/25) will be the final year of the period covered by the Spending Review 2021. Therefore, it is widely expected that the Local Government Finance Settlement 2024/25 will be a further single year settlement.

3.2.3. Table 3 sets out the Council's estimated Settlement Funding Assessment for 2024/25, which is based on an assessment of what the Council expect to receive reflecting announcements to date. On 12th December 2022 the Government published a policy statement that set out, in broad terms, it's plans for local government finance in 2024/25. The Government stated that Revenue Support Grant would, in 2024/25, increase in line with any increase in the Business Rates Baseline. The Business Rates Baseline, in turn, normally increases in line with



any increase in the Small Business Rates Multiplier. The Autumn Statement 2023 confirmed that this multiplier would be frozen for 2024/25 and so it is currently assumed that the Business Rates Baseline and Revenue Support Grant will not increase in 2024/25.

Table 3 – Settlement Funding Assessment

	2023/24	2024/25	Change	Change
	£m	£m	£m	%
Revenue Support Grant	33.4	33.4	0.0	
Business Rates Baseline	164.4	162.3	(2.1)	
Settlement Funding Assessment	197.8	195.7	(2.1)	-1.0%

- 3.2.4. As described in paragraph 1.8, the Non-Domestic Rating Act 2023 came into force in October 2023. This gives ministers the power to increase the Small Business Rates Multiplier and higher National Multiplier at different rates, allowing the two multipliers to diverge. In September 2023, the Government issued a consultation on the implications for the Business Rates Retention Scheme (BRRS) of any decoupling of the multipliers to ensure that, for example, authorities' Business Rates Baseline accurately reflected the business rates tax base in their areas. It proposed that in future Business Rates Baselines should increase in line with a weighted average of the two multipliers. At the Autumn Statement 2023 the Chancellor confirmed that, whilst the Small Business Rates Multiplier would remain frozen, the higher National Multiplier would increase by 6.7%. The impact on the Business Rates Baseline is not yet clear but should be clarified when the Provisional Local Government Finance Settlement is published in late December 2023.
- 3.2.5. The baseline is then reduced by the tariff the Authority has to pay to Government because it is assessed as collecting more business rates than it requires for its spending needs, known as its baseline funding level. The tariff would ordinarily increase in line with any increase in the Small Business Rates Multiplier from its 2023/24 amount. However, as a revaluation of all business properties in England took effect from 1st April 2023 and Government assured local authorities that this would not lead to any changes in revenue for them, the Government provisionally adjusted tariffs to take out any impact of the 2023 Revaluation for 2023/24. The adjustment was made using the data that was available at the time of the Local Government Finance Settlement 2023/24, but subsequently this data has been updated and the Government will recalculate the adjustment in line with accurate information for 2024/25. It is expected that Leeds' tariff will therefore increase in line with the final calculation, thereby reducing the Baseline Funding Level and overall Settlement Funding Assessment. A reduction in funding of £2.1m is therefore assumed within these proposals.
- 3.2.6. Prior to 2013/14 when the Business Rates Retention Scheme was introduced, business rates were paid to Government and redistributed as general grant according to relative needs and resources. In 2013/14, in addition to general grant, a number of other funding streams were rolled into the Settlement Funding



Assessment. However, since 2014/15 Settlement Funding Assessment has been adjusted without reference to these individual grants and therefore it is not possible to identify how much of the total funding receives relates to each constituent part.

3.2.7. A list of these individual funding streams is provided in Table 4.

Table 4 – Grants Rolled into the Settlement Funding Assessment

	2023/24	2024/25	Change
	£m	£m	£m
Settlement Funding Assessment	197.75	195.70	(2.06)
Which includes:			
Council tax freeze grant 2011/12			
Council tax freeze grant 2013/14			
Early intervention grant			
Preventing homelessness			
Lead local flood authority grant			
Learning disability & health reform grant			
Local welfare provision			
Care act funding			
Sustainable drainage systems			
Carbon monoxide & fire alarm grant			
Local Council Tax Support admin subsidy grant			
Family Annexe Council Tax Discount grant			
Food safety and standards enforcement grant			

3.3. Business Rate Retention

Table 5 – Rateable Value in Leeds and Business Rates Income Generated

	£m
Rateable Value in Leeds projected to 1st April 2024	953.88
multiplied by business rates multiplier	0.499
Gross business rates based on projected rateable value	475.99
Estimated Growth	3.95
equals gross business rates to be collected in Leeds	479.93
less: -	
Mandatory Reliefs	-72.97
Discretionary Reliefs	-1.29
Government mandated reliefs	-27.80
equals net business rates paid by ratepayers	377.88
less adjustments for: -	
Bad debts and appeals	-17.27
Cost of collection	-1.23
Projected Enterprise Zone and renewable energy projects yield	-3.55
equals non-domestic rating income in Leeds	355.83
Split into shares: -	
Leeds City Council (49%)	174.35
West Yorkshire Fire Authority (1%)	3.56
Central Government (50%)	177.91
less deductions from operation of business rates retention scheme: -	
Leeds City Council's tariff from Local Government Finance Settlement	-11.44
Leeds City Council's share of deficit from 2023/24	-1.25
Leeds City Council 's 2024/25 income from business rates	161.67



- 3.3.1. Leeds is the most diverse 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 business rates income 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% Business Rates Retention pilot. The effect of the Coronavirus crisis reversed this growth again with in-year income levels from the Business Rates Retention (BRR) Scheme (i.e., excluding the exceptional effects of the Collection Fund deficits from 2020/21 and 2021/22) declining below 2015/16 levels in 2021/22 and not projected to recover to budgeted 2020/21 levels, set before the impact of the COVID-19 crisis, until 2025/26.
- 3.3.2. The projected total rateable value of businesses in Leeds on the 2023 ratings list as at 1st April 2024 will be £953.88m, which would generate gross business rates income of £475.99m. It is projected that there will be some modest growth in gross business rates of £3.95m in 2024/25 which is approximately three quarters of the growth trend prior to the COVID-19 pandemic. As shown in Table 5, the impact of a range of business rate reliefs (see paragraph 3.4) and statutory adjustments reduces this to a net income figure of £355.83m.
- 3.3.3. Under the 50% BRR scheme, Leeds City Council's share of this income is £174.35m (49%). The Authority then pays a tariff of £11.44m to Government because Leeds is assessed to generate more business rates income than it needs.
- 3.3.4. Leeds must also meet its share of the business rates deficit created in 2023/24, which totals £1.25m. This is comprised of a deficit carried forward from 2022/23 of £1.9m, which occurred after the deficit was declared due to an influx of appeals at the close of the 2017 ratings list and is partially offset by an in year surplus of £0.7m, mainly due to a reduction in the demand for Empty Rate Relief as the commercial property market appears to be recovering post-pandemic.
- 3.3.5. As shown above, business rates income is shared between local and central government. Under the 50% BRR 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.
- 3.3.6. 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. The 2010 list is closed for new appeals and the backlog of appeals has reduced greatly. At the end of October 2023 there were 10 outstanding appeals against the 2010 ratings list in Leeds, and the Council holds provisions of £0.9m against the risk that these will result in reductions.



- 3.3.7. The 2010 ratings list was based on rental values in 2008, just before the ‘financial & economic crisis’ but came into effect after that crisis, when property values had greatly reduced. Appeals submitted against the new 2017 list can be backdated to 1st April 2017, and, together with the impact of the ‘check, challenge, appeal’ appeals process also introduced in April 2017. In the early years of the list this appeared to have reduced the number of business rate appeals and the resultant volatility going forward when compared with the 2010 list. However, as the list closed in 2023 the number of appeals greatly increased and sufficient provisions for these appeals had to be made. As at 31st October 2023 there were 545 Checks and Challenges plus specific provisions made for classes of properties currently being subject to reductions in Rateable Value such as hospitals, GP surgeries and ATMs within other buildings such as supermarkets. The Council currently holds total provisions for these appeals of £30.6m.
- 3.3.8. Since 2013/14 the total amount repaid by way of business rate appeals is £219.7m, at a cost to the Council’s General Fund of £113.3m. 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. The 2024/25 Proposed Budget provides for an additional £6.1m contribution from the General Fund to fund this provision.
- 3.4. **Small Business Rates Relief and other mandatory reliefs**
- 3.4.1. Before the pandemic almost 12,600, about 30%, of business properties in Leeds paid no business rates, of which just over 9,700 receive 100% Small Business Rates Relief. 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. 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 Government for the changes to the multiplier threshold and a further £8.9m is recovered through the ratepayers in more valuable properties who 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.
- 3.4.2. Unlike Small Business Rates Relief, in 2023/24 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 £22.6m in 2012/13 to a projected £32.6m in 2024/25 costing the Council an estimated £4.9m more in lost income under 49% retention in 2022/23.



3.4.3. In the Spending Review 2021 Government announced a further relief scheme for 2022/23, in which retail, hospitality and leisure businesses receive a 50% relief against their 2022/23 business rates liability up to a maximum of £110,000 per business. At the Autumn Statement 2022 the Government confirmed that this relief would be continued into 2023/24 and increased to 75% relief up to a maximum of £110,000 per business nationally. It was confirmed at the Autumn Statement 2023 that the Government will continue this scheme into 2024/25 and the forecast for this expanded relief in the light of the Council's experience in 2023/24 is detailed in section 3.5 below. Extensive relief schemes such as this, which are fully funded by Government, do not directly impact the net resources the Council has available. However, they do reduce the amount of funding to be collected from businesses and therefore also reduce the risk of non-collection and the cost of provisions for bad debts.

3.5. Business Rate Retention and the Proposed Budget

3.5.1. In terms of this Proposed Budget, it is estimated that the local share of business rates funding in 2024/25 will be £174.4m. As per Table 6, the Proposed Budget recognises business rate growth above the baseline of £0.6m, a return to growth after the years below the baseline during the pandemic. This is still a significant reduction in the City's locally generated revenue above the baseline (0.4%) compared to the budgeted 2020/21 level (£10.9m or 6.9%) largely caused by the expected increased cost of extended Retail Relief since 2022/23. The elements of the improvement since 2023/24 are set out in the paragraphs below.

Table 6 – Business Rates, Estimated Growth/(Decline) to the Baseline

	2023/24	2024/25	Change
	£m	£m	£m
Business rates local share	170.24	174.36	4.12
Less: business rates baseline	173.75	173.75	(0.00)
Growth above baseline	(3.51)	0.61	4.12

3.5.2. Table 7 sets out the main changes in business rates income that result in this £4.1m improvement in growth above the baseline since 2023/24. The two largest elements at £1.9m each are the reduction in demand for Empty Rate Relief as the commercial property market appears to be recovering after the pandemic and the forecast in-year growth forecast in the city in 2024/25. Collection rates for Business Rates have also substantially improved in 2023/24, only 0.1% below pre-pandemic levels, allowing the Council to greatly reduce its provisions for bad debts by £0.9m. Expanded Retail Relief has not been in as high demand as expected in 2023/24 and a reduced forecast of £0.8m is included in the growth figures. Provisions for appeals going forward are also slightly reduced (£0.2m) because ratings lists are going to be updated every 3 years rather than every 5 years as previously, which should hopefully mean they are more reflective of the current market.



- 3.5.3. These gains, however, are partially offset by an increase in demand for Mandatory Charity Relief (-£0.7m), Small Business Rates Relief (-£0.5) and some other discretionary reliefs (£0.1m). There has also recently been a reduction in the city's current taxbase due to the resolution of many historic appeals from the 2017 ratings list which have had a continuing effect into 2023/24.

Table 7 – Changes in Growth above the baseline between the 2023/24 and 2024/25 Budgets and later years

	2024/25 Indicative	2025/26 Indicative	2026/27 Indicative
Leeds share of growth above the baseline	49%	49%	49%
Growth above baseline assumed previous year (£m)	-3.5	0.6	2.9
Reduction in current taxbase in 2023/24 (£m)	-0.5	0.0	0.0
Change in cost of bad debt provisions (£m)	0.9	0.4	0.2
Change in cost of provisions for appeals (£m)	0.2	0.0	0.0
Change in cost of empty rate relief (£m)	1.9	0.0	0.0
Change in cost of Small Business Rates Relief (£m)	-0.5	0.0	0.0
Change in Mandatory Charity relief (£m)	-0.7	0.0	0.0
Expanded Retail Relief (£m)	0.8	0.0	0.0
In-year growth of business rates yield (£m)	1.9	1.9	2.0
Increase in unfunded discretionary reliefs (£m)	-0.1	0.0	0.0
Other smaller changes in the tax base (£m)	0.1	0.0	0.1
Growth above baseline assumed current year (£m)	0.6	2.9	5.2

- 3.5.4. In conclusion, although the economic environment in Leeds remains buoyant, and construction in the city is strong, the additional Retail Relief mandated by central Government (and fully funded by section 31 grant) acts to reduce the amount of business rates to be collected in the city. Furthermore, the construction of new properties often replaces pre-existing buildings which have to be taken off the ratings list, new buildings do not become liable to business rates until they are occupied and the ongoing impact of reduced Rateable Values due to appeals also counteracts the growth seen from many construction projects.
- 3.5.5. The £174.4m local share of business rates funding is then reduced by an £11.4m tariff payment and a £1.3m deficit on the collection fund to reduce the funding available to the Council to £161.7m.
- 3.5.6. When compared to the £162.3m Business Rates Baseline (Government's assessment of what it expects an authority to collect before any local growth is taken into account), the funding available of £161.7m represents a deficit of £0.6m, as shown in Table 8. Compared to the budgeted deficit in 2023/24 of £10.7m this is a net improvement to the Net Revenue Charge of £10.0m.



Table 8 – Business Rates Retention 2023/24 to 2024/25

	2023/24 £m	2024/25 £m
Business rates baseline (including tariff)	164.4	162.3
Projected growth above the baseline to March	(4.7)	(1.3)
Estimated growth in the year	1.2	1.9
Total estimated growth	(3.5)	0.6
Estimated provision for appeals	(6.1)	(3.4)
Additional income from transitional arrangements and provision for bad debts	8.3	0.9
Impact of change in reliefs on income	(9.4)	1.3
Estimated total year-end Collection Fund deficit (Leeds Share)	(7.2)	(1.2)
Estimated Business Rates Funding	153.7	161.7
Increase/(reduction) against the Business Rates baseline	(10.7)	(0.6)
Business Rates Retention - Impact on General Fund Income		10.0

3.6. Leeds City Region application to pool 50% Business Rate Retention

- 3.6.1. In 2023/24 the Council is a member of the Leeds City Region Business Rates Pool, with 50% business rates retention alongside the other West Yorkshire authorities and York. 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 Government.
- 3.6.2. In early October 2023, the Government invited authorities to apply to continue their pooling arrangements into 2024/25. The Leeds City Region Pool has applied, and it is expected that the outcome of that application will be made clear in the Provisional Local Government Settlement in December 2023. Authorities will then be given 28 days to decide whether to continue with the Pool. This report requests approval from Executive Board that should the application be successful the Pool should continue, and that Leeds City Council should continue to be the lead authority. Notwithstanding this decision, the continuation of the Pool will be dependent upon none of the member authorities choosing to withdraw within the statutory period after designation.
- 3.6.3. We estimate gains to the region of around £3.7 million if such a pool was designated and income from the Business Rates Retention Scheme remains at current projections. Leeds City Council's financial commitment would be in the region of £1.2m, whether as a levy to the Pool or to Government. This Proposed Budget recognises that Leeds City Council will be required to make a levy payment in 2024/25.

3.7. Council Tax

- 3.7.1. The 2023/24 budget was supported by a 4.99% increase in the level of council tax, 2% of which was attributable to the Adult Social Care precept. Leeds City Council's council tax remains the 2nd lowest of the English core cities and mid-point of the West Yorkshire districts, as detailed in Table 9.



Table 9 – 2023/24 Council Tax Levels (Figures include Police and Fire Precepts)

Core Cities	Band D £:p	West Yorkshire Districts	Band D £:p
Nottingham	2,411.65	Kirklees	2,095.57
Bristol	2,345.24	Calderdale	2,071.20
Liverpool	2,307.55	Leeds	1,958.39
Newcastle	2,180.51	Wakefield	1,947.99
Sheffield	2,161.31	Bradford	1,934.44
Manchester	1,969.50		
Leeds	1,958.39		
Birmingham	1,905.73		

- 3.7.2. The 2024/25 Proposed Budget recognises a projected gain of £3.1m (1,861 band D equivalent properties) due to an increase in the tax-base growth during the 2024/25 financial year. It also recognises a decrease in the projected deficit on the collection fund of £5.7m, which together with a deficit of £2.1m generated in 2022/23 because of pressures on collection as the cost of living crisis impacts on council taxpayers in Leeds, results in a £1.8m projected deficit. The most significant reason for this reduction in the deficit is the dropping out of the final one-third instalment of the deficit from 2020/21, which Government mandated had to be spread over three years following exceptional impact the pandemic. The deficit generated in 2023/24 is also lower than in the previous year as collection in the city is forecast to return to 99% in the fullness of time in 2023/24, whereas it was forecast to only be 98.5% in 2022/23.
- 3.7.3. It should be noted that these proposals do not currently include any adjustment for the provisions in the Levelling Up and Regeneration Act 2023 laid out in paragraph 1.8; namely the introduction of a 100% premium for Second Homes from 2025/26 and the reduction in time from 2 to 1 years for the imposition of a 100% Long Term Empty Premium from 2024/25. Both would be subject to the decision of Full Council in January 2024.
- 3.7.4. In 2023/24 the Government allowed local authorities to increase their core council tax charge by up to, but not including, 3% before having to submit their proposed increase to a local referendum. The Council decided to increase its core council tax by 2.99%. In a policy statement in December 2022 the Government stated that it intended to allow local authorities to increase core council tax by the same percentage in 2024/25, and therefore the Proposed Budget includes an increase in core council tax of 2.99%, however the final decision remains with Full Council.



- 3.7.5. The impact of the proposed core increase (2.99%) and ASC precept increase (1.99%), as explained in paragraph 3.8, on the Leeds share of the council tax charge by band is shown at Table 10. The Leeds council tax charge will be presented to Full Council for approval in February 2024.

Table 10 – Proposed 2024/25 Leeds Council Tax

BAND	BAND	BAND	BAND	BAND	BAND	BAND	BAND
A	B	C	D	E	F	G	H
£ p	£ p	£ p	£ p	£ p	£ p	£ p	£ p
1151.23	1343.10	1534.97	1726.84	2110.58	2494.32	2878.07	3453.68

- 3.7.6. As shown in Table 11, in total the level of Council Tax receivable by the Council in 2024/25 is projected to increase by £28.5m when compared to that receivable in 2023/24.

Table 11 – Estimated Council Tax Income in 2024/25

	2023/24 Baseline £m	2024/25 Forecast £m
Previous year council tax funding	369.4	393.7
Change in tax base - increase / (decrease)	5.6	3.1
Increase in council tax level	11.2	11.9
Adult Social Care precept	7.5	7.9
Council Tax Funding before surplus/(deficit)	393.7	416.5
Surplus/(Deficit) 2020/21	(4.5)	
Surplus/(Deficit) 2022/23	(2.9)	
Surplus/(Deficit) 2023/24		(1.8)
Contribution (to)/from Collection Fund	(7.4)	(1.8)
Total - Council Tax Funding	386.3	414.8
Increase from previous year		28.5

- 3.7.7. 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. The value of this increase, if any, will be confirmed at the provisional Settlement.



3.8. Adult Social Care Precept

- 3.8.1. At Spending Review 2021, the Chancellor stated that the Government had the expectation that the Adult Social Care precept would increase by 1% in each year of the current Spending Review period, that is 2022/23 to 2024/25. However, at the Autumn Statement 2022 the Government announced that this could be increased to 2% in respect of 2023/24 and a subsequent policy statement issued by DLUHC in December 2022 stated the Government was intending to allow the same increase in 2024/25.
- 3.8.2. Based on this statement, the Proposed Budget for 2024/25 assumes a 1.99% increase in the Adult Social Care precept. After 2024/25 the current Financial Strategy does not assume any increase in the Adult Social Care precept. Any final decision remains that of Full Council when approving the annual budget.

3.9. The Net Revenue Budget 2024/25

- 3.9.1. After taking into account the anticipated changes to the Settlement Funding Assessment, business rates and council tax, the Council's overall net revenue budget is anticipated to increase by £36.5m or 6.4% from £573.4m to £609.8m, as detailed in Table 12 and at **Appendix 2**. This includes a significant reduction in the business rates deficit of £6.0m with the deficit that will not be spread increasing from a surplus of £5.1m in 2022/23 to a deficit of £1.2m in 2023/24, a £6.3m deterioration, but also the final one-third of the exceptional balance from 2020/21, a £12.2m deficit that had to be paid in 2023/24, dropping out.

Table 12 – Estimated Net Revenue Budget 2024/25 compared to the 2023/24 Net Revenue Budget

	2023/24 £m	2024/25 £m	Change £m
Revenue Support Grant	33.4	33.4	0.0
Business Rates Baseline	164.4	162.3	(2.1)
Settlement Funding Assessment	197.8	195.7	(2.1)
Business Rates Growth	(3.5)	0.6	4.1
Business Rates Deficit that will not be spread	5.1	(1.2)	(6.3)
Business Rates Deficit: One-third of 'exceptional balance'	(12.2)	0.0	12.2
Council Tax (incl. Adult Social Care Precept)	393.7	416.5	22.8
Council Tax Surplus that will not be spread	(2.9)	(1.8)	1.2
Council Tax Adjustment: One-third of 'exceptional balance'	(4.5)	0.0	4.5
Net Revenue Budget	573.4	609.8	36.5

- 3.9.2. Table 13 analyses this £36.5m estimated increase in the net revenue budget between the Settlement Funding Assessment and locally determined funding sources.



Table 13 – Increase in the Funding Envelope

Funding Envelope	2024/25 £m
Government Funding	
Settlement Funding Assessment	(2.06)
Sub-total Government Funding	(2.06)
Locally Determined Funding	
Council Tax (incl tax base growth)	28.49
Business Rates	10.02
Sub-total Locally Determined Funding	38.51
Increase/(decrease) in the Net Revenue Budget	36.46

- 3.9.3. The estimated increase in the 2024/25 net revenue budget compared to 2023/24 cannot be properly understood without considering changes in general fund income streams associated with the Collection Fund. The reserves built up over the period of the pandemic from excess section 31 grant funding accumulated as a result of the Government introducing emergency reliefs for sectors such as the retail, leisure and childcare sectors have now all been applied in full to partially meet the resultant business rates deficits generated by those reliefs. However, these proposals include an assumption that Government would once again freeze the Business Rates Multipliers determining ratepayers' liabilities for the tax. This is instead of increasing those multipliers by CPI, as would normally be the case. Government provides local authorities with full compensation for capping the multipliers in this way and therefore it is assumed section 31 grants will also again increase in 2024/25 by a further £10.6m. At the Autumn Statement 2023, the Government announced that it would freeze the lower Small Business Rates Multiplier but would increase the higher Standard Multiplier by CPI from 51.2% to 54.6%. The Government has only recently consulted on how the compensation for the freeze will be calculated for 2024/25. In theory this should result in full compensation for both current and historic capping of the Multipliers, but the Government's current proposals remain too uncertain to make the necessary calculations. The Council continues to engage with the Department of Levelling Up, Housing and Communities, but the position may not become clear until the publication of the NNDR1 return in late December 2023.
- 3.9.4. Council tax is projected to increase by £28.5m as detailed in Table 11. Due to the cost of living crisis, it is assumed that demand for Council Tax Support will increase slightly compared to 2023/24, which has the effect of reducing the council tax base. Growth in the council tax base, with new homes being completed in the City, has been slower than forecast for 2023/24 and therefore further growth in the tax base in this way in 2024/25 has been reduced in response. Finally, Government stated in a policy statement in early December 2022 that core council tax could rise by up to 3% and the Adult Social Care precept by up to 2% in 2024/25, as in 2023/24. As discussed at paragraph 3.8



the Proposed Budget assumes this, subject to the approval of Full Council, but it was not confirmed in the 2023 Autumn Statement.

3.10. **Anticipated changes to Council Tax and Business Rates in response to recent Acts of Parliament**

- 3.10.1. As explained in **paragraph 1.8**, two pieces of legislation have been enacted in October 2023 that impact the council tax and business rates that may be generated in the city of Leeds.
- 3.10.2. The **Levelling Up and Regeneration Act 2023** contained two provisions that may impact the level of council tax in the city. The first provision, the changes made to the Long-Term Empty Premium, could raise £1.6m in 2024/25 if Full Council were to approve the change to the premium at the time of approving the Council Tax Base in January 2024. The second provision of the Act, the introduction of a 100% premium on Second Homes, could raise up to an additional £3.5 million from 2025/26 if Full Council were to approve its application before 31st March 2024.
- 3.10.3. The **Non-Domestic Rating Act 2023** implements the Government's proposals put forward in the Fundamental Review of Business Rates consultation process carried out from 2020 onwards. The most significant change from the perspective of a billing authority such as Leeds City Council is the provision that gives ministers the power to increase the Small Business Rates Multiplier and higher National Multiplier independently, and at the Autumn Statement 2023, the Government announced that this would happen from 2024/25. This has important implications for the Business Rates Retention Scheme, as explained at paragraph 3.9.3, and for the compensation local authorities receive for the capping of the Multipliers in 2024/25 and previous years, as explained in paragraph 3.11.28. In late September 2023 the Government issued a technical consultation but the impact of the proposals will not become clear until the Provisional Local Government Finance Settlement, expected in late December 2023.

3.11. **Decreases/(Increases) in General Fund Resources**

- 3.11.1. The changes in local funding, detailed in paragraphs 3.2 – 3.10, change the Council's Net Revenue Budget and form part of the funding envelope available to the Council.
- 3.11.2. Other movement in the Council's available resources are shown in paragraphs 3.11.3 – 3.11.32.

Movement on the use of Reserves £3.2m

- 3.11.3. **Changes in contributions to/(from) the General Reserve £0.0m** – The opening General Reserve position in 2023/24 stood at £33.2m with the opening position for 2024/25 estimated to be £36.2m, reflecting a budgeted contribution of



£3m to this reserve in 2023/24. This Proposed Budget reflects no change to the base in 2024/25, resulting in a further increase of £3m and an estimated closing balance of £39.2m on the General Reserve in 2024/25 and a £3m increase in every subsequent year of the Medium Term Financial Strategy.

Changes in contributions to/(from) Earmarked Reserves £3.2m

- 3.11.4. Opening General Fund earmarked reserves for 2023/24 stood at £148.8m. A net in year use of reserves in 2023/24 of £7.5m is currently forecast which would result in earmarked reserves of £141.3m being carried forward into 2024/25.
- 3.11.5. Overall, the measures in this Proposed Budget apply a net contribution from the revenue position of £3.1m to Earmarked Reserves.
- 3.11.6. General Fund earmarked reserves for 2023/24 include £19.9m of **Strategic Contingency reserve**, established in 2020/21 to fund future unforeseen budget pressures and to ensure the Council becoming more financially resilient. The 2023/24 budget assumed a net use of £14.3m from this reserve and there are currently in year commitments of £5.6m: £0.6m relating to funding COVID Backlog Recovery, £1.3m to cover delays in the delivery of fleet management savings in 2023/24, £3.5m to cover slippage in the Children's Residential and Fostering provision action plan and £0.2m for Internship funding in Strategy and Resources.
- 3.11.7. At its meeting of 12th October 2023, the West Yorkshire Combined Authority (WYCA) confirmed a one off refund of transport levy reserves to member authorities aimed at reducing the financial pressures faced in the region, with Leeds to receive £17.7m. As agreed at the October meeting of this Board, this will be added to the Strategic Contingency Reserve in 2023/24 but is likely to be required in full to meet the projected 2023/24 overspend position. This Proposed Budget provides a small contribution to this reserve, which would leave an estimated balance on the Strategic Contingency Reserve of £0.3m at 31st March 2024.
- 3.11.8. This Proposed Budget includes a £3.0m contribution into a new Strategic Resilience Reserve in order to increase the Authority's financial sustainability in this and future years. It also provides £2m and £1m respectively to increase provisions for insurance and any Municipal Mutual Insurance (MMI) needs, among other measures to improve financial sustainability.
- 3.11.9. These costs to the General Fund are netted of by a (£6m) net contribution from the Strategic Contingency reserve – fallout of £14m of contributions in 2023/24 offset by a (£20m) contribution in 2024/25, as discussed in paragraph 3.11.6.
- 3.11.10. Net fallout of use of Adults and Health reserves in 2023/24 totals £3.3m and net fallout of other reserves totals £0.6m. A net reduction in the contribution to the Investment and Innovation Reserve totals (£1.1m).



Changes in Grant Funding (£25.1m)

- 3.11.11. **Specific Grant Funding Changes – Adults and Health (£12.2m).** In September 2022 Government announced the ASC Discharge Fund, from which grants would be allocated to local authorities and integrated care boards (ICBs). Government set out that these organisations should work together to plan how to spend this money locally. The additional Leeds share of this in 2024/25 is estimated to be £3.0m, however it is assumed this falls out in 2025/26.
- 3.11.12. As a part of the 2022/23 final Local Government Finance Settlement the Government introduced a new grant, Market Sustainability and Fair Cost of Care Fund (subsequently renamed the Market Sustainability and Improvement Fund-MSIF when the new duties it was to fund were delayed but the funding was honoured to help the social care system deal with inflationary pressures), with a national allocation of £162m in 2022/23 and further allocations in 2023/24 and 2024/25. Leeds received £7.7m in 2023/24 and it is assumed that the 2023/24 level of funding will continue in 2024/25 as the Government continues to support the reform of social care. Additional funding has subsequently been announced for 2024/25 with Leeds receiving £3.9m. MSIF funding is part of the Council's Core Spending Power and relates to the Government's planned reforms of the social care system. It is therefore expected that it will fund new burdens arising from the new duties the Council will have to undertake. As such it is expected to be largely neutral to the Council overall, and expenditure matching the £7.7m ongoing element is included in the base pressures in this Proposed Budget.
- 3.11.13. The Proposed Budget includes inflationary increases of £1.1m for the improved Better Care Fund.
- 3.11.14. The Autumn Statement 2022 included the announcement of additional Social Care Grant for adult and children's social care. This Proposed Budget reflects £4.25m of this additional grant in Adult Social Care.
- 3.11.15. The Proposed Budget assumes Councils will continue to be able to raise an Adult Social Care Precept in 2024/25, and this is reflected in the Council Tax sections 3.7 and 3.8.
- 3.11.16. **Specific Grant Funding Changes – Children and Families (£8.8m).** Leeds is one of three authorities to receive funding through the Department for Education (DfE) Strengthening Families Protecting Children (SFPC) Programme to support the spread of innovation programmes across 20 local authorities over five years. Annual grant of £1.6m continues to be assumed in 2024/25, with no change reflected in the Proposed Budget position.
- 3.11.17. The Autumn Statement 2022 included the announcement of additional Social Care Grant for adult and children's social care. This Proposed Budget reflects £5.54m of this additional grant in Children's Social Care in 2024/25.



- 3.11.18. An additional contribution of £1.2m from the Dedicated Schools Grant is assumed in 2024/25 to reflect the increase in the number of and complexities of looked after children.
- 3.11.19. The numbers of Unaccompanied Asylum Seeking Children supported by the Council has increased and as such the Proposed Budget assumes an additional £2.0m of Home Office Funding to continue to support and care for UASC from 2024/25.
- 3.11.20. **Specific Grant Funding Changes – Communities, Housing and Environment £0.4m.** The Waste PFI grant is expected to reduce by £0.1m in 2024/25 due to the impact of DEFRA penalties on recycling performance. These penalties were suspended during COVID-19 but are now reinstated. The Proposed Budget also reflects a £0.3m fallout of ESIF grant.
- 3.11.21. **Specific Grant Funding Changes – Strategy and Resources £0.04m.** Public Health funding of £40k was previously provided as a contribution to the Resilience and Emergency Team (RET). This funding has now stopped; however, the work of the RET team continues to be required, leading to a financial pressure for the Strategy and Improvement division.
- 3.11.22. **Specific Grant Funding Changes – Strategic and Central Accounts £0.5m.** Local authorities pay a levy on Business Rates growth, either to the Government or to a local Pooling arrangement where one exists, as discussed in paragraph 3.6. It is estimated that levy payments will increase from £1.1m in 2023/24 to £1.7m in 2024/25, an additional £0.5m.
- 3.11.23. **Specific Grant Funding Changes – New Homes Bonus £2.2m** Since 2011/12, the Council has received New Homes Bonus, an incentive grant based on housing growth. In 2018/19, the Government announced their intention to review the operation of the Bonus to better align the scheme with local authorities' performance in meeting local housing demand beyond 2019/20. No further detail has yet been provided and the existing scheme was simply rolled forward between 2020/21 and 2023/24. In December 2022 the Government committed to announce its plans for the future of New Homes Bonus before the Local Government Finance Settlement for 2024/25. Consequently from 2024/25 it is assumed there will be no further payment of New Homes Bonus with the £2.2m budgeted income for 2023/24 dropping out. This position should be clarified at the Provisional Settlement in late December 2023.
- 3.11.24. **Specific Grant Funding Changes – Collection Fund COVID-19 Grants decrease of £3.2m.** During the pandemic the Government compensated local authorities for 75% of their unfunded losses of Council Tax and retained Business Rates. Leeds City Council received £11.8m of this compensation which it placed into a reserve to part fund the deficit from 2020/21 in the following three years. In 2021/22 £8.6m was applied to the deficit to be repaid in that year and none of the remaining funding was applied in 2022/23. Finally, in 2023/24 the last £3.2m of this reserve was applied to the final instalment of the remaining 2020/21



deficit. This funding is therefore no longer available to the General Fund, which represents a reduction in resources of £3.2m.

- 3.11.25. **Other Non-Collection Fund Business Rates and Council Tax Movements (increase of £10.6m).** Local authorities are allocated Section 31 grants to compensate 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 mandated by Government and its share of any losses resulting from these.
- 3.11.26. At the Autumn Statement 2022 Government announced that it would award relief to retail and leisure businesses in recognition of continuing challenges for these sectors during the cost of living crisis. These businesses were to receive 75% relief against their business rates liabilities up to a maximum of £110,000 per business. It was confirmed at the Autumn Statement 2023 that this relief will continue at 75% for 2024/25. This Proposed Budget assumes that Leeds City Council will receive compensation of £15.0m. It is also assumed that funding will continue for the doubling of Small Business Rates Relief that occurred in 2012/13, and Support for Small Businesses after the 2023 Revaluation will also continue alongside a number of smaller reliefs, including the special relief for local newspapers, for which local authorities receive compensation. In total, compensation received for all these schemes, including extended Retail Relief, is assumed to be £29.7m.
- 3.11.27. Although the Government announced at the Autumn Statement 2023 that the multipliers for business rates would be increased at different rates, these proposals assume that the Small Business Rates Multiplier and higher National Multiplier will both be frozen at the 2023/24 level whilst we await clarification. Local authorities receive compensation from Government for the loss of income this entails. Current analysis suggests that the loss of this compensation will correspond to the gain from additional business rates income received from the higher multiplier with any difference being financially immaterial. It is estimated that the compensation for freezing both multipliers will amount to £38.2m because the rate of CPI inflation was so high in September 2023. In total Section 31 compensation for business rates reliefs and the freeze on the multiplier is expected to increase by £10.6m.
- 3.11.28. As explained in paragraph 1.8, the Non-Domestic Rating Act 2023 came into force in October 2023. The Government are being empowered to increase the Small Business Rates Multiplier and the National Multiplier by differing percentages allowing the multipliers to diverge beyond their current 1.3p in the pound difference. In September 2023 the Government consulted on how this would impact compensation for freezing the multipliers should they decouple. The proposal was to require authorities to disaggregate data between those properties subject to the higher multiplier and those subject to the Small Business Rates multiplier with compensation for each being calculated separately. However, the underlying methodology for these calculations has not been made clear and may not become clear until the publication of the NNDR1



return in early January 2024. Initial modelling by Leeds City Council indicates that the net impact of the implementation of the Act will not be financially material.

Other Changes in Resources (£0.95m)

- 3.11.29. The Council received an additional (£1.7m) of WYCA gainshare funding over a three year period commencing in 2023/24, only (£0.25m) of which was budgeted for on a recurring basis, therefore this funding represents an additional (£1.45m) in 2024/25.
- 3.11.30. £0.133m of Business Rates Pool balances were utilised to substitute for the Council's core budget contribution to Leeds 2023 in 2023/24 and falls out in 2024/25.
- 3.11.31. In previous years the Council has legitimately charged relevant staffing costs to Disabled Facilities Grant. However, due to increased demand and costs of works the available grant is insufficient to meet these staffing costs which need to revert to revenue creating a pressure of £0.2m in 2024/25.
- 3.11.32. In February 2021, the Secretary of State announced, alongside the Local Government Finance Settlement, the continuation of the capital receipts flexibility programme for a further three years, to give local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. In 2024/25 this Proposed Budget reflects the part-fallout of £0.16m of this resource.



Part 4: Cost Pressures, Budget Growth and Adjustments

4.1. Table 14 summarises the projected cost increases in the 2024/25 Proposed Budget.

Table 14 – Cost Increases 2024/25

	2024/25
	£m
Pay - Leeds City Council	25.2
Employer's LGPS contribution (Actuarial Review)	0.3
Capitalised Pension Costs	(0.5)
Wage costs - commissioned services	17.5
Inflation: Electricity and Gas Tariffs	(2.0)
Inflation: Fuel	(1.6)
Inflation: General	22.6
Demand and demography - Adult Social Care	9.6
Demand and demography - Children Looked After	18.2
Demand and demography - Other	0.7
Financial Sustainability: unwinding capitalisation	10.0
General Capitalisations	0.5
Financial Sustainability: unwinding internal charging	4.0
CBT Pressures	2.5
External Hire Refuse Vehicles	2.3
Fleet maintenance and hire	2.0
Waste Management	1.6
Microsoft Licences	0.6
Children and Families transport	0.5
Leeds 2023	(3.3)
Income pressures	5.1
Debt - external interest / Minimum Revenue Provision	3.0
Other Pressures/Savings	6.4
Cost Increases	125.2

4.2. **Pay Award and Leeds Living Wage** – The Proposed Budget allows for £25.2m of pay inflation in 2024/25. This increase includes £27.4m for the following elements: the agreed pay awards for 2023/24 and the provision for 3.5% annual pay awards for both NJC and JNC staff in 2024/25. This Provisional Budget provides for the recently announced Real Living Wage increase to £12.00, with an hourly rate of £12.00 at pay scale point 2 in 2024/25. £0.8m is provided for the additional cost of Enhancements, £0.6m regarding LBS pay standardisation and £0.08m for Member's Pay, offset by mitigation plans of (£3.7m). Further detail is discussed at paragraphs 2.5.2-2.5.4 of the [Medium-Term Financial Strategy 2024/25 to 2028/29](#).



- 4.3. **Employers Local Government Pensions Contributions** – The most recent actuarial valuation showed that the West Yorkshire Pension Fund is in a surplus position. The position assumes an employer’s contribution of 15.8%, resulting in an estimated additional pressure of £0.3m 2024/25, which will fall out in 2025/26. However, we will continue to review this position in discussion with the actuaries as current inflationary pressures do present a risk to equity markets.
- 4.4. The Proposed Budget reflects the fall out of **capitalised pension costs** associated with staff who have left the Council under the Early Leaver’s Initiative (ELI) which will save an estimated (£0.5m) in 2024/25.
- 4.5. **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 has been made for £17.5m in 2024/25 for increased demand and demographic growth, together with inflationary pressures reflecting the increase in the National Living Wage. The majority of this increase sits in the Adults and Health Directorate, with £0.6m per annum provided for in the Children and Families Directorate. The increased costs in the Adults and Health Directorate reflect the announced Real Living Wage rate of £12.00/hour and a further 40p/hour for Homecare in 2024/25. This is further discussed at paragraph 2.5.5 of the [MTFS 2024/25 to 2028/29](#).
- 4.6. **Energy Inflation** – since the declaration of the climate emergency in 2019, the Council has made substantial reductions in its energy consumption through a broad range of measures including optimisation of the corporate estate, delivery of capital schemes to deliver energy efficiencies and decarbonisation, a wholesale LED roll-out across the City’s street lighting, delivery and expansion of the district heating network, and installation of heat pumps, solar PV and other energy efficiency measures. However, increases in global energy prices have resulted in significant budgetary pressures, with energy commodity prices currently appearing to have settled (after the extremes seen in the last two years) at over twice the historical levels. The Council’s forward purchasing of energy continues to hedge the Council significantly against the impacts of further volatility in the global markets, but the budgetary impact is expected to increase nevertheless. The Government’s Energy Bills Discount Scheme was implemented from 1st April 2023 and runs for 12 months for businesses and other non-domestic energy users, although the Council is not expecting to qualify for any discounts due to its forward purchasing keeping unit prices below the thresholds for eligibility.
- 4.7. The Proposed Budget assumes a (£2.0m) (7.4%) reduction in energy costs in 2024/25 compared to the base budget in 2023/24, which provided for a significant increase in energy costs by 118.5% for gas and 64.0% for electricity at an additional cost of £10.7m. As energy costs are still higher than precedent times, the Council continues to address these costs through an ongoing programme of work to reduce energy consumption including: further LED installations; enhanced building management controls; further permanent or temporary building closures and partial building shutdowns; focused action at



high energy consuming sites; delivery of further energy efficiency and decarbonisation capital schemes; progressing the delivery of major local renewables generation schemes.

- 4.8. **Fuel** prices have fallen significantly during 2023/24 and based on recent forecasts this Strategy assumes a saving of (£1.6m) on fuel costs in 2024/25 when compared to the base position for 2023/24.
- 4.9. **Other general inflation** – in budget proposals for previous years inflation has only been provided where there is a contractual commitment. Whilst this can vary from contract to contract, it is often index linked to CPI or RPI which are both exceptionally high in 2023 (September 2023 CPI was 6.7% and RPI 8.9%). The Council will need to provide for the increase accordingly, however for some contracts the reference month's inflation figures are not yet available. Any changes will be included in the Final Budget proposals.
- 4.10. As such the 2024/25 Proposed Budget makes allowance for net **general price inflation** of £22.6m as follows: Adults and Health £3.5m, Children and Families £13.7m, City Development £2.5m, Communities, Housing and Environment £1.0m, and Strategy and Resources £1.9m. The OBR expects inflation to return to more normal levels by 2025/26.
- 4.11. The Proposed Budget has assumed an inflationary uplift on fees and charges where it is considered they can be borne by the market. Given the severe financial pressures faced by the Council, proposed levels of fees and charges continue to be reviewed to identify potential to increase income.
- 4.12. The Proposed Budget recognises the increasing **demography** and consequential **demand pressures** for services in **Adults and Health, Children and Families** and **Communities, Housing and Environment**.
- 4.13. Within **Adults and Health**, the population growth forecast assumes a steady increase from 2023 in the number of people aged 65+ between 2023 and 2029. These increases of 2.05%, 2.17%, 2.08%, 2.00% and 1.92% respectively result in additional costs for domiciliary care and care home placements. In addition, the Medium Term Financial Strategy reflects the anticipated impact of increasing cash personal budgets through to 2029. The Learning Disability demography is expected to grow by 1.6% (based on ONS and transitions 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 increasing costs for existing clients whose packages may last a lifetime. Consequently, this Proposed Budget provides £9.6m for demand and demography in Adults and Health in 2024/25. This is made up of £8.1m to deal with demand and demographic growth for 2024/25 (in addition to provision of £20.4m to cover inflationary pressures and National Living Wage/Real Living Wage increases and £1.5m to meet demand and demographic pressures for Transitions, costs relating to service users moving from Childrens to Adult social care).



- 4.14. **Children and Families** continues to face demographic and demand pressures due to several different factors. Birth rates were relatively high in previous years, particularly within the most deprived clusters in the city. Although the birth rate has now reduced, the population peak is now moving through to adolescents, who can require more complex and therefore costly placements.
- 4.15. The main drivers of demand pressures are well documented nationally and locally. The demand for Children and Families services are significantly influenced by the Covid-19 pandemic. The pandemic has had a huge impact on the communities of Leeds with those most vulnerable significantly affected in terms of their health and well-being as well as their economic circumstances. This has also led to an increased need for children's social care. Other specific drivers of demand pressures include an increasing population of children and young people with special and very complex needs, greater awareness of the risks of child sexual exploitation, grooming by criminal gangs, levels of domestic abuse, misuse of drugs and alcohol, levels of poverty and a children's home sector that requires rebuilding from the perspective of children's needs rather than financial incentive.
- 4.16. In addition, expectations of families and carers in terms of services offered by the Council and partners continue to evolve alongside the impact of Government legislation, including 'staying put' arrangements that enable young people to remain with their carers up to the age of 21.
- 4.17. As a result of these trends, Children Looked After (CLA) numbers nationally and in Leeds continue to increase. This trend is expected to continue and has been built into the Council's Medium Term Financial Strategy. The Proposed Budget for 2024/25 includes £18.2m for the forecast demand in the CLA and financially supported non-CLA budgets, excluding inflation.
- 4.18. In the **Communities Housing and Environment** directorate, provision of £0.2m has been made for the increased disposal costs of waste to the Recycling and Energy Recovery Facility (RERF) based on continuing **demand pressures** due to assumed household growth.
- 4.19. There are currently circa 170 families in need of temporary accommodation. Whilst the Council maximises its use of various Homelessness grants to minimise the impact of the costs of temp accommodation on the general fund, there is a need to provide an additional budget of around £0.5m to fund these **demand pressures**.
- 4.20. The Proposed Budget includes further measures to improve **financial sustainability**, allowing for an additional £10.5m to reduce reliance on capitalisations and £4.0m to reduce internal charging.
- 4.21. **Core Business Transformation** – the Proposed budget allows for additional costs of £2.5m for the Council's Core Business Transformation project. The



project includes the procurement and implementation of new HR and Finance systems, which will ultimately result in efficiencies for the Council and significant elements of the project are funded through Flexible Use of Capital Receipts. However, in 2024/25 a proportion of these costs, such as annual licences, cannot be funded through this source and as such these are a pressure to the Council's General Fund Revenue account. A small saving in 2024/25 in relation to this project is included in Part 5 of this report.

- 4.22. **External Hire** – the Proposed Budget includes additional costs of £2.3m relating to external hire for refuse vehicles due to delays in procuring new vehicles and resulting increased hire costs.
- 4.23. **Fleet** – the Proposed budget allows for estimated additional costs of £2.0m, comprising of £1.3m in respect of the base savings target in the 2023/24 Fleet Services budget, where delivery has been overshadowed by a combination of increased demand for vehicles, the financial impact of inflation and maintaining an ageing fleet, impacting on the capacity for directorates to absorb this saving. The Proposed Budget removes the saving from the base position going forward, a pressure of £1.3m in 2024/25. In addition, £0.7m is provided for Occasional Hire due to the impact of the ageing fleet.
- 4.24. **Waste Management** – the Proposed Budget provides for £1.6m of additional costs. £1.1m relates to the disposal of Persistent Organic Pollutants (POPs) where new guidance has been received that the Environment Agency (EA) will regulate the disposal of upholstered furniture that contain POPs. These materials are now required to be separated and disposed of in accordance with the new EA regulations, resulting in significantly higher disposal costs. Higher disposal charges are now being incurred for all collections (typically collections of bulky waste and the general waste skips at Household Waste sites) that contain any POPs materials. £0.5m is provided for Waste SORT disposal costs reflecting forecast loss of income as a consequence of a fall in the price per tonne.
- 4.25. **Microsoft Licences** – this includes Microsoft licences £0.4m and New Device Licences £0.2m, both required to support the cloud-based system.
- 4.26. **Children and Families Transport** – pressures of £0.5m in Children and Families for Transport are provided for, mainly relating to home to school transport for children and young people with Special Educational Needs and Disabilities (SEND).
- 4.27. **Leeds 2023** – the Proposed Budget assumes a reduction in costs of (£3.3m) in 2024/25, reflecting the fallout of all costs associated with the Leeds 2023 year of culture.
- 4.28. **Income variations** of £5.1m reflect the following: a shortfall in Housing Benefit income including Subsidy and Overpayment income of £2.7m; Little Owls income pressure of £1.2m mainly due to the impact of cost of living on service users; and an income pressure on Car Parking of £1.0m reflecting reduced usage of the



Council's car parks. Other net variations of £0.2m reflect a reduction in other income streams.

- 4.29. This Proposed Budget provides for a £3.0m increase in the costs associated with the **Council's debt**. Of this, £1.2m relates to the net requirement to increase the level of budgetary provision for MRP. In 2024/25 PFI related provision required reduces by £2.2m, this covers the use of capital receipts to fund PFI liabilities including MRP on these arrangements, together with a provision for the impact of the capitalisation of PFI lifecycle costs. Core treasury provision increases by £4.0m in 2024/25, this covers several elements including external interest payable, offset by costs rechargeable to Departments for departmentally determined schemes. This provision also includes a number of other distinct headings such as interest payable to or receivable from the HRA for its debt costs and use of its revenue balances, brokerage and external interest receivable.
- 4.30. **Other Pressures and Savings** – other net budget pressures of £6.4m have been identified for 2024/25. These include:
- £1.0m for Strategy & Resources staffing costs due to revised capitalisation terms of reference and impact on Care Record Team.
 - £0.7m for CEL charges comprising of Passenger Transport, Catering, Cleaning and Security.
 - £0.7m for BAS staffing to support C&Fs.
 - £0.6m for increase in LBS Charges
 - £0.5m for costs of additional grounds maintenance including those associated with Elland Road Park/Ride and COVID-19 Memorial Woodlands.
 - £0.5m net to further support Adults and Health directorate, including the Reablement service and Wellbeing Workers retention payments.
 - £0.6m net to further support the Children and Families directorate, including Education Psychology and Kinship Care Extensions.
 - £0.2m in City Development for Highways Street lighting financed by prudential borrowing
 - £0.3m net to support activities in the Communities Housing and Environment directorate, including Car parking upgrades and maintenance costs, and Travellers Sites and Legal costs for illegal encampments.
 - £1.3m to further support activities within the Strategy & Resources directorate, including £0.4m increase in Meals at Home and Day Centres, £0.4m for internship and graduate schemes, and £0.4m for withdrawn action plans following review of capacity.



Part 5: Addressing the Budget Gap – Savings Options

- 5.1. After allowing for changes to funding and identified pressures, there remains an estimated budget gap of £65.8m.
- 5.2. Previous savings programmes have included a number of savings which impact in 2024/25. As Table 15 shows, the effect of these prior year savings is to reduce the 2024/25 estimated budget gap down to £58.4m, a £0.8m improvement on the position shown in the Medium Term Financial Strategy reflecting changes to funding and pressures discussed in Sections 3 and 4 of this report and shown in Table 1.
- 5.3. Savings proposals for 2024/25 totalling £13.4m were approved by this Board in October. There are a further £45.0m of directorate savings proposals for 2024/25 included in the ‘Revenue Savings Proposals for 2024/25 to 2026/27’ report for Executive Board’s consideration on today’s agenda. Table 15 shows the savings target net of these reclassified savings. Should all of the December savings proposals be approved by Full Council, combined with the those approved in October, this would result in proposals for a balanced budget.

Table 15 – Budget Gap and Savings Options at Proposed Budget 2024/25

	£m	£m
Total Resources and Cost Pressures		65.8
Existing Actions to Reduce the Budget Gap		
Business As Usual	1.7	
Additional Savings identified for MTFs		
Business As Usual	(7.6)	
Service Reviews	(1.5)	
Total Savings	(7.4)	
Gap Remaining After Existing Savings		58.4
Additional Savings at Proposed Budget		
Savings(October Executive Board)	(13.4)	
Savings(December Executive Board)	(45.0)	
Total Additional Directorate Savings	(58.4)	
Gap Remaining After Additional Savings		0.0



Bridging the Revised Gap – the Corporate & Directorate Savings Programme

- 5.4. The Medium Term Financial Strategy 2024/25 – 2028/29, approved at September's Executive Board, reported an estimated budget gap of £59.2m in 2024/25. A subsequent review of assumptions has reduced this 2024/25 projected gap to £58.4m (around 10% of the council's net revenue budget for 2023/24).
- 5.5. Building on the Financial Challenge savings programmes previously carried out (and which last year resulted in £58.6m of budgeted savings, contributing to the setting of a balanced budget for 2023/24), the Council has again established a Financial Challenge savings programme focused on identifying robust and sustainable savings not just to help close the gap for 2024/25 but for the following years: 2025/26 and 2026/27. This approach enables the authority to take a longer-term view of its savings options, recognising that major change often requires one- to two-years' lead time to implement. As such, the savings proposals set out in the '*Revenue Savings Proposals for 2024/25 to 2026/27*' reports for Executive Board's consideration at its October 2023 meeting and on this December agenda span the next three financial years.
- 5.6. The outcome of this work has provided a number of saving proposals for consideration by the Executive Board: an initial set considered at the Board's October meeting with further proposals presented to this Board. Proposals are categorised as either 'Business as Usual' (BAU) which can be implemented within the council's delegated decision-making framework and without consultation, or 'Service Reviews' which require meaningful consultation with relevant stakeholders prior to any decisions being taken. The results of any such consultation with staff, trade unions, service users and the public will be used to inform the final decision. Those approved for implementation, or consultation as required, will subsequently be built into the 2024/25 Budget and Provisional Budgets for 2025/26 and 2026/27.
- 5.7. With regard to 2024/25, in October the Board received savings proposals of £13.4m. A further £45.0m are presented for the Executive Board's consideration through the savings report on this agenda which, when combined with the October savings, total £58.4m. Should these proposals be approved for consultation, when added to the £7.4m savings identified in previous years for 2024/25, total directorate savings approved by this Board for 2024/25 will be £68.5m.
- 5.8. This level of savings is similar to the level of savings required for each of the following two years to enable balanced budgets to be achieved. Without a fundamental change to the way the council operates and the services it provides it will not be possible to ensure we can continue to deliver our strategic priorities and safeguard critical services within the much-reduced resources available to us.



- 5.9. A review of all council services within a service prioritisation framework has therefore been carried out, considering whether a service is, for example, statutory, preventative (preventing additional costs and demand to the authority), traded (services provided and (re)charged to an internal and/or external market), or priority (services that we are important to the council but are not statutory or preventative). These services were then further assessed to realign resources within the strategic priorities set out in the Best City Ambition to maximise outcomes and efficiencies. In some cases, this will require reducing or stopping services on a planned basis over the coming years; others may be brought together to minimise duplication and management overheads; traded services will be required to recover their full costs where it makes sense to do so; all services must provide value for money.
- 5.10. This strategic approach is helping us reset the role of Leeds City Council to fit the financial envelope available. Complementing, and inextricably linked, a strategic approach to reshape the organisation to be fit for the future has also begun, recognising that the council will be smaller in size in the future but remains one of the city's largest employers, social landlords and landowners, with an important continuing role in place-shaping and in delivering and commissioning service.
- 5.11. As noted above, for further detail, please see the accompanying, 'Revenue Savings Proposals for 2024/25 to 2026/27' reports: the first set of proposals being considered at the Executive Board meeting in October 2023 and a second set on this agenda.



Part 6: Summary Proposed Budget by Directorate

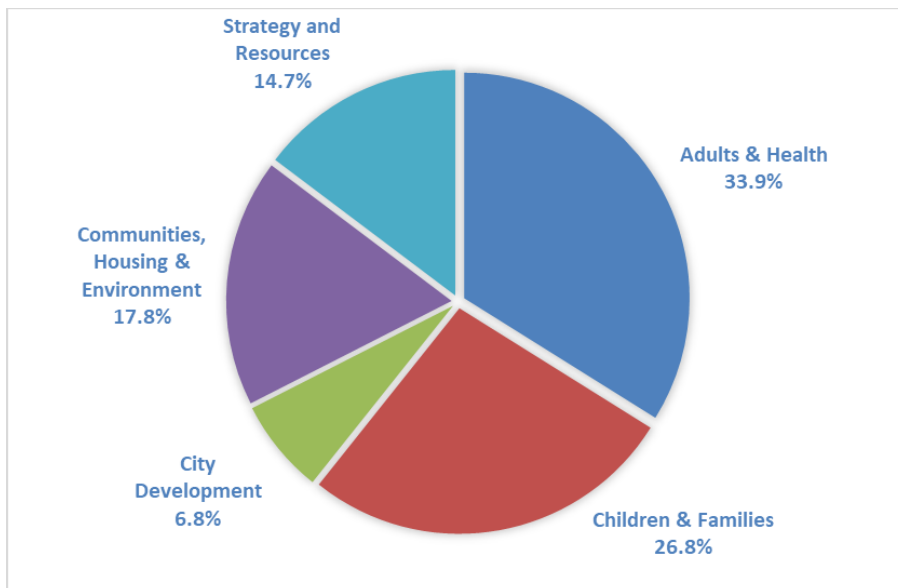
6.1. Table 16 summarises the changes identified above by Directorate.

Table 16 – Proposed Budget by Directorate

DIRECTORATE	2023/24 (£m)	2024/25 (£m)
Adults & Health	198.72	198.18
Children & Families	142.84	156.89
City Development	41.92	39.69
Communities Housing & Environment	92.03	103.92
Strategy and Resources	84.73	86.14
DIRECTORATE BUDGET REQUIREMENT	560.24	584.81
Strategic Accounts	13.12	25.01
TOTAL BUDGET REQUIREMENT	573.35	609.81
RESOURCES		
Locally Generated Funding		
Council Tax	(386.27)	(414.76)
Business Rates Retained	(187.09)	(195.05)
TOTAL LOCALLY GENERATED FUNDING	(573.35)	(609.81)
TOTAL RESOURCES	(573.35)	(609.81)
UNFUNDED ONGOING REQUIREMENT	0.00	0.00

6.2. Chart 1 shows the proposed share of net managed expenditure between directorates for 2024/25 based on this Proposed Budget.

Chart 1: Share of Net Managed Expenditure 2024/25 (Proposed Budget)



- 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.
- 6.4. It should be noted that these resource allocations may be subject to amendment as we move through the budget setting process.

Impact of proposals on employees

- 6.5. The Council has operated a voluntary retirement and severance scheme since 2010/11 which has already contributed significantly to the reduction in the workforce since this time. Whilst there are other elements that will impact on the fluctuation of the workforce numbers such as natural attrition and turnover there has been an overall reduction of around 2,532 full time equivalents (FTEs) or 3,440 headcount up to 31st October 2023.
- 6.6. However, in the context of the financial challenge faced by the Council, and the estimated budget gaps that were reported in the Medium Term Financial Strategy that was received at Executive Board in September 2023, the Council issued a S188 notice on 10th October 2023 in which the Council stated that it would need to reduce its workforce by up to 750 full time equivalent posts.
- 6.7. In order to support the requirement to deliver budget savings so that a balanced proposed budget for 2024/25 can be presented to Executive Board in December 2023 and to limit compulsory redundancies the Council has promoted a number of workforce measures such as additional unpaid leave and flexible retirements. In addition, in November 2023 the Council launched its targeted Voluntary Leavers scheme which compliments the work being undertaken to reset and reshape the organisational design of the Council.
- 6.8. The 2024/25 Proposed Budget includes a net decrease of FTEs compared to the approved 2023/24 budget of 361.53 FTEs. This reduction includes the budget savings proposals received at October's Executive Board, and the budget savings proposals that are considered elsewhere on today's agenda.
- 6.9. However, given the context of the estimated budget gaps for 2025/26 and 2026/27, £60.6m and £46.1m respectively, future budget savings proposals to bridge these gaps will be required which, if approved, could result in a further reduction in the number of budgeted FTE posts.
- 6.10. The Council remains committed to doing everything it can to try to avoid compulsory redundancies through natural turnover, application of the targeted voluntary leavers scheme, promoting flexible retirements, staff flexibility,



reviewing and reducing both agency and overtime spend and continuing the positive consultation and joint working with the trade unions.

General Reserve

- 6.11. Under the 2003 Local Government Act (Part II) Section 25, 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.
- 6.12. 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.
- 6.13. The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also 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.
- 6.14. The Proposed Budget for 2024/25 assumes a general reserve balance of £36.2m will be brought forward from 2023/24. This Proposed Budget for 2024/25 continues the base budget contribution of £3m to the General Reserve.
- 6.15. Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other comparable local authorities of a similar size. However, the Council has made provision over the life of the Medium Term Financial Strategy to address this position while having minimum impact on front line services.
- 6.16. The Medium Term Financial Strategy recognises the requirement to keep the level of the Council's reserves under review to ensure that they are adequate to meet the identified risks. Grant Thornton's Auditor's Annual Report 2021/22, received at Corporate Governance and Audit Committee on 20th March 2023 noted that "the Council should continue to consider the adequacy of its current level of General Fund Reserves and Balances to ensure that these remain adequate for its needs and potential unforeseen events." This Proposed Budget report provides for a £3m annual contribution to the General Reserve and as a



result, the balance on the General Reserve is projected to be £51.2m by 31st March 2029 as shown in Table 17.

Table 17 – General Reserve

General Reserve	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m	£m
Brought Forward 1st April	(33.2)	(36.2)	(39.2)	(42.2)	(45.2)	(48.2)
Planned Contributions	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)	(3.0)
Planned Use	0.0	0.0	0.0	0.0	0.0	0.0
Carried Forward 31st March	(36.2)	(39.2)	(42.2)	(45.2)	(48.2)	(51.2)

- 6.17. As stated above and detailed in this report, whilst the pressures faced by the Authority continue to make the current financial climate challenging, we will continue to keep the level of the Council's reserves under review to ensure that they are adequate to meet identified risks.



Part 7: Provisional Revenue Budgets 2025/26 and 2026/27

- 7.1. At its meeting in September 2023 Executive Board received the updated Medium Term Financial Strategy and agreed the revisions to the Council's forecast budget gap for 2024/25 to 2028/29. The reported forecast gap was £251.0m of which £56.6m and £47.0m related to 2025/26 and 2026/27 respectively. The report received in September recognised that savings would be required to be identified in order that a balanced budget position could be delivered in 2025/26 and 2026/27.
- 7.2. In the context of the variations identified during the determination of the Proposed Budget for 2024/25 (and later year impact of 2023/24 savings), the financial projections for 2025/26 and 2026/27 have been refreshed to reflect these latest assumptions. However, it should be stressed that under the Council's Constitution the decision to set the annual council tax base and rate of council tax can only be taken by Full Council each year and therefore the provisional budgets for 2025/26 and 2026/27 are for information and planning purposes only and decisions will continue to be made as part of the Council's annual budget setting process.
- 7.3. In the determination of the revised financial projections for both 2025/26 and 2026/27 significant areas of uncertainty remain as to the Council's financial position in respect of both funding and spending assumptions, compounded by the cost of living crisis and inflationary pressures. The Autumn Statement 2023 provided limited information around the Government's spending plans and the detailed implications for local government remain unclear. Further detail is expected in the Provisional Local Government Settlement.
- 7.4. After taking account of the funding assumptions outlined in 7.2 and 7.3, and the variation in pressures and savings that have been identified in the determination of the 2024/25 proposed Budget proposals, the updated provisional positions for 2025/26 and 2026/27 are detailed in Table 18.
- 7.5. As can be seen in Table 18, the estimated budget gap has been revised to £60.6m in 2025/26 and to £46.1m in 2026/27. The main changes since the Medium Term Financial Strategy are as follows:
- **Changes to Funding and Resources:** review of assumptions regarding contribution to reserves, reflecting that there is already a £1m base contribution in 2025/26, such that a further increase in the base is not required in 2026/27;
 - **Revised Pressures:**
 - **Pay and Pensions:** reduction in estimated pay pressure as a result of reducing the pay award assumptions from 4% to 3.5%, offset by a reduction in pay mitigations also reflecting 3.5% - (£1.0m) in 2025/26 and (£1.4m) in 2026/27. In 2025/26 the one year increased pressure in contributions to the Local Government Pension Scheme falls out (£0.3m)



- **Income Pressures** increase by £0.2m in 25/26
- **Other pressures** reduce by (£0.1m) in both 2025/26 and 2026/27;
- **Revised Savings:** the changes are due to the later year impacts of 2024/25 savings proposals, noted at Part 6 and set out in the 'Revenue Savings Proposals for 2024/25 to 2026/27' reports for Executive Board's consideration at its October 2023 meeting and elsewhere on this agenda.

Table 18 – Provisional Revenue Budget 2025/26 and 2026/27

	2025/26	2026/27
	£m	£m
MTFS September 2023	56.6	47.0
Changes to Funding and Resources		
Net Revenue Charge Assumptions	0.0	0.0
Contribution to General Reserve	0.0	0.0
Changes in Earmarked Reserves	0.0	(1.0)
Grants	0.0	0.0
Other Funding Changes	0.0	0.0
	0.0	(1.0)
Revised Pressures		
Pay and Pensions	(1.3)	(1.4)
Income pressures	0.2	0.0
Other	(0.1)	(0.1)
	(1.1)	(1.4)
Revised Savings		
October 2023	2.0	1.6
December 2023	3.2	0.0
	5.2	1.6
Revised Gap at Provisional Budget	60.6	46.1

7.6. The position set out above contains a number of assumptions, as set out in paragraphs 7.2 to 7.5 for which updated information would alter the projected financial position and any such changes in these assumptions will be incorporated into an updated Medium Term Financial Strategy that will be presented to a future meeting of this Board.



Part 8: Ring Fenced Accounts

Dedicated Schools Grant

- 8.1.1. The Dedicated Schools Grant (DSG) for 2024/25 is funded in four separate blocks for early years, high needs, schools and central schools services.
- 8.1.2. A National Funding Formula (NFF) was implemented from April 2018 for high needs, schools and central schools services. The schools formula was initially a “soft” formula to allow local authorities some limited flexibility and this remains the case for 2024/25.
- 8.1.3. The Early Years block funds 15 hours per week of free early education for 3 and 4 year-olds and the early education of eligible vulnerable 2 year-olds. There is an additional 15 hours per week provision for working families of 3 and 4 year-old children. The funding hourly rate has not yet been confirmed for 2024/25. Funding rates were initially announced for 2023/24, but were increased from September 2023, with the expectation that the full increase be passed on to providers. The details are provided in Table 19:

Table 19 – Early Year Block Funding Hourly Rates 2023/24

	Original Rate	Revised Rate	Increase
2 Year Olds	£5.87	£7.78	£1.91 per hour
3 and 4 Year Olds	£5.28	£5.40	£0.12 per hour
Early Years Pupil Premium	£0.62	£0.66	£0.04 per hour
Disability Access Fund	£828.00	£881.00	£53.00 per hour

The grant received will continue to be based on participation. The actual grant received during 2024/25 depends on pupil numbers in the 2024 and 2025 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. In addition, there is a Disability Access Fund for eligible Children. The grant value shown in Table 20 is based on the actual pupil numbers in January 2023 using the increased funding rates from September 2023 detailed in Table 19 as the final January 2024 pupil numbers have not yet been confirmed.

- 8.1.4. In September 2023, a consultation closed on proposed changes to early years funding. These changes include:
- From April 2024, all working parents of 2 year olds can access 15 hours of free childcare per week.
 - From Sept 2024, all working parents of children aged 9 months up to 3 year olds can access 15 hours of free childcare per week.



- From Sept 2025, all working parents of children aged 9 months up to 3 year olds can access 30 hours free childcare per week.

The results of this consultation have not yet been issues and so have not been included in Table 20.

- 8.1.5. 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. An indicative allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2023. The value in Table 20 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 and includes a supplementary allocation of £5.17m announced in December 2022 for 2023/24 which has been included in the baseline indicative allocation for 2024/25. The High Needs Block is facing a number of financial pressures nationally and in recognition of this the national allocation has increased again for 2024/25. For Leeds the indicative allocation is an increase of £6.41m for 2024/25 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 £2.92m. Despite the increase in funding for 2024/25 the anticipated increase in special school places and pupils eligible for additional top-up funding means that there is expected to be on going funding pressures for the High Needs Block which will need managing within the overall available funding. As part of managing the funding pressures it is proposed to transfer funding from the Schools Block as outlined below.
- 8.1.6. The Schools Block funds the delegated budgets of primary and secondary schools for pupils in reception to year 11. The grant for 2024/25 will be based on pupil numbers (including those in academies and free schools) as at October 2023. The pupil numbers from this census are not yet available. Schools have been consulted on options for the local formula in 2024/25 and on proposals to transfer funding to the High Needs Block. The results of the consultation have been presented to Schools Forum to enable further discussion with a final decision on the local formula being made by the Director of Children and Families in early 2024. As part of the consultation the majority of schools which responded supported a proposal to transfer 0.5% (approximately £3.49m) from the Schools Block to the High Needs Block. A Schools Forum meeting on 16th November approved this transfer. The majority of schools who responded to the consultation also supported a proposal for maintained schools to contribute funding of £140k towards severance costs. Schools Forum also approved this contribution. The figures in Table 20 include £22m supplementary grant for 2023/24 which was announced in December 2022 and is included in the baseline indicative allocations for 2024/25.
- 8.1.7. As part of the NFF, the Central School Services block (CSSB) was created from the DSG funding that is held by the local authority for central services. This



includes the funding which was previously delivered through the retained duties element of the Education Services Grant (ESG) along with ongoing responsibilities and historic commitments. A draft allocation under the NFF calculation has been published, though the final allocation will not be issued until December 2023. The funding for the historic commitments element has been reduced by a further 20% in 2024/25.

- 8.1.8. At the end of 2023/24 it is projected that there will be a surplus balance of £6.136m on general DSG compared to a surplus balance of £7.060m at the end of 2022/23. The balance will be carried forward into 2024/25 and used to offset pressures forecast in future years.
- 8.1.9. Funding for post-16 provision is allocated by the ESFA. Funding for high need post-16 pupils is no longer to be part of this grant and is now included in the DSG High Needs Block totals. Funding for 2024/25 will be based on 2023/24 lagged student numbers.
- 8.1.10. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the school's roll in January each year. The rates for 2024/25 have not yet been confirmed but are expected to remain at: primary £1,455, secondary £1,035, for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years and £335 for children of service families. The pupil premium 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 £2,530.
- 8.1.11. The PE and Sport premium for primary schools grant will be paid in the 2023/24 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 2024/25.
- 8.1.12. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2023/24 academic year is based on a rate of £2.53 per meal taken by eligible pupils, giving an annual value of £480.70. Data from the October and January censuses will be used to calculate the allocations for the academic year.
- 8.1.13. The funding for the additional teachers' pay costs from 1st September 2018 and September 2019 is now fully assumed within base funding for all settings. However, a new teachers pay grant was announced from September 2023 which is expected to continue until March 2025, at which point it is assumed the funding will become part of the settings' base funding. The figures in Table 20 assume that this grant continues for 2023/24 and 2024/25.
- 8.1.14. A further grant in relation to additional costs incurred in respect of increases in the teacher's pension scheme from September 2019 is also now being paid to schools and high needs settings through the National Funding Formula (NFF) instead of being paid as separate grants. This grant is now fully assumed within



the NFF for all settings with the exception of school nursery and sixth form provision. The figures in Table 20 assume that this grant continues as in 2023/24.

8.1.15. In previous years the Government announced a range of funding streams to support children and young people to catch up following the disruption as a result of coronavirus (COVID-19). The majority of these grant streams have now ended; however, the following grants remain:

- A National Tutoring Programme was introduced to allow schools to fund locally sourced tutoring provision for disadvantaged pupils and is continuing into the 2023/24 and 2024/25 academic years.
- A Covid Recovery Premium was introduced for the academic years 2021/22 to 2023/34 again based on pupil premium eligibility to further support pupils through evidence-based approaches. The figures in Table 20 assume this funding ends in August 2024.

8.1.16. The amounts in Table 20 are the provisional allocations based on the October 2022 census. The final grant will be based on the October 2023 census.

Schools funding summary

Table 20 – The Estimated Schools Budget

	2023/24 Current £m	2024/25 Estimate £m	Change £m
DSG - Schools Block	689.75	701.80	12.05
DSG - Central Schools Services Block	5.11	5.09	(0.02)
DSG - High Needs Block	127.52	133.93	6.41
DSG - Early Years Block	63.08	64.55	1.47
ESFA Post 16 Funding	29.44	30.07	0.63
Pupil Premium Grant	47.98	47.98	0.00
PE & Sports Grant	4.33	4.34	0.01
Universal Infant Free School Meals Grant	9.82	10.02	0.20
Teachers Pay Grant (from Sep 2023)	7.06	12.10	5.04
Teachers Pension Grant	1.25	1.28	0.03
National Tutoring Programme	2.49	2.50	0.01
Covid Recovery Premium	8.08	3.37	(4.71)
Other Grants	0.70	0.70	0.00
	996.61	1,017.73	21.12



8.2. Housing Revenue Account

- 8.2.1. 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 ringfenced account. The key movements in 2024/25 are detailed in Table 21.

Table 21 – HRA Provisional Budget 2024/25

	2024/25 £m
Income	
Rental Increase	(14.0)
Service Charges Increase	(0.8)
Internal Income	(0.4)
Total	(15.2)
Expenditure	
Employees (£1,925 2023-24 plus 3.5% 2024-25)	2.4
Repairs Inflation plus Stock adjustment	4.2
Price pressures (CPI/RPI) inc PFI contract	1.9
HAP's Budget	(0.4)
Review of Recharges	(2.9)
Change in provisions for disrepair	0.4
Payments to BITMO	0.2
RCCO and Financing (includes PFI financing)	9.0
Use of Reserves (including PFI)	0.4
Total	15.2

Income

- 8.2.2. In 2019, the Government confirmed a return to allowing up to a CPI+1% rent increase for five years from 2020/21, and whilst a 7% cap was applied in 2023/24 when the formula allowed an increase of 11.1%, in accordance with the Government's rent formula of CPI (6.7% as at September 2023) +1% a rent increase of 7.7% is proposed.

A 7.7% rise would equate to gross additional rental income of £17.8m.

- 8.2.3. A reduction in the qualifying period after which tenants are able to submit an application to purchase a council house through the Government's Right to Buy (RTB) legislation continues to sustain an increase in the number of sales with a subsequent reduction in the amount of rent receivable. Based on latest sales, a further 550 sales are forecast in 2024/25. The impact of these RTB sales, and the Full Year Effect of 2023/24 sales will be to reduce rental income by £2.6m in 2024/25.



- 8.2.4. Other adjustments for the impact of decanting tenants from REEMAs properties and stock increases through the Council House growth programme result in a total net expected increase in rental income year on year estimated at £14.0m.
- 8.2.5. Tenants in multi-storey flats and in low/medium-rise flats receive additional services such as cleaning of communal areas, lift maintenance, staircase heating and lighting and CCTV. It is proposed to increase service charges by 7%. An increase of 7% is also proposed for sheltered complexes with heat consumption charges.
- 8.2.6. Housing Leeds manages a number of district heating schemes including the Leeds PIPES scheme. The standing charge for these district heating schemes will increase by 7% in line with increases in service charges.
- 8.2.7. Currently tenants in sheltered accommodation receiving a support service are charged £8.51 per week for this service. In 2024/25 this will rise to £9.22.
- 8.2.8. The weekly support charge for the Wharfedale View and Gascoigne House extra care scheme will increase from £24.54 in 2023/24 to £28.77 in 2024/25 to reflect the increase in staffing numbers and costs.
- 8.2.9. An analysis of the impact on tenants of increasing rents by 7.7% and implementing the proposed charges outlined above has been undertaken. These figures are based on average rents for different categories of tenants as individual levels will vary.
- 8.2.10. All tenants will pay more in 2024/25 than in 2023/24 as outlined in Table 22, with the majority (73%) paying between £6.00 and £6.99 per week more.

Table 22 – Average rental increase per week 2024/25

% of Tenants	Number of Tenants	Average Rent Increase £/week
18.3	9,685	5.88– 6.00
72.93	38,602	6.01 – 7.00
8.77	4,640	7.01 - 7.85

Where relevant these increases will be funded through Housing Benefit for eligible tenants and tenants eligible for Universal Credit (UC) will receive payments for this increase. Approximately 34% of tenants are in receipt of Housing Benefit with a further 36% in receipt of UC, a total of 70%. For those in Sheltered Accommodation, this figure is 65%.

Expenditure

- 8.2.11. The proposed staffing budget has increased by £2.4m, assuming a pay award of 3.5% for 2024/25 and the impact of the 2023/24 pay award of £1,925 per



employee which was in excess of the 4% assumed for 2023/24.

- 8.2.12. Following a rebase in the repairs budget to £63.8m in 2023/24, this budget will be increased by a further £4.2m to £68m for 2024/25 to reflect ongoing inflationary pressures. The Proposed Budget includes an adjustment to reflect the anticipated reduction of 1% in housing stock as a result of Right to Buy
- 8.2.13. The inflationary uplifts for the PFI contractor will cost £1.1m in 2024/25 and contributions from the Private Finance Initiative sinking fund will increase by £0.319m within the agreed model.
- 8.2.14. Newly proposed charges, which are being consulted upon by Government, require HRAs to pay a per property fee to the Housing Regulator. This is estimated to cost approximately £0.3m.
- 8.2.15. The service continues to invest over £140m in its existing stock per annum, be this through responsive repairs (see paragraph 8.2.12) or the annual investment programme (see paragraph 8.2.24). However, despite this investment and reflecting an ongoing nationwide issue, it is necessary to provide for an additional sum to cover the cost of disrepair claims. The provision for disrepair budget is therefore proposed to be increased by £0.4m to reflect the increase in the number and costs of claims for disrepair that the service is receiving.
- 8.2.16. The proposed management fee payable to Belle Isle Tenant Management Organisation (BITMO) is an increase of £0.2m to £3.7m to reflect the approach to changes in the staffing and repairs budgets within Housing Leeds as outlined above.
- 8.2.17. Following a review of all budget lines it is proposed that the Housing Advisory Panel (HAPs) budgets will be removed in 2024/25, along with the associated staffing costs which will result in a budget saving of £0.7m. It is intended that a small sum is set aside within the Capital Programme to enable some smaller works to be progressed.
- 8.2.18. The budgeted contribution to the Discretionary Housing Payments (DHP) of £0.5m will be removed in the 2024/24 budget. All DHPs will now be funded by Government grant.
- 8.2.19. A fundamental review of all charges in the HRA has been undertaken to ensure that all expenditure charged remains appropriate within the ringfence and accurately reflects the level of services provided to tenants. With Council budgets being reduced, especially those in the traditional support services functions, it is appropriate that the HRA receives an appropriate reduction in the charges. These will be reflected in the 2024/25 budget, and after assumptions for pay increases, generate an estimated saving of £2.9m.
- 8.2.20. 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 costs associated with servicing the HRA's borrowing include the planned increase in borrowing to support the £337.6m Council's Housing Growth programme which will see 197 new build properties start on site and 40 new build properties and 85 acquisitions planned to be delivered in 2024/25.

- 8.2.21. To support this ongoing programme, additional borrowing costs of £1.5m need to be provided for.
- 8.2.22. Table 23 shows the planned spend on the Council House Growth programme in 2024/25.

Table 23 – Council House Growth Programme

	2023/24 £k	2024/25 £k
Total Capital Programme Spend	55,621	89,838
Funded by:		
Borrowing (additional each year)	(21,645)	(53,271)
RtB Receipts	(24,520)	(35,547)
Government Grant	(9,457)	(1,020)

- 8.2.23. Even though the net stock numbers are decreasing, the Council aims to maintain a consistent level of investment in the HRA annual investment capital programme. This will help ensure the overall condition of the stock is improved and help mitigate any further disrepair pressures than those being incurred at present.
- 8.2.24. The total provisional capital programme spend for 2024/25 is £78.5m, which includes an extra £0.75m capital funding specifically to help meet the demands on the adaptations programme. This includes £4.4m which has been earmarked to fund the decant costs of the recently approved Reema works and also to complete the demolition works at the Highways site.
- 8.2.25. Most of this programme is funded by contributions from the revenue budget, and this accounts for around 21% of the HRA total spend budget. This represents a 3% increase in the proportion of income being spent on investment.



Table 24 – Housing Leeds Capital Programme

	2023/24 £k	2024/25 £k
Total Capital Programme Spend	70,053	72,618
Funded by:		
HRA Revenue Contribution (RCCO)	(50,075)	(59,135)
RtB Receipts (Allowable Debt)	(14,582)	(12,778)
Gov't grant / EU Grant	(4,654)	(705)
Other Funding	(742)	-

Table 25 – Housing Leeds REEMA programmes

	2023/24 £k	2024/25 £k
Total Capital Programme Spend	4,700	4,366
Funded by:		
Borrowing	(4,700)	(4,366)

8.2.26. The BITMO capital programme provides for £1.5m.

8.2.27. A budget of £1.m has been provided in 2024/25 to increase the level of HRA general reserve to provide increased financial sustainability.



Part 9: The Capital Programme

Table 26 – Revised Capital Programme

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m
Major Programmes	356.0	413.5	221.3	131.2	97.2	1219.3
Annual Programmes	105.4	108.6	86.8	74.9	27.6	403.3
	461.4	522.1	308.1	206.1	124.8	1622.5

- 9.1. The Council's capital programme considers the need for capital investment against affordability within the MTFs. The programme identifies annual programmes across the Council that aim to provide investment in assets to ensure that the Council can continue to operate effectively. The Council also has a number of major programmes that provide investment in line with the Best City Ambition Plan objectives.
- 9.2. Capital investment needs are assessed on an annual basis under the direction of the cross-council senior officer group Best Council Team: Strategic Investment Board (SIB) with final approval sought from Executive Board and Full Council in February each year. Capital investment proposals that deliver savings or generate additional income can come forward throughout the year and are subject to a robust business case approval. Schemes funded by external resources can also come forward throughout the year.
- 9.3. The annual Capital Programme Review process considers 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. Executive Board considered the ['Medium Term Financial Strategy 2024/25 – 2028/29'](#) report, which included specific details of the review process, at its September 2023 meeting (details at section 3.1 of the linked document).
- 9.4. The review has been undertaken under the direction of the Best Council Team - Strategic Investment Board with final approval to be sought from Executive Board and Full Council in February 2024.
- 9.5. Savings proposals to address the current Financial Challenge, discussed at Part 5, have been reviewed to ensure that any interdependencies between capital and revenue are given due consideration.
- 9.6. **Appendix 3** details the restated 10-year capital programme (annual programmes). There have been no changes since this was reported to Executive Board in November 2023.
- 9.7. Executive Board in November 2023 also approved a future injection from the CIL Strategic Fund, to be invested for Strategic Highways and Transportation



schemes.

- 9.8. The strategy proposed by Strategic Investment Board and agreed by Executive Board in November 2023 is to utilise CIL funding as matched funding contributions for Strategic Highways and Transportation schemes, allowing resources to be redirected to release Leeds Borrowing to deal with any unforeseen circumstances, ensure sufficient resources are available to fund the capital programme or contribute savings to the overall Financial Challenge by reducing calls on the revenue debt budget.
- 9.9. Executive Board in October 2022 approved the Core Business Transformation Programme to proceed with phase 1 of delivery. The report noted that phase 1 is part of a wider programme of works estimated to cost £18.48m including phase 1. All of the estimated programme costs, whether revenue or capital are included under the banner of transformational change, and as such can be capitalised under the Government's Flexible Use of Capital Receipts Directive.
- 9.10. To fund the required wider programme of works requires the injection of an additional £7.8m of capital receipts (also identified on **Appendix 3**).
- 9.11. The implementation of the proposals outlined above has no impact on the revenue debt position as no additional borrowing is required. The change in funding has been factored into the revised capital programme position summarised in Table 26.
- 9.12. The Proposed Budget provides for a £3.0m increase in the cost of debt and capital financing for 2024/25. This assumes that the remaining borrowing is taken at an average rate of 5.25% interest for the remainder of 2023/24 and 4.75% in 2024/25. Interest rate projections will be kept under review.



Part 10: Management of Key Risks**10.1. Risk management**

- 10.1.1. The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way, in that the Council cannot balance its Revenue Budget, is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in 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 and reporting.
- 10.1.2. Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best City Ambition in respect of Health and Wellbeing, Inclusive Growth and meeting our zero carbon target.
- 10.1.3. 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.
- 10.1.4. 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 this Proposed Budget are identified below.
- 10.1.5. The impact of COVID-19 on the Council's budget has been significant and the receipt of specific financial support from the Government was necessary to deliver balanced budget positions. The Proposed Budget for 2024/25 does not provide for any ongoing impact of COVID-19 and it is assumed that income from sales, fees and charges is comparable with pre-COVID levels. Any ongoing impact of COVID will require contingency actions to be identified and implemented. The more significant current risk to both costs and income in this Proposed Budget is in regard to the impact of cost of living as discussed at paragraphs 10.1.17 and 10.1.18.
- 10.1.6. As detailed in the MTFs and the 'Revenue savings proposals for 2024/25 to 2026/27' reports considered by this Board at its October meeting and today, the Proposed Budget for 2024/25 assumes the delivery of £65.8m of budget savings proposals, including some that are subject to consultation. There remains a risk that there is slippage in the implementation of these proposals or that the assumptions contained in these proposals change as a result of the consultation exercises. This could lead to a variation in the assumed level of savings. Should this be the case, in accordance with the updated Revenue Budget principles agreed at Executive Board in February 2023 through the 2023/24 Annual



Revenue Budget report, directors would need to identify budget savings options to mitigate the directorate from going into an overspend position.

Risks to Funding

- 10.1.7. The Government's current Spending Review covers the three years until the end of this Parliament in March 2025. Whilst the Autumn Statement on 22nd November 2023 provided assurance that the Spending Plans in the Spending Review would be honoured, these have not yet been ratified by Government through the annual budget process.
- 10.1.8. Further to this, we await the Provisional Local Government Finance Settlement which is anticipated to be published in late December. Whilst the Spending Review 2021 and Autumn Statement 2023 provided details of the Government's spending plans for 2024/25, the provisional Local Government Finance Settlement in each year will confirm these details. There remains a risk that the more detailed funding assumptions contained in the provisional Settlement are different to the assumptions contained in the Spending Review and Autumn Statement and this could have implications for the level of resources available to the Council in 2024/25.
- 10.1.9. The 2024/25 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 2024/25 then a number of assumptions will be made in the determination of the budgeted figures receivable. 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.
- 10.1.10. Under the Business Rates Retention Scheme the Council's local share of business rates is exposed to risks both from collection and from reductions in rateable values. Since 2013 two trends have become clear: firstly, that there is a lag between gradual economic recovery and significant volumes of business new-builds in Leeds, with little growth in aggregate Rateable Value in Leeds until 2018/19, 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.
- 10.1.11. The level of business rates appeals continues to be a risk. The 2010 ratings list is now closed and appeals against that list are no longer possible. There are only 10 appeals remaining outstanding against the 2010 list. The 2017 list remains open only to those ratepayers who already have lodged a Check (the first stage of the appeals process) against that list. They may subsequently present a Challenge (the second stage of the process) to their Rateable Value on that list. As the 2017 list has not been applicable since 31st March 2023, towards the end



of the list a higher than normal number of appeals were submitted by ratings agents on behalf of their clients. Provision has been made for these appeals but if they result in higher than anticipated reductions in Rateable Value this could add to the business rates deficit. The 2023 Ratings List came into effect on 1st April 2023 and is subject to the full appeals procedure. As future revaluations are due to take place every 3 years instead of every 5 years, the expectation is that this and future ratings lists will more accurately reflect the property market and be less vulnerable to appeals. This requires the usual robust monitoring in order to allocate sufficient provisions but remains a risk to business rates income.

- 10.1.12. Subject to its application to Government being approved, for 2024/25 Leeds will again be part of the Leeds City Region Business Rates Pool. As with previous years' Pools, there remains a risk that if a member authority becomes entitled to a safety net payment, because its retained income has fallen dramatically, then that safety net payment will no longer be received from the Government but will have to be met by other members of the Pool. This will represent a loss of income to the region.
- 10.1.13. The level of council tax collected could be affected by the increase in the council tax base being less than assumed, collection rates being below budgeted assumptions, Council Tax Support claimant requirements being greater than budgeted or a mixture of the above.
- 10.1.14. Business rates and Council Tax income continues to be a significant risk, however 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.

Key risks to cost and income assumptions

- 10.1.15. This Proposed Budget for 2024/25 contains a number of inherent risks which include the requirement to implement budget plans, budgets which are subject to both fluctuating demand and demographic pressures, inflation being higher than forecast and key income budgets that rely upon the number of users of a service.
- 10.1.16. In particular the war in Ukraine has already had a significant impact upon the global price of fuel, energy and commodities and this has been realised as significant inflationary pressures in the economy. The uncertain nature and length of this conflict and the conflict in the Middle East may yet have further implications for inflation and the pay and price assumptions contained in this Proposed Budget for the forthcoming financial year.
- 10.1.17. Cost of living pressures have a wider inflationary impact on the Council due to the impact of the increased cost of living on our residents and businesses. In addition to the risks associated with increases in costs to the Council for the goods and services that we procure, increased demand for support and welfare services, and reduced income across a range of services as Leeds residents and visitors choose to spend differently as a consequence of rising inflation. This



position will continue to be closely monitored throughout the financial year and any variation to budgeted assumptions will be required to be managed within the approved budget.

- 10.1.18. There are risks that demographic and demand pressures in Adult Social Care and Children's Services could be greater than anticipated in this Proposed Budget, that inflation is higher than that assumed and that the costs associated with managing the Council's debt is higher than budgeted assumptions. There is also significant reform on the horizon across social care. For Adults, there will be the impact of the care reforms, for which there will be additional costs however the level of Government funding for this is uncertain. For Children, the Independent Review of Children's Social Care was published earlier this year and recommended a radical reset of the Children's Social Care system. The government intends to publish an implementation strategy in response to the review before the end of the year.
- 10.1.19. 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 Proposed Budget for 2024/25.
- 10.1.20. Inflation including the pay award and inflationary pressures in respect of contracts and energy costs could be higher than that assumed in this report. In addition, this Proposed Budget makes a number of assumptions about the costs associated with managing the Council's debt. As set out in the Treasury Management Strategy Update 2023/24 report, received at Executive Board in November, all new Council borrowing activity will be funded through short-term variable rates which means that it is exposed to any upward movement in rates which would result in an increase in costs to the Council. It should be noted that due to the previously employed policy of locking in long term borrowing need at historically low rates the Council had no short term borrowing on its books at 31/03/2022 and this places the Council in a good position to manage current interest rates.
- 10.1.21. Key risks for the Dedicated Schools Grant (DSG) projections relate mainly to the high needs block of the DSG, which provides funding in relation to pupils with special educational needs. Future demand has been estimated based on trends and forecasts, both for population growth and increases in complexity of need, however actual demand may vary from these assumptions and the availability of places may also affect costs. In particular, the long-term impact of COVID-19 on these trends is not yet known. In addition, funding allocations are confirmed on an annual basis and there is a risk that actual funding increases will differ from the amounts assumed in the MTFs. Specifically, funding increases are currently capped, and it is not yet known how this cap will operate in future years. Lastly, a number of DSG funding decisions are made by the Leeds Schools Forum, a statutory body of education representatives from across the city, and there is a risk these decisions may impact on future DSG pressures.



- 10.1.22. There are a number of risks that are specific to the Housing Revenue Account. These include CPI being lower than the percentage figure assumed in the calculation of the rent increase in this Proposed Budget. Every 0.1% variation equates to a reduction of £0.24m in the level of resources available to support the services provided to Leeds tenants.
- 10.1.23. There is a risk within the HRA and within the General Fund Capital Programme that continued inflationary pressures may impact on the timing of the delivery of capital schemes given the overall funding available.
- 10.1.24. 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.



2024/25

	Adults & Health	Children & Families	City Development	Communities, Housing & Environment	Strategy & Resources	Strategic & Central	Total Net Revenue Budget
	£m	£m	£m	£m	£m	£m	£m
Net managed budget (2023/24) - RESTATED	198.85	141.41	43.84	94.29	81.85	13.12	573.36
Pay - Leeds City Council	3.00	4.32	3.17	5.96	8.71	0.00	25.16
Employer's LGPS contribution	0.00	0.00	0.00	0.00	0.00	0.30	0.30
Capitalised pension costs	0.00	(0.01)	(0.04)	(0.03)	(0.44)	0.00	(0.51)
Wage costs - commissioned services	16.86	0.59	0.00	0.00	0.00	0.00	17.45
Inflation: Electricity and Gas Tariffs	(0.06)	(0.28)	(1.17)	(0.22)	(0.25)	(0.00)	(1.98)
Inflation: Fuel	0.00	0.00	0.01	0.06	0.03	(1.70)	(1.60)
Inflation: General	3.48	13.69	2.47	1.00	1.92	0.00	22.56
Demand and demography - Adult Social Care	9.64	0.00	0.00	0.00	0.00	0.00	9.64
Demand and demography - Childrens Social Care	0.00	18.18	0.00	0.00	0.00	0.00	18.18
Demand and demography - Other	0.00	0.00	0.00	0.73	0.00	0.00	0.73
Financial Sustainability	0.00	0.00	0.00	0.00	0.00	14.50	14.50
CBT Pressures	0.00	0.00	0.00	0.00	0.00	2.46	2.46
External Hire Refuse Vehicles	0.00	0.00	0.00	2.30	0.00	0.00	2.30
Fleet maintenance and hire	0.00	0.00	0.00	0.00	2.00	0.00	2.00
Waste Management	0.00	0.00	0.00	1.62	0.00	0.00	1.62
Microsoft Licences	0.00	0.00	0.00	0.00	0.56	0.00	0.56
Children and Families transport	0.00	0.50	0.00	0.00	0.00	0.00	0.50
Leeds 2023	0.00	0.00	(3.29)	0.00	0.00	0.00	(3.29)
Income pressures	0.15	1.20	0.00	4.43	(0.64)	0.00	5.14
Debt - external interest / Minimum Revenue Provision	0.00	0.00	0.00	0.00	0.00	3.01	3.01
Other Pressures/Savings	2.12	0.60	0.21	0.85	2.59	0.07	6.43
Contribution to / (from) General Reserve	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Change in Use of Earmarked Reserves	3.30	0.00	0.00	0.62	0.00	(0.76)	3.16
Changes in Section 31 Grants	0.00	0.00	0.00	0.00	0.00	(7.35)	(7.35)
Business Rates Levy	0.00	0.00	0.00	0.00	0.00	0.54	0.54
New Homes Bonus	0.00	0.00	0.00	0.00	0.00	2.22	2.22
Social Care Grant	(4.25)	(5.54)	0.00	0.00	0.00	0.00	(9.79)
DHSC: ASC Discharge/Market Sustainability & Improvement Fund	(6.86)	0.00	0.00	0.00	0.00	0.00	(6.86)
iBCF Inflationary Increase	(1.10)	0.00	0.00	0.00	0.00	0.00	(1.10)
Other Changes in Specific Grants	0.00	(3.23)	0.00	0.43	0.04	0.00	(2.76)
WYCA Income	0.00	0.00	(1.45)	0.00	0.00	0.00	(1.45)
Other Changes in Resources	0.00	0.00	0.13	0.21	0.16	0.00	0.50
Total - Cost and funding changes	26.28	30.01	0.05	17.96	14.67	13.30	102.27
Savings proposals							
Savings identified prior to 2023/24 savings strategy	(10.21)	1.98	3.86	(0.56)	(1.13)	(1.41)	(7.47)
Savings identified for the 2023/24 savings strategy	(16.74)	(16.51)	(8.06)	(7.78)	(9.25)	0.00	(58.35)
Total - Savings proposals	(26.96)	(14.53)	(4.20)	(8.34)	(10.38)	(1.41)	(65.82)
2024/25 Submission	198.18	156.89	39.69	103.92	86.14	25.01	609.81
Increase/(decrease) from 2023/24 £m	(0.67)	15.48	(4.15)	9.62	4.29	11.89	36.46
Increase/(decrease) from 2023/24 %	(0.34%)	10.95%	(9.47%)	10.21%	5.25%	90.58%	6.36%

TOTAL FUNDING AVAILABLE (Forecast Net Revenue Charge)

609.81

GAP

0.00

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: Strategy & Resources	Service area: Corporate Financial Management
Lead person: Victoria Bradshaw	Contact number: 88540

1. Title: Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

The Council is required to publish its Proposed Budget two months prior to approval of the Budget by Full Council in February 2024. The Proposed Budget report for 2024/25 sets out the Executive's plans to deliver a balanced budget within the overall funding envelope. It should be noted that the Budget represents a financial plan for the forthcoming year and individual decisions to implement these plans will be subject to equality impact assessments where appropriate.

Appendix 4

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration?**
(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

Appendix 4

The Proposed Budget identifies a savings requirement of £65.8m due to unavoidable pressures such as inflation and demand/demography. Savings proposals to bridge this gap will affect all citizens of Leeds to some extent. The Council has consulted on its priorities in recent years and has sought to protect the most vulnerable groups. However, the cumulative effect of government funding reductions and these unavoidable pressures means that protecting vulnerable groups is becoming increasingly difficult. Where consultation is required and has not already commenced with regard to the specific proposals contained in this report this will be carried out before the final budget for 2024/25 is agreed.

• Key findings

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

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

- Disabled people
- Ethnically diverse communities
- Older and younger people and
- Women
- Low socio-economic groups

The Proposed Budget has identified the need for staffing savings across the Council which may impact on the workforce profile in terms of the at-risk groups. There may be some impact on our partners, for example through commissioning, which may have a knock on effect for our most vulnerable groups.

• Actions

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

Due regard to equalities will be given to any decisions taken via the delegated decision process on the savings proposals put forward. Equality impact screenings have been included for each of the 'Service Review' savings proposals presented in the 'Revenue Savings Proposals for 2024/25 to 2026/27' accompanying report on this agenda, and equality impact assessments will be carried out where appropriate as part of the decision-making process. An overall strategic equality impact assessment of the Budget will be undertaken prior to its approval in February 2024.

There will also be equality impact assessments on all key decisions as they go through the decision making process in 2024/25.

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:

Appendix 4

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

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Victoria Bradshaw	Chief Officer - Financial Services	4.12.23
Date screening completed		4.12.23

7. Publishing	
<p>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.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • 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. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 4.12.23
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Revenue savings proposals for 2024/25 to 2026/27

Date: 13th December 2023

Report of: Chief Officer Financial Services

Agenda Item 11B

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary:

The Medium-Term Financial Strategy (MTFS) 2024/25 to 2028/29 brought to September's Executive Board reported an estimated revenue budget gap of £162.8m over the next three years, of which £59.2m relates to 2024/25. A subsequent review of assumptions has reduced this 2024/25 projected gap to £58.4m (around 10% of the council's net revenue budget for 2023/24).

At its October meeting, the Board received an initial, ['Revenue savings proposals for 2024/25 to 2026/27'](#) report which described the actions underway to address the budget gap and presented an initial set of savings proposals - a collective term used in this context to apply to efficiencies, income generation and accounting measures. This report proposes further savings to contribute to closing the gap over the three-year period and achieving a balanced budget for 2024/25 (a legal requirement for local authorities). It should therefore be read alongside the accompanying report on this agenda, *'Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27.'* The 2024/25 savings proposals considered in October amounted to £13.4m. A further £45.0m are proposed at this meeting which, combined with the October Executive Board savings, total £58.4m. If all proposals are approved, these would balance the Proposed Budget for 2024/25. With the addition of £7.4m savings for 2024/25 already built into the MTFS, the total level of savings the council needs to deliver in 2024/25 is £65.8m.

As highlighted in the October savings report, the scale of the pressures on the council's financial position this year, combined with the gap over the next three years and continued uncertainty concerning future central government funding, is unprecedented. In common with local authorities throughout the country, in order to balance the council's budget and to avoid issuing a Section 114 notice (in effect declaring that the council cannot achieve a balanced budget and preventing all new spending), difficult decisions will have to be taken that will impact across services, affecting service users, residents, businesses, partners and our workforce.

This can be seen in the scale and nature of the savings proposals put forward to Executive Board which include service and staffing reductions, fee increases and new charges, asset sales, building closures and reduced hours of operation. These proposals have been informed by a review of all council budgets within a consistent prioritisation framework which aims to reduce the effect on key services and mitigate negative impacts as far as possible. However it needs to be recognised that we are not funded to provide all the functions we currently do, and so future service provision must be provided within the limited resources available. Alongside a continued focus on securing value-for-money and investing in transformation, services will continue to be reviewed as part of an overall resetting and reshaping of the authority to ensure it remains fit-for-purpose and sustainable in future years.

To help mitigate the significant pressures on the authority's budget, it is essential that the proposals contained in this report are considered in order that the council's priorities can continue to be delivered within a robust and resilient financial framework. Implementation will be in line with the council's values, ensuring consideration of equality, diversity, cohesion and integration implications and appropriate risk identification and management. The draft proposals for an updated Best City Ambition for 2024 on this agenda emphasise that the strategic intent shared between the council and its partners remains focused on tackling poverty and inequality and improving the quality of life for everyone in Leeds. Prioritisation and clarity of direction around which partners in the city can convene to maximise increasingly limited resources remain key to navigating the financial constraints impacting on the council, organisations, communities and individuals in the city.

Recommendations

Executive Board is requested to:

- a) Note the 'Business as Usual' savings presented at this meeting and that decisions to give effect to them shall be taken by the relevant Director or Chief Officer in accordance with the Officer Delegation Scheme (Executive functions).
- b) Agree that consultation commences where required with regard to the 'Service Review' savings proposals put forward, and note that decisions to give effect to them shall be taken by the relevant Director or Chief Officer, following any consultation period, in accordance with the Officer Delegation Scheme (Executive functions) and decision-making framework, save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.
- c) With regard to the Service Review savings proposal, 'Thwaite Mills – closure of the facility and surrender of the release', to delegate decisions required to implement the lease surrender to the Director of City Development.
- d) Note that the savings proposals for 2024/25 presented in this report, combined with the savings proposals brought to the Executive Board at its October meeting, support a draft balanced budget for 2024/25 and the council's financial position for the following two years as set out in the accompanying report elsewhere on this agenda, '*Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27*'.
- e) Note that further savings will be required to close the council's estimated budget gap in the years 2025/26 and 2026/27 and that proposals will be brought to future meetings of this Board.

What is this report about?

Background

- 1 At its meeting on 20th September 2023, Executive Board received the annual [Medium-Term Financial Strategy](#) (MTFS) updated for the period 2024/25 to 2028/29. The MTFS reported an estimated revenue budget gap of £162.8m over the three years 2024/25 to 2026/27: £59.2m in 2024/25, £56.6m in 2025/26 and a further £47.0m in 2026/27. Subsequent review of the assumptions within the MTFS then revised the three-year gap to £160.7m: £58.4m in 2024/25, £57.8m in 2025/26 and a further £44.6m in 2026/27. (As a result of the savings proposals presented today, the three-year gap has now been updated again – please see Table 4 later in the report.) Delivering savings of this scale for 2024/25 would equate to a reduction of around 10% of the council's net revenue budget for 2023/24, with a similar amount required in 2025/26 and slightly less (8%) in 2026/27.
- 2 The projected position incorporates a number of assumptions around external pressures that continue to significantly impact on the council's income and expenditure and remain subject to considerable uncertainty. These include:
 - a) **Price inflation** which has resulted in a cost-of-living crisis, impacting on our citizens and driving up both demand for, and the cost of, our services.
 - b) **Demand in social care** and the cost of commissioned services outpacing available resources. Though impacting upon Adult Social Care too, this particularly applies within Children's Services where significantly higher costs resulting from increasing numbers of children in care, many presenting with more complex needs, and rising prices within the external residential care market.
 - c) **Unfunded pay awards**. Should future pay awards be higher than those budgeted for this will add further pressures and the requirement to identify additional savings over and above those set out in the Executive Board proposed revenue savings reports and planned for future meetings of this Board.
- 3 These pressures are not unique to Leeds: combined with continued uncertainty on future government funding, they are affecting the financial sustainability of councils across the country, both in-year and for future years, resulting in several issuing, or raising the possibility of issuing, Section 114 notices. To

avoid this, work continues across the organisation to reduce the forecast overspend for 2023/24 as described in the '*Financial Health Monitoring 2023/24 – Month 7 (October)*' report elsewhere on this agenda. With regard to future years, a 'Financial Challenge' savings programme has again been established to help close the gap for the next three years. This approach enables the authority to take a longer-term view of its savings options, recognising that major change often requires one- to two-years' lead time to implement. The cross-council senior officer group first established in 2020 to provide support and ensure a co-ordinated, consistent approach across the Financial Challenge programme, continues to meet. Further support and challenge to identify new proposals and consider options put forward by officers is again being provided by Scrutiny Board working groups.

- 4 The outcome of this work has provided a number of saving proposals for consideration by the Executive Board: an initial set considered at the Board's October meeting with further proposals presented to this Board. Proposals are categorised as either 'Business as Usual' (BAU) which can be implemented within the council's delegated decision-making framework and without consultation, or 'Service Reviews' which require meaningful consultation with relevant stakeholders prior to any decisions being taken. The results of any such consultation with staff, trade unions, service users and the public will be used to inform the final decision. Those approved for implementation, or consultation as required, will subsequently be built into the 2024/25 Budget and Provisional Budgets for 2025/26 and 2026/27.
- 5 The initial set of savings proposals received at October's Executive Board identified £13.4m of 'BAU' savings in 2024/25. Though these have contributed to bringing down the projected gap for 2024/25, the council has needed to identify an additional £45.8m of savings (since reduced to £45.0m following a review of assumptions) in order to meet its legal requirement to propose a balanced budget for 2024/25. This level of savings is similar to the level of savings required for each of the following two years to enable balanced budgets to be achieved. Without a fundamental change to the way the council operates and the services it provides it will not be possible to ensure we can continue to deliver our strategic priorities and safeguard critical services within the much-reduced resources available to us.
- 6 A review of all council budgets within a service prioritisation framework has therefore been carried out to inform the development of savings proposals, considering whether a service is, for example, statutory, preventative (preventing additional costs and demand to the authority), traded (services provided and (re)charged to an internal and/or external market), or priority (services that we are important to the council but are not statutory or preventative). This strategic approach is helping us reset the role of Leeds City Council to fit the financial envelope available.
- 7 Complementing, and inextricably linked, a strategic approach to reshape the organisation to be fit for the future has also begun, recognising that the council will be smaller in size in the future but remains one of the city's largest employers, social landlords and landowners, with an important continuing role in place-shaping and in delivering and commissioning service.
- 8 Using these strategic approaches, services will continue to be assessed in order to realign resources within the priorities set out in the Best City Ambition to maximise outcomes and efficiencies. In some cases, this will require reducing or stopping services on a planned basis over the coming years; others may be brought together to minimise overlaps, duplication and management overheads; traded services will be required to recover their full costs where it makes sense to do so; all services must provide value for money; the number of senior managers across the council ('JNC' staff) will be reduced as part of introducing simpler, flatter structures with fewer tiers and reasonable spans of control.
- 9 Work is also underway to review the council's assets and ensure that the buildings within our localities are well used, maintained and enable more efficient and effective outcomes. Further information on the locality building review is provided below within the 'Resource implications' section.

Savings proposals

- 10 These approaches have informed the savings proposals put forward to this meeting. For the Board's consideration at this December meeting, £45.0m savings are proposed for 2024/25, comprising both BAU and Service Review proposals. 25 Service Reviews are included, summarised below in Table 1. At present, all have no budgeted FTE impact in 2025/26 and 2026/27 and therefore only 2024/25 is shown.

Table 1 – Service Review savings proposals

Directorate and savings proposal description	Potential savings / £'000s			Budgeted FTE impact
	2024/25	2025/26	2026/27	2024/25
Adults & Health				
Review of commissioned and Leeds City Council-provided day services and opportunities	-1,350	0	0	0.00
Review of in-house care homes	-100	Tbc through the review	0	-23.73
Review of existing charges and introduction of new charges for adult social care activities	-150	-220	0	0.00
Sub-total A&H	-1,600	-220	0	-23.73
Children & Families				
Staffing reductions (<i>FTE impact is a range of 40 to 50 based upon average salary cost, will be firmed up when Voluntary Leavers' Scheme details emerge</i>)	-2,250	0	0	-45.00
Review of commissioned activity	-1,200	0	0	0.00
Review of Little Owls nursery provision (<i>nil staffing impact based upon potential reallocation to retained nurseries – subject to confirmation</i>)	-900	0	0	0.00
Adolescent Support Service invest to save proposal	-1,250	0	0	11.00
Ceasing of Multi-Systemic Therapy for Child Abuse & Neglect (MST-CAN) service	-330	0	0	-5.20
Ceasing of Caring Dads service (<i>FTE impact includes vacant posts</i>)	-230	0	0	-5.50
Review of Children's Centres (<i>FTE impacts will be identified through the review</i>)	-1,000	0	0	Tbc through the review
Unaccompanied Asylum Seeker Children Housing invest to save proposal	-1,820	0	0	3.00
Sub-total C&F	-8,980	0	0	-41.70
City Development				
Highways & Transportation review: includes stopping work, staff redeployment and service redesign	-750	0	0	-20.00
Thwaite Mills – closure of the facility and surrender of the lease	-54	-166	0	-2.50
Pudsey Civic Hall closure and potential sale. Reduces in-year revenue pressure and would generate capital receipt	0	0	0	0.00
Sub-total CD	-804	-166	0	-22.50
Communities, Housing & Environment				
Community Centres: fees and pricing review	-83	0	0	0.00
Removal of the out-of-hours noise witnessing service	-35	-72	0	-7.00
Change of Opening Hours at Community Hubs & Libraries with options to consult including the removal of staffed late-night opening at sites (bar Central Library), reduced hours for some on a Saturday and/or later opening during the week	-100	-100	0	-7.90
Staffing and efficiency review of Community Hubs and Libraries	-387	-129	0	-11.50
Extension of district car parking charges to four additional car parks (Barley Hill Road - Garforth, Netherfield Road - Guiseley, Fink Hill - Horsforth, Marsh Street - Rothwell)	-225	-89	0	0.00
Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)	-169	0	0	0.00

Directorate and savings proposal description	Potential savings / £'000s			Budgeted FTE impact
	2024/25	2025/26	2026/27	2024/25
Efficiencies in Cleaner Neighbourhoods Team	-600	-600	0	-34.00
Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites	-163	-203	0	0.00
Sub-total CH&E	-1,762	-1,193	0	-60.40
Strategy & Resources				
Strategy & Resources directorate savings: Support Services				
HR	-489	0	0	-9.70
Finance	-436	0	0	-9.30
Procurement	-92	0	0	-0.90
Integrated Digital Services (IDS)	-2,988	0	0	-44.90
Strategy & Performance	-504	0	0	-5.80
	-4,509	0	0	-70.60
Strategy & Resources directorate savings: Shared Services				
Civic Enterprise Leeds business planning proposals	-1,615	0	0	-14.60
Sub-total S&R	-7,639	0	0	-147.20
Total Service Review savings proposals	-20,785	-1,579	0	-295.53

- 11 A summary of all the savings proposals presented at this meeting is provided at Appendix 1. For reference, a summary of the October Executive Board savings proposals is included at Appendix 2. Further information on each of this Board's Service Review proposals, including equality, diversity, cohesion and integration screening documents, is at Appendix 3.
- 12 Table 2 presents the financial impact for each council directorate of this meeting's savings proposals.

Table 2 – December Executive Board directorate savings

Directorate proposals	Potential savings / £'000s			Net budgeted FTE impact		
	2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Adults & Health	-12,332	-220	0	-23.73	0.00	0.00
Children & Families	-13,247	0	0	-41.70	0.00	0.00
City Development	-6,262	1,434	0	-39.00	0.00	0.00
Communities, Housing & Env't	-5,439	-394	0	-73.40	0.00	0.00
Strategy & Resources	-7,673	0	0	-147.20	0.00	0.00
Total	-44,953	820	0	-325.03	0.00	0.00

- 13 Table 3 shows the combined impact for each council directorate of the savings proposals considered at October's Executive Board and those proposed at this meeting.

Table 3 – Combined October & December Executive Board directorate savings

Oct & Dec Exec Board savings	Potential savings / £'000s		
	2024/25	2025/26	2026/27
Adults & Health	-16,742	530	1,770
Children & Families	-16,510	0	0
City Development	-8,064	2,494	0
Communities, Housing & Env't	-7,783	-9	0
Strategy & Resources	-9,252	-200	-200
Total	-58,351	2,815	1,570

- 14 Table 4 shows the total impact of the October and December Executive Board savings proposals on the estimated budget gap for 2024/25 to 2026/27, incorporating the subsequent review and adjustment of the pressures, and the funding of the pressures, that had been built into the MTFs.
- 15 The table shows that the 2024/25 gap has been reduced to zero, leading to a balanced budget position presented in the accompanying 'Proposed Budget for 2024/25' report. However, a number of one-off proposals for 2024/25 – that are therefore not built into the base budget going forwards – increase the projected budget gap in 2024/25 and 2025/26.

Table 4 – Impact of savings proposals on estimated budget gap 2024/25 to 2026/27

	2024/25	2025/26	2026/27
	£'000s	£'000s	£'000s
MTFS gap (Sep Exec Board)	59,158	56,611	47,017
Subsequent review of assumptions	-807	1,190	-2,449
Updated gap	58,351	57,801	44,568
October Exec Board proposals	-13,398	1,995	1,570
December Exec Board proposals	-44,953	820	0
Total savings proposals	-58,351	2,815	1,570
Latest projected budget gap	0	60,616	46,138

- 16 Table 5 details the indicative net impact of the October and December Executive Board savings proposals on the council's budgeted full-time equivalent (FTE) posts in 2024/25. It should be noted that, if approved at this meeting, some Service Review proposals require detailed review work before the FTE numbers can be confirmed.

Table 5 – Net impact of savings proposals on budgeted FTEs 2024/25

Oct & Dec Exec Board savings	Net budgeted FTE impact		
	2024/25	2025/26	2026/27
Adults & Health	-23.73	0.00	0.00
Children & Families	-42.70	0.00	0.00
City Development	-40.00	4.00	0.00
Communities, Housing & Env't	-73.40	0.00	0.00
Strategy & Resources	-181.70	0.00	0.00
Total	-361.53	4.00	0.00

- 17 Where budgeted FTE reductions relate to BAU savings proposals, these are anticipated to be met through measures such as deletion of vacant posts (the council is currently carrying a high level of vacancies; these savings proposals support their consolidation as part of managing next year's budget), increasing vacancy factors, or voluntary means, as has been collectively agreed. Where voluntary measures have a modest and/or residual impact on the workforce, local / BAU consultation would be expected.
- 18 Where budgeted FTE reductions relate to Service Review savings proposals, meaningful consultation with staff and trade unions will be carried out prior to any decisions being taken in accordance with the council's Managing Staff Reductions Policy, which seeks to avoid, reduce or mitigate the need for compulsory measures through voluntary measures and the Section 188 note we issued on 10th October 2023 to collectively consult with our recognised Trade Unions. The council will continue to work closely with Trade Union colleagues to develop creative solutions to the problems we face, including voluntary redundancies as an alternative to compulsory measures, and we will work together to ensure staff are regularly updated on progress. Support will continue to be made available to colleagues who may be concerned as part of our [#TeamLeedsBeWell wellbeing offer](#) for all council staff.

What impact will this proposal have?

- 19 As set out above, the Financial Challenge savings programme aims to protect services that support the most vulnerable whilst ensuring that the organisation continues its journey to become more financially resilient and sustainable for the future. However, the scale of the pressures on the council's financial position this year, combined with the gap over the next three years, is unprecedented and closing it will mean difficult decisions will have to be taken that will impact across the council's services, affecting service users, residents, businesses, partners and staff.
- 20 As noted in the 'Legal implications' section of the report below, due regard to equalities will be given to any decisions taken via the delegated decision process on the savings proposals presented in this report. Equality impact screenings have been included at Appendix 3 for each of the 'Service Review' savings proposals put forward in this report, and equality impact assessments will be carried out where appropriate as part of the decision-making process, including consideration of the cumulative impact of savings proposals.

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 21 The council's strategic Best City Ambition, underpinned by the three pillars, can only be delivered through a sound understanding of the organisation's longer-term financial sustainability, this enabling decisions to be made that balance the resource implications of the council's policies against its financial constraints.
- 22 The ambition to be the best city for our citizens must fit within the financial envelope available for delivery. The council will continue to stretch that envelope through maximising the impact of collaboration through Team Leeds partnerships, working hard to secure external income for place-based delivery and ensuring the organisation is providing as much value for money as possible. In establishing this strategic response to a dynamic financial environment, the council remains vigilant to potential risks and challenges, focused on statutory duties and ready to implement further short-term measures to minimise the disruption of changing resources and service demands. This is part of the overall resetting of the council's role with regional and national government, enabling effective service delivery within the financial envelope available.
- 23 Further information on updating the Best City Ambition within this financial context is provided in the '*Best City Ambition – 2024 update, initial proposals*' report elsewhere on the agenda.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No – *Proposals impact on all wards. Consultation details are set out in the following paragraphs.*

- 24 Senior officers and elected members have been engaged in developing the savings proposals set out in this report. Trade unions have been informed in headline terms of the emerging proposals.
- 25 Those savings proposals that are classed as 'Business as Usual' (BAU) do not require consultation to implement: for example, they relate to improving the efficiency of the service, are cost reduction measures with no impact on service users or (as noted above), where there are budgeted staffing reductions, these are anticipated to be met through deletion of vacant posts or voluntary means, as has been collectively agreed. Where voluntary measures have a modest and/or residual impact on the workforce, local / BAU consultation would be expected.
- 26 The 'Service Review' proposals are of more significance and therefore may require meaningful consultation with staff, trade unions, service users and the public as appropriate prior to any decisions being taken.
- 27 All five Scrutiny Boards will be initially consulted on the savings proposals (both those brought to the Executive Board in October and those put forward at this meeting), as relevant to their remits, through

working group meetings during December. Subject to the approval of Executive Board, this report will also be submitted to Scrutiny Boards for consideration and review as part of their formal cycle of meetings in January 2024 in which the wider Proposed Budget for 2024/25 will also be considered.

- 28 The outcomes of any consultation will inform the council's decision-making and, where completed and analysed in time, be incorporated into the 2023/24 Budget Report for consideration at February's Executive Board and Full Council.

What are the resource implications?

- 29 The financial and staffing implications are set out earlier in the report.
- 30 With regard to the council's buildings, whilst there has been substantial work undertaken over the last twelve years to rationalise our estate, this has focused primarily on office space. However, given the council's financial position and drawing on the recommendations of the LGA Peer Review, work is now underway to ensure that buildings within our localities are well used and those which are not, or that are in poor condition, need investment and have compromised accessibility, are released. This informs and is informed by work to transform the way in which the council delivers services within its localities. This intends to build on existing complementary approaches, sharing infrastructure, resources and workforce to deliver better, more efficient, and more effective outcomes which bring about change, especially in our most challenging areas of the city. In addition it will use the Team Leeds approach to seek to integrate and embed multi-disciplinary teams, with a focus on preventative and targeted service delivery within communities, whilst focusing on a strengths-based approach to building community wealth, through a focus on equality, diversity and inclusion (EDI) and the involvement of those with Lived Experience and supporting the development of community capability, capacity and assets.
- 31 Given that it will take some time to properly determine the approach to service transformation, and its subsequent implementation, a phased approach to the locality building review is proposed. Phase 1 will focus on the release of the most underutilised buildings, and those properties which are in the poorest condition. This phase of work does not change or stop service delivery, albeit that services may need to be relocated in alternative available accommodation within the council's estate. Phase 2 will involve a further release of properties, but this will be guided by the service delivery requirements emerging from the locality service transformation review.
- 32 A further report setting out the buildings to be released, as well as those which have scope for consideration for Community Asset Transfer, will be presented to Executive Board in the new year.

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

- 33 As detailed in the MTFs, the financial projections for the coming years make assumptions around the level of resources the council will receive through council tax, business rates and government funding. Any variation from these assumptions has implications for the level of resources available to the council to fund services.
- 34 The MTFs also articulates a range of risks, including economic, funding, pay, resources, demand and demography, and political.
- 35 With regard to the council's savings proposals, if there is slippage in their implementation or the assumptions contained within them change, this could lead to a variation in the assumed level of savings and the authority's ability to set and deliver a balanced budget for 2024/25.
- 36 These risks and assumptions will be subject to review as more information becomes available and through the council's budget setting and financial management, monitoring and reporting processes.

What are the legal implications?

- 37 Decisions giving effect to the Business as Usual proposals included in this report can be taken by the relevant Director or Chief Officer in accordance with the Officer Scheme of delegation (Executive functions) and will be subject to the Executive and decision – making procedure rules. Decisions to give effect to the 'Service Review' savings proposals put forward shall be taken by the relevant Director or Chief Officer, following any consultation period, in accordance with the Officer Delegation Scheme

(Executive functions) and decision-making framework, save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

- 38 Notice of any decision which is “Key” will be published on the list of forthcoming decision not less than 28 clear calendar days in advance of the date of the proposed decision.
- 39 As a decision of Executive Board, the recommendations in this report are eligible for call-in.
- 40 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.
- 41 The council is fully committed to ensuring that equality and diversity are given proper consideration when developing 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.
- 42 Due regard to equalities will be given to any decisions taken via the delegated decision process on the savings proposals presented in this report. Equality impact screenings have been included at Appendix 3 for each of the ‘Service Review’ savings proposals put forward in this report, and equality impact assessments will be carried out where appropriate as part of the decision-making process.

Options, timescales and measuring success

What other options were considered?

- 43 All options are being considered to contribute to the council achieving a balanced budget for 2024/25 and a sustainable medium-term financial position, whilst protecting as far as possible those services that support the most vulnerable and minimising negative impacts.

How will success be measured?

- 44 As above, setting a balanced budget and achieving a sustainable medium-term financial position.

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

- 45 The savings proposals presented at this meeting will subsequently be built into the 2024/25 Budget and Provisional Budgets for 2025/26 and 2026/27 for consideration at this Board prior to approval at Full Council in February 2024.
- 46 Under the council’s Constitution, the Chief Officer Financial Services is responsible for setting, supporting and monitoring the council’s policies and procedures for budgets, including managing the council’s revenue budget. The ‘BAU’ savings presented in this report and decisions to give effect to them shall be taken by the relevant Director or Chief Officer in accordance with the Officer Delegation Scheme (Executive functions). Decisions to give effect to the ‘Service Review’ savings proposals put forward shall be taken by the relevant Director or Chief Officer, following any consultation period, in accordance with the Officer Delegation Scheme (Executive functions) and decision-making framework, save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

Appendices

- 47 Appendix 1 summarises the savings proposals put forward for this Board’s consideration. For reference, Appendix 2 summarises the savings proposals considered at the October Executive Board meeting. Appendix 3 provides further information on each of the Service Review proposals.

Background papers - None

- 48 None

Appendix 1: Summary of December Executive Board revenue savings proposals for 2024/25 to 2026/27

BAU = Business as Usual savings proposal SR = Service Review savings proposal

Adults & Health (A&H) Directorate								
Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Cross-directorate	Reduction in non-demand-based budgets	BAU	-100	0	0	0.00	0.00	0.00
Cross-directorate	Further line-by-line review (historical and current underspend)	BAU	-500	0	0	0.00	0.00	0.00
Provider Services / Strategic Commissioning	Review of commissioned and Leeds City Council-provided day services and opportunities	SR	-1,350	0	0	0.00	0.00	0.00
Provider Services	Review of in-house care homes	SR	-100	Tbc through the review	0	-23.73	0.00	0.00
Social Work & Social Care	Full-year effect of 'ordinary residence' ruling	BAU	-100	0	0	0.00	0.00	0.00
Social Work & Social Care / Strategic Commissioning	Demand / market management: reviewing fee setting, care package review, in-house and commissioned services	BAU	-3,622	0	0	0.00	0.00	0.00
Strategic Commissioning	Review of third sector grants and contracts	BAU	-200	0	0	0.00	0.00	0.00
Strategic Commissioning	Widen transition process for children to adults (able to address and reduce high cost packages)	BAU	-500	0	0	0.00	0.00	0.00
Strategic Commissioning	General management of market to include value for money and package prices outside framework price range	BAU	-2,600	0	0	0.00	0.00	0.00
Strategic Commissioning	Reduce rate paid for hospital / home care period to staffing costs only	BAU	-150	0	0	0.00	0.00	0.00
Service Transformation	Reduce level of new ABCD (Asset Based Community Development) grants	BAU	-50	0	0	0.00	0.00	0.00
Service Transformation	Service transformation income target	BAU	-50	0	0	0.00	0.00	0.00
Resources & Strategy	Review of existing charges and introduction of new charges for adult social care activities	SR	-150	-220	0	0.00	0.00	0.00
Resources & Strategy	Training income from trading provision, leadership academy, NHSE skills for care, regional	BAU	-100	0	0	0.00	0.00	0.00
Resources & Strategy	Additional social care grant	BAU	-550	0	0	0.00	0.00	0.00

Adults & Health (A&H) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Resources & Strategy	Automated Billing system – revised impact (based on latest validated run)	BAU	-2,200	0	0	0.00	0.00	0.00
Resources & Strategy	Pilot with Government Agency to provide robustness to financial assessments	BAU	-10	0	0	0.00	0.00	0.00
Total A&H Dec Exec Board savings proposals			-12,332	-220	0	-23.73	0.00	0.00

Children & Families (C&F) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Cross-directorate	Staffing reductions (<i>FTE impact is a range of 40 to 50 based upon average salary cost, will be firmed up when Voluntary Leavers' Scheme details emerge</i>)	SR	-2,250	0	0	-45.00	0.00	0.00
Cross-directorate	Review of commissioned activity	SR	-1,200	0	0	0.00	0.00	0.00
Cross-directorate	Additional grant income and associated council funding substitution opportunities	BAU	-500	0	0	0.00	0.00	0.00
Cross-directorate	Review of Children & Families' traded services to break even position (nil General Fund Support)	BAU	-347	0	0	0.00	0.00	0.00
Cross-directorate	Accounting measures / capitalisation / income / application of cash limiting inflation	BAU	-1,320	0	0	0.00	0.00	0.00
Social Care	Review of Little Owls nursery provision (<i>nil staffing impact based upon potential reallocation to retained nurseries – subject to confirmation</i>)	SR	-900	0	0	0.00	0.00	0.00
Social Care	Adolescent Support Service invest to save proposal	SR	-1,250	0	0	11.00	0.00	0.00
Social Care	Ceasing of Multi-Systemic Therapy for Child Abuse & Neglect (MST-CAN) service	SR	-330	0	0	-5.20	0.00	0.00
Social Care	Ceasing of Caring Dads service (<i>FTE impact includes vacant posts</i>)	SR	-230	0	0	-5.50	0.00	0.00

Children & Families (C&F) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Social Care	Review of Children's Centres <i>(FTE impacts will be identified through the review)</i>	SR	-1,000	0	0	Tbc through the review	0.00	0.00
Social Care	Unaccompanied Asylum Seeker Children Housing invest to save proposal	SR	-1,820	0	0	3.00	0.00	0.00
Social Care	Workforce development changes (increased income and reduced costs)	BAU	-50	0	0	0.00	0.00	0.00
Social Care	Application of additional social care grant	BAU	-550	0	0	0.00	0.00	0.00
Resources & Strategy	WYCA transport cost and income sharing	BAU	-500	0	0	0.00	0.00	0.00
Resources & Strategy	Additional savings arising from review of transport costs (efficiencies, process changes and delivery opportunities)	BAU	-1,000	0	0	0.00	0.00	0.00
Total C&F Dec Exec Board savings proposals			-13,247	0	0	-41.70	0.00	0.00

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City Development (CD) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Cross-directorate	Recovery of income, costs recharges, business rates, fees and charges as appropriate across the directorate	BAU	-380	0	0	0.00	0.00	0.00
Cross-directorate	Staffing reductions across the directorate through voluntary measures where possible: further scope to review once Voluntary Leavers' Scheme (VLS) in progress					0.00	0.00	0.00
	Asset Mgt & Regeneration	BAU	-80	0	0	-2.00	0.00	0.00
	Operations & Active Leads: Active Leads	BAU	-250	0	0	-10.00	0.00	0.00
	Operations & Active Leads: Markets	BAU	-100	0	0	-2.00	0.00	0.00
	Planning & Sustainable Development	BAU	-45	0	0	-1.00	0.00	0.00
	Highways & Transportation review: includes stopping work, staff redeployment and service redesign	SR	-750	0	0	-20.00	0.00	0.00
Active Leads	Fees and charges review	BAU	-550	0	0	0.00	0.00	0.00

City Development (CD) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Arts & Heritage	Thwaite Mills – closure of the facility and surrender of the lease	SR	-54	-166	0	-2.50	0.00	0.00
Arts & Heritage	Pudsey Civic Hall closure and potential sale. <i>Reduces in-year revenue pressure and would generate capital receipt</i>	SR	0	0	0	0.00	0.00	0.00
Arts & Heritage	Leeds Museums & Galleries: income proposals (commercial loans, admissions fees)	BAU	-35	0	0	0.00	0.00	0.00
Arts & Heritage	Leeds Museums & Galleries: operational saving - Technical Team	BAU	-15	0	0	-0.50	0.00	0.00
Arts & Heritage	Leeds Museums & Galleries - use of Business Rates Pool balances - <i>One-off</i>	BAU	-250	250	0	0.00	0.00	0.00
Arts & Heritage	Events & Lights - income generation	BAU	-130	0	0	0.00	0.00	0.00
Arts & Heritage	Reduction in cultural spend	BAU	-150	0	0	0.00	0.00	0.00
Arts & Heritage	Cultural programmes - use of Business Rates Pool balances - <i>One-off</i>	BAU	-250	250	0	0.00	0.00	0.00
Arts & Heritage	Breeze – reduction in programme and net spend or increased income	BAU	-56	0	0	0.00	0.00	0.00
Asset Mgt & Regeneration	Leeds Arena income growth	BAU	-100	0	0	0.00	0.00	0.00
Asset Mgt & Regeneration	Estate rationalisation savings. <i>Estimated around £150k savings but this will be used to contribute to existing £563k savings target.</i>	BAU	0	0	0	0.00	0.00	0.00
Asset Mgt & Regeneration	Additional income from council's property portfolio	BAU	-150	0	0	0.00	0.00	0.00
Asset Mgt & Regeneration	Regeneration Funding - <i>One-off</i>	BAU	-1,000	1,000	0	0.00	0.00	0.00
Economic Development	Business & Enterprise - external funding of post	BAU	-40	0	0	0.00	0.00	0.00
Economic Development	Economic Policy & Programmes: recharging of staff time to external funding	BAU	-92	0	0	0.00	0.00	0.00
Economic Development	Strategy & Policy Development: 20% reduction to non-staffing budget	BAU	-40	0	0	0.00	0.00	0.00
Employment & Skills	Staffing savings plus use of balances	BAU	-245	0	0	-1.00	0.00	0.00
Highways & Transportation	Street Lighting consumption savings from LED rollout	BAU	-200	0	0	0.00	0.00	0.00
Highways & Transportation / Asset Mgt & Regeneration	Mass Transit - additional income associated with new posts	BAU	-500	0	0	0.00	0.00	0.00

City Development (CD) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Highways & Transportation	Fees and charges increases	BAU	-100	0	0	0.00	0.00	0.00
Operations & Active Leeds	Active Leeds: PFI contract savings - <i>One-off</i>	BAU	-100	100	0	0.00	0.00	0.00
Planning & Sustainable Development	Biodiversity net gain income – formal reporting and monitoring role net of new posts	BAU	-350	0	0	0.00	0.00	0.00
Planning & Sustainable Development	Further use of national planning application fee increase	BAU	-250	0	0	0.00	0.00	0.00
Total CD Dec Exec Board savings proposals			-6,262	1,434	0	-39.00	0.00	0.00

Communities, Housing & Environment (CH&E) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Safer, Stronger Communities	Increase overhead charge to Migration Yorkshire	BAU	-80	0	0	-2.00	0.00	0.00
Safer, Stronger Communities	Reduction in third sector grants	BAU	-38	0	0	0.00	0.00	0.00
Safer, Stronger Communities	15% reduction in Well Being and Youth Activity Fund	BAU	-212	0	0	0.00	0.00	0.00
Safer, Stronger Communities	Community Centres: running costs efficiencies	BAU	-127	0	0	0.00	0.00	0.00
Safer, Stronger Communities	Community Centres: fees and pricing review	SR	-83	0	0	0.00	0.00	0.00
Safer, Stronger Communities	Communities Team staffing efficiencies	BAU	-120	0	0	-3.00	0.00	0.00
Safer, Stronger Communities	Removal of the out-of-hours noise witnessing service	SR	-35	-72	0	-7.00	0.00	0.00
Safer, Stronger Communities	Youth Service - Vacant post deletion and grant reduction	BAU	-74	0	0	-1.00	0.00	0.00
Welfare, Community Hubs & Libraries	Change of Opening Hours at Community Hubs & Libraries with options to consult including the removal of staffed late-night opening at sites (bar Central Library), reduced hours for some on a Saturday and/or later opening during the week	SR	-100	-100	0	-7.90	0.00	0.00
Welfare, Community Hubs & Libraries	Staffing and efficiency review of Community Hubs and Libraries	SR	-387	-129	0	-11.50	0.00	0.00
Welfare, Community Hubs & Libraries	Removal of staffing pressure in Medium-Term Financial Strategy	BAU	-200	0	0	0.00	0.00	0.00
Welfare, Community Hubs & Libraries	Substitution of funding for financial inclusion	BAU	-70	0	0	0.00	0.00	0.00

Communities, Housing & Environment (CH&E) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Welfare, Community Hubs & Libraries	Impact of migration to Universal Credit on Council Tax Support	BAU	-569	0	0	0.00	0.00	0.00
Welfare, Community Hubs & Libraries	Seek further opportunities to maximise funding through grant income streams and / or alternative funding - <i>One-off</i>	BAU	-909	909	0	0.00	0.00	0.00
Elections & Regulatory	Implementation of district parking charges - Wetherby Wilderness	BAU	-100	0	0	0.00	0.00	0.00
Elections & Regulatory	Extension of district car parking charges to four additional car parks (Barley Hill Road - Garforth, Netherfield Road - Guiseley, Fink Hill - Horsforth, Marsh Street - Rothwell)	SR	-225	-89	0	0.00	0.00	0.00
Environmental Services	Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)	SR	-169	0	0	0.00	0.00	0.00
Environmental Services	Annual review of fees and charges at Waste Transfer stations	BAU	-75	0	0	0.00	0.00	0.00
Environmental Services	Disposal cost efficiencies at Household Waste Recycling Centres	BAU	-215	-110	0	0.00	0.00	0.00
Environmental Services	Mini Staffing restructure / line by line savings	BAU	-62	0	0	-1.00	0.00	0.00
Environmental Services	Efficiencies in Cleaner Neighbourhoods Team	SR	-600	-600	0	-34.00	0.00	0.00
Climate, Greenspaces & Energy	Efficiencies in Leeds Carnival	BAU	-82	0	0	0.00	0.00	0.00
Climate, Greenspaces & Energy	Introduction of car parking charges at Golden Acre and Otley Chevin parks	BAU	-126	0	0	0.00	0.00	0.00
Climate, Greenspaces & Energy	Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites	SR	-163	-203	0	0.00	0.00	0.00
Climate, Greenspaces & Energy	Efficiencies via fleet savings and service redesign	BAU	-281	0	0	-5.00	0.00	0.00
Climate, Greenspaces & Energy	Climate Change / Planned maintenance - review of non-essential spend and district heating income	BAU	-195	0	0	-1.00	0.00	0.00
Climate, Greenspaces & Energy	Review of fees and charges - Attractions	BAU	-142	0	0	0.00	0.00	0.00
Total CH&E Dec Exec Board savings proposals			-5,439	-394	0	-73.40	0.00	0.00

Strategy & Resources (S&R) Directorate

Service area(s)	Savings proposal description	BAU/SR	Potential savings / £'000s			Budgeted FTE impact		
			2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Support Services								
Cross-Support Services	Strategy & Resources directorate savings: Support Services	SR						
	HR		-489	0	0	-9.70	0.00	0.00
	Finance		-436	0	0	-9.30	0.00	0.00
	Procurement		-92	0	0	-0.90	0.00	0.00
	Integrated Digital Services (IDS)		-2,988	0	0	-44.90	0.00	0.00
	Strategy & Performance		-504	0	0	-5.80	0.00	0.00
			-4,509	0	0	-70.60	0.00	0.00
Shared Services	Strategy & Resources directorate savings: Shared Services	SR	-1,515	0	0	-62.00	0.00	0.00
Total Support Services			-6,024	0	0	-132.60	0.00	0.00
Civic Enterprise Leeds								
CEL	Civic Enterprise Leeds business planning proposals	SR	-1,615	0	0	-14.60	0.00	0.00
CEL	Review of fees and charges	BAU	-34	0	0	0.00	0.00	0.00
Total CEL			-1,649	0	0	-14.60	0.00	0.00
Total S&R Dec Exec Board savings proposals			-7,673	0	0	-147.20	0.00	0.00

Appendix 2: Summary of October Executive Board 'Business as Usual' revenue savings proposals for 2024/25 to 2026/27 (included for reference)

Adults & Health (A&H) Directorate							
Service area(s)	Savings proposal description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Social Work & Social Care	Additional income from government announcement with regard to Triple Lock on benefits (8.5%), adjusted per government announcement to 7.8%	-1,730	0	0	0.0	0.0	0.0
Social Work & Social Care	Client income: align home care charge to that paid	-160	0	0	0.0	0.0	0.0
Social Work & Social Care	Client income: reduce period of temporary placements	-1,500	0	0	0.0	0.0	0.0
Social Work & Social Care	Continued review of CHC (Continuing Health Care) eligibility - Older People	-100	0	0	0.0	0.0	0.0
Social Work & Social Care	Continued review of CHC (Continuing Health Care) eligibility - Mental Health	-150	0	0	0.0	0.0	0.0
Strategic Commissioning	Kirklands Autism Unit - proposed invest to save development with the ICB of a 6-place unit for individuals with complex needs. Savings relate to individuals having appropriately sized and costed packages.	0	-250	0	0.0	0.0	0.0
Public Health	Public Health IAS19 charge (accounting adjustment) - <i>One-off in 24/25</i>	-770	0	770	0.0	0.0	0.0
Public Health	Repayment of Public Health reserves - <i>One-off in 25/26 and 26/27</i>	0	1,000	1,000	0.0	0.0	0.0
Total A&H Oct Exec Brd BAU savings		-4,410	750	1,770	0.0	0.0	0.0

Children & Families (C&F) Directorate

Service area(s)	Savings proposal description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Cross-directorate	Non-essential spend savings	-1,000	0	0	0.0	0.0	0.0
Cross-directorate	Staff transport cost savings	-40	0	0	0.0	0.0	0.0
Cross-directorate	Review grant funding shares	-250	0	0	0.0	0.0	0.0
Learning	Learning Inclusion: DSG substitution for existing staff x 2	-95	0	0	0.0	0.0	0.0
Learning	Learning Improvement targeted staffing reductions	-31	0	0	-1.0	0.0	0.0
Social Care	CLA (Children Looked After): Short-term internal residential provision (Herd Farm)	-50	0	0	0.0	0.0	0.0
Social Care	CLA: Small Group Living - bring forward timescales for delivery	-200	0	0	0.0	0.0	0.0
Social Care	CLA: ICB (Integrated Care Board) additional contribution to CLA external residential placements, based on existing cost sharing agreement	-1,531	0	0	0.0	0.0	0.0
Social Care	LSCP (Leeds Safeguarding Children's Partnership) - reduction in council's contribution to match partner contributions	-16	0	0	0.0	0.0	0.0
Resources & Strategy	Learning Systems: reduction in miscellaneous property budget	-50	0	0	0.0	0.0	0.0
Total C&F Oct Exec Brd BAU savings		-3,263	0	0	-1.0	0.0	0.0

City Development (CD) Directorate

Service area(s)	BAU savings proposal description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Cross-directorate	Non-essential spend savings across the directorate / further price inflation savings	-500	0	0	0.0	0.0	0.0
Culture & Economy: Arts & Heritage	Impact of Business Rates appeals at Heritage sites	-92	0	0	0.0	0.0	0.0
Culture & Economy: Employment & Skills	Cost recovery from external funding £100k, staffing saving £50k	-150	0	0	-1.0	0.0	0.0
Highways & Transportation	Highways maintenance capitalisation - <i>One-off</i>	-900	900	0	0.0	0.0	0.0
Resources & Strategy	Further year's slippage on vacant Service Improvement posts	-160	160	0	0.0	4.0	0.0
Total CD Oct Exec Brd BAU savings		-1,802	1,060	0	-1.0	4.0	0.0

Communities, Housing & Environment (CH&E) Directorate

Service area(s)	BAU savings proposal description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Cross-directorate	Reductions in operational and non-essential spend across the directorate	-470	0	0	0.0	0.0	0.0
Safer Stronger Communities	Maximise usage of grant income (e.g. Homes for Ukraine, Resettlement, UKSPF grants) by reviewing charging opportunities council wide in line with the conditions of the grant – <i>Some one-off</i>	-290	90	0	0.0	0.0	0.0
Waste Management	Utilisation of Waste Strategy Reserve to fund the costs of glass pilot rollout	-213	0	0	0.0	0.0	0.0
Car Parking Services	Full-year effect of impact of new Bus Lane Enforcement (BLE) cameras operational during autumn 23	-70	0	0	0.0	0.0	0.0
Car Parking Services	Car parking income: reduction in initial income pressure	-625	0	0	0.0	0.0	0.0
Car Parking Services	Full-year effect of 23/24 fee increases - Woodhouse Lane, off-street and on-street parking	-300	0	0	0.0	0.0	0.0

Communities, Housing & Environment (CH&E) Directorate

Service area(s)	BAU savings proposal description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Elections, Licensing & Registration	Registrars income - to reflect fees previously agreed	-36	-5	0	0.0	0.0	0.0
Environmental Health	Annual increase of various Environmental Health charges	-40	0	0	0.0	0.0	0.0
Strategic Housing Partnership	Maximisation of grant funding by utilising existing resources - grant ends in 25/26 - <i>One-off</i>	-300	300	0	0.0	0.0	0.0
Total CH&E Oct Exec Brd BAU savings		-2,344	385	0	0.0	0.0	0.0

Strategy & Resources (S&R) Directorate

Service area(s)	BAU description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Support Services							
Strategy & Performance (<i>formerly Strategy & Improvement</i>)	Cease corporate memberships (e.g. WIG, NFLA - Nuclear Free Local Authorities)	-29	0	0	0.0	0.0	0.0
Shared Services	Efficiencies within Business Administration Service: delete non-essential vacant posts, focus staff on to statutory work and implement new technology	-500	0	0	-18.0	0.0	0.0
Shared Services	Increase Business Support Centre charges to Academies by 5%	-24	0	0	0.0	0.0	0.0
Human Resources	Increase fees and charges to schools	-30	0	0	0.0	0.0	0.0
Human Resources	Reduce / Stop recruiting graduate trainees	0	-200	-200	0.0	0.0	0.0
		-583	-200	-200	-18.0	0.0	0.0
Civic Enterprise Leeds							
Commercial Services	Cleaning and front-of-house efficiencies in line with estate rationalisation	-50	0	0	-1.8	0.0	0.0
Commercial Services	Key Stage 1 school meal price increase	-114	0	0	0.0	0.0	0.0
Commercial Services	Key Stage 2 school meal price increase	-42	0	0	0.0	0.0	0.0

Strategy & Resources (S&R) Directorate

Service area(s)	BAU description	Potential savings / £'000s			Budgeted FTE impact		
		2024/25	2025/26	2026/27	2024/25	2025/26	2026/27
Business as Usual (BAU) savings							
Commercial Services	Mail Room - reduction of drivers	-60	0	0	-3.4	0.0	0.0
Commercial Services	Reduce cleaning frequency across suitable sites	-150	0	0	-5.7	0.0	0.0
Commercial Services	Automation of back-office functions / power apps	-200	0	0	-3.6	0.0	0.0
Commercial Services	Insourcing of work currently going externally - savings through increased productivity and economies of scale	-75	0	0	0.0	0.0	0.0
Commercial Services	Management of waste within high rise blocks	-75	0	0	-2.0	0.0	0.0
Commercial Services	Weddings - increase number of days venue(s) used	-50	0	0	0.0	0.0	0.0
Commercial Services	Increase Fleet external income	-30	0	0	1.0	0.0	0.0
Commercial Services	Commercialisation opportunities	-50	0	0	0.0	0.0	0.0
Commercial Services	Review over-specification within contracts and in-house work	-100	0	0	-1.0	0.0	0.0
		-996	0	0	-16.5	0.0	0.0
Total S&R Oct Exec Brd BAU savings		-1,579	-200	-200	-34.5	0.0	0.0



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Tony Meadows, Interim Deputy Director of Integrated Commissioning, Adults & Health

Report of: Director of Adults and Health

Executive Portfolio(s): Adult Social Care, Public Health & Active Lifestyles (Cllr Arif)

Scrutiny Board(s): Adults, Health & Active Lifestyles

Does the report contain confidential or exempt information? No

Proposal title:	Review of Commissioned & Leeds City Council-Provided Day Service & Opportunities
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-1,350	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Leeds City Council current spends £13 million per year on day services for adults. This excludes those who may receive a Direct Payment to support day activities as part of their care plan. The adults accessing these services may be older people, or people living with physical disabilities, learning disabilities or mental health needs who also have eligible needs as determined by the Care Act 2014.

Adults and Health are seeking approval to undertake a comprehensive review of both internally provided and externally commissioned day services to inform the delivery of savings and efficiencies, jointly with care and support providers, with the aim of delivering 10% savings from provision in 2024/25. Utilisation of these services has changed significantly since Covid, and some people are not necessarily accessing day services in the way they did in the past.

This will require a structured review that will take account of:

- Current provision and options available
- Current costs and efficiencies
- Building and service utilisation
- People’s needs and views including family carers

The project will therefore focus on the utilisation of both commissioned and provided services to ensure value for money. Where contractual arrangements are in place, the council will need to vary





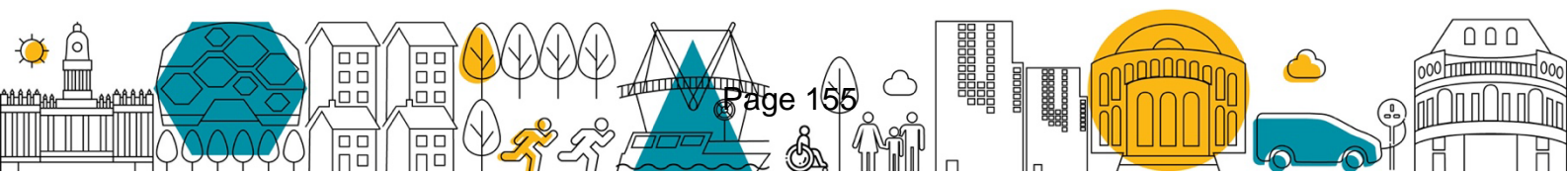
these contracts in order to ensure that the contract reflects utilisation and that any charges applied to the recipient of care reflects the actual cost of care. There is the potential that some services may cease or change their ways of working which could potentially release building assets as part of the savings initiative if the service review determines that eligible needs can still be met within a revised service landscape.

Additional work will take place, alongside partners, to ensure that there is a future model that is sustainable to support those with the most complex needs and ensure that there is appropriate respite in place for carers.

Recommendations

Executive Board is requested to:

- Approve the commencement of a comprehensive review, working jointly with care and support providers, of internally provided and externally commissioned adult social care day services with the intention to reduce expenditure on day services by 10% for the next financial year;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Adults and Health will be responsible for the implementation of this proposal.



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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Adults & Health	Service area: Commissioning
Lead person: Tony Meadows	Contact number: 07989773991

1. Title: Review of Commissioned & Leeds City Council-Provided Day Service & Opportunities

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

This EDCI is screening the request to Executive Board to approve the following:

- The commencement of a comprehensive review, working jointly with care and support providers, of internally provided and externally commissioned adult social care day services with the intention to reduce expenditure on day services by 10% for the next financial year.
- The proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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:	December 2023
Date to complete your impact assessment	December 2023
Lead person for your impact assessment (Include name and job title)	Kate Daly, Head of Commissioning

6. Governance, ownership and approval

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

Name	Job title	Date
Tony Meadows	Interim Deputy Director Integrated Commissioning	01/12/2023
Date screening completed		01/12/2023

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Shona McFarlane, Deputy Director, Adults and Health

Report of: Director of Adults and Health

Executive Portfolio(s): Adult Social Care, Public Health & Active Lifestyles (Cllr Arif)

Scrutiny Board(s): Adults, Health & Active Lifestyles

Does the report contain confidential or exempt information? No

Proposal title:	Review of In-House Care Homes
------------------------	--------------------------------------

Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-100	tbc through the review	0

Who are you expecting to consult with?	People who use services?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

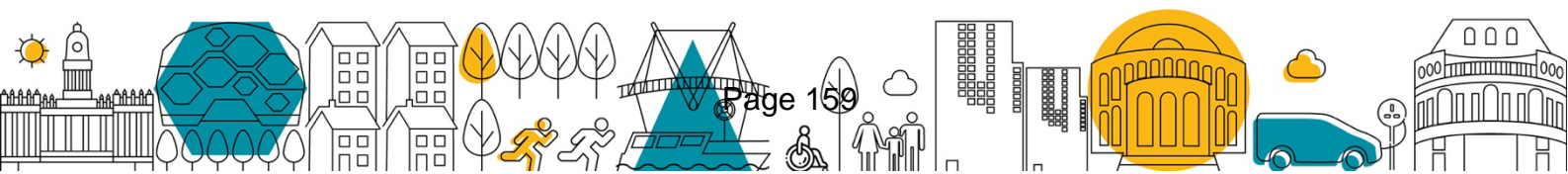
Executive Summary

Overview

The Better Lives Programme is the Council’s strategy for people with care and support needs. A key aspect of this strategy over recent years has been a strategic review to transform the Council’s in-house service for older people. The main drivers are:

- The aspiration of older people to have a wider choice of appropriate accommodation and support options with, as much as possible, support being delivered in their own homes or in care environments like extra care housing
- The challenging financial context for local authorities which has been further impacted by COVID-19, and further recent financial challenges that have required a refreshed view of current spend, and the need for the most efficient and effective model of services to make the Leeds pound go further
- The opportunity to build on the success of the existing intermediate care offer, retain current estate and staff through external funding and add value and impact to the Home First strategy and model
- The impact of older people exercising choice now on the occupancy levels in one care home and therefore the unit cost of service

Previous reports to both Executive and Scrutiny Boards as part of the Better Lives Programme, have documented how the aspirations of people with care and support needs have changed over time and that there is a strong and increasing desire to remain living in one’s own home for as long as





MEETING OUR FINANCIAL CHALLENGE

possible. As such a key aspect of the *Better Lives* strategy has been a continuous review of the Council's in-house services for older people with the focus being on how they meet both current expectations and crucially how they can contribute to maximising people's independence, recovery, and rehabilitation in the future.

The reviews evidenced that demand for traditional forms of residential care for older people have continued to reduce with a switch to greater demand for models of care that provide housing-with-support such as extra care housing. This has meant that between 2011 and 2016 there were several in-house care homes closed and then in 2021 a further two homes closed. The Council did however take advantage of a shift in Intermediate Care provision in 2016 and investment by the Clinical Commissioning Group (at the time) and working in partnership with Leeds Community Healthcare (LCH) secured the future of three of our homes that were at risk of closure through the implementation of the *Better Lives* Strategy through achieving a contractual relationship for the provision of three Recovery Hubs. These have enabled the continuation of LCC estate and jobs for LCC staff, through funding from the (now) Integrated Care Board as well as providing significant contribution to the wider system through the provision of an integrated residential and nursing care model that enables people to leave hospital promptly and receive rehabilitation and recovery in a residential and nursing-based setting. One element of this proposal builds on that successful partnership.

In the context of the Council's current financial challenge to address a funding gap in its medium term planning and the need for all parts of the Council to put forward options to support the reduction of this financial gap and to build financial resilience over the next 5 years, it is timely to review in-house service provision and consider future options as part of the Council's medium term financial strategy, as well as continue with the *Better Lives* transformation agenda to move in-house provided services towards a recovery model of care and support to enable people to live healthy and happy lives within their own homes for longer.

Knowle Manor

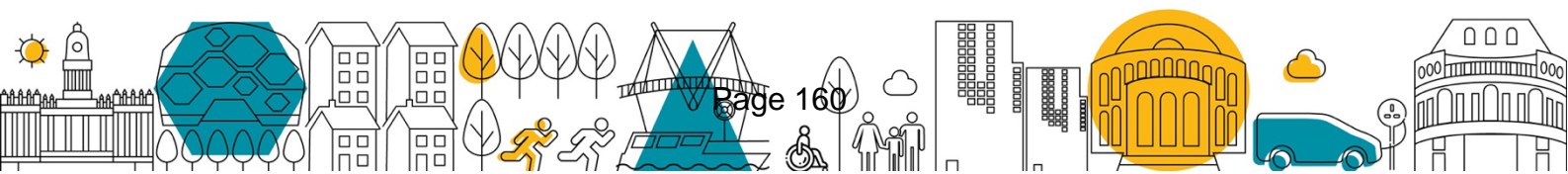
Knowle Manor is a 29 bedded residential home in Morley with 15 permanent customers currently residing there (52% occupancy). The home is in a poor condition that means that it is unattractive to future residents.

Proposed Option

To request approval from Executive Board to commence consultation on the proposal to decommission the service, based on national data which supports the view that people are being supported to live independently and safely in their own homes and communities for longer. The need for residential homes is decreasing within Leeds and where this resource is required to meet people's needs, there is a well-developed independent sector care home market, the condition of which is generally superior to those found at Knowle Manor.

Following detailed consultation with all those affected by the proposal, the consultation findings would be analysed and a report with the findings and recommendations would be made to Executive Board in June 2024. If a recommendation for decommissioning was made and approved, then the adverse impacts of the change would need to be lessened and potentially removed through putting in place a range of mitigating actions. These actions would include the following:

- An Assessment and Transitions team to be established to undertake assessments of the people living in the care home and to support them and their families / carers to find and move to suitable alternative provision.





- Implementation of the Leeds-specific Care Guarantee which outlines the principles that customers affected by the closure could expect from the Council to ensure their dignity, choice and rights were protected.
- People who do not have the capacity to make an informed decision to be given access to an independent advocate.
- Risk assessments to be carried out to ensure that clinical and therapeutic needs of those directly affected are responded to urgently and with sensitivity.

The estimated timescales for a full decommissioning and ensuring all customers are appropriately transferred to a new home of their choice is approximately 12 months from the onset of a formal consultation and it is anticipated in this proposal this is likely to be around the end of November 2024.

Dolphin Manor

Dolphin Manor is a 33 bedded residential home in Rothwell. It is currently undergoing refurbishment and the conversion of 12 beds to an intermediate care offer, in partnership with LYPFT (Leeds & York Partnership NHS Foundation Trust) and LCH to provide temporary care for people with a significant level of dementia and as a means of enabling them to leave hospital in a timely manner, stabilising in a comfortable and skilled environment, and then moving on to a chosen care home or return home. This builds on the success of the Willows unit in South Recovery Hub which is managed through a similar partnership.

Proposed Option

To build upon the Home First Strategy further in addition to the above model and commence engagement with the Integrated care Board and partners within Leeds Community Healthcare NHS Trust to review the potential to repurpose Dolphin Manor to better meet the commissioning requirements that support people to return to their own homes. This would be funded, once agreed, through agreement with the ICB (Integrated Care Board).

Impacts of proposal

The service will, wherever possible, seek to avoid any unintended consequences of any proposals developed, though current customers and family carers would be affected by these proposed options. There would be a significant change for customers currently residing at Knowle Manor and their family and carers. In addition, staff would be affected, particularly women who make up a very large proportion of the workforce. This proposal would affect approximately 31 staff at Knowle Manor. However, there are currently sufficient vacancies across other Care Delivery Services within the Adults and Health Directorate to offer redeployment opportunities and this would be prioritised for all staff. Where this option is unsuitable, the Voluntary Leavers Scheme will be considered. If this proposal is agreed a full EDCI assessment on organisational change will consider impacts on staff.

We are aware from previous work to decommission services that the following is very important to people:

- Alternative provision is of a similar nature and quality
- Alternative provision is local
- Keep friends together
- Good communication with staff to include good HR advice in relation to future options



Recommendations

Executive Board is requested to:

- Consider the proposal to consult with all relevant stakeholders on the decommissioning of Knowle Manor residential care home;
- Consider the proposal to consult with all relevant stakeholders on the potential to repurpose Dolphin Manor from its current role as a long-term residential home and repurpose the service to meet the city's commissioning requirements, in line with the proposed future commissioning plans as a consequence of the Home First review;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Adults and Health will be responsible for the implementation of this proposal.



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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Adults & Health	Service area: Care Delivery Service
Lead person: Karla Gallon	Contact number: 07595218249

1. Title: Review of In-House Care Homes

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

This EDCI is screening the request to Executive Board to:

- Consider the proposal to consult with all relevant stakeholders on the decommissioning of Knowle Manor residential care home;
- Consider the proposal to consult with all relevant stakeholders on the potential to repurpose Dolphin Manor from its current role as a long-term residential home and repurpose the service to meet the city's commissioning requirements, in line with the proposed future commissioning plans as a consequence of the Home First review;
- Approve the proposal going out to consultation as part of the council's medium-term financial strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Adults and Health will be responsible for the implementation of this proposal.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

The Service Review Savings Proposal report notes the particular impacts of these proposals. The service will, wherever possible, seek to avoid any unintended consequences of any proposals developed, though current customers and family carers would be affected by these proposed options. There would be a significant change for customers currently residing at Knowle Manor and their family and carers. In addition, staff would be affected, particularly women who make up a very large proportion of the workforce. This proposal would affect approximately 31 staff at Knowle Manor. However, there are currently sufficient vacancies across other Care Delivery Services within the Adults and Health Directorate to offer redeployment opportunities and this would be prioritised for all staff. Where this option is unsuitable, the Voluntary Leavers Scheme will be considered.

A full EDCI assessment will be carried out upon a decision by Executive Board to approve the proposals. In addition, a full EDCI on organisational change will consider impact on staff.

- **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)

Full EDCI to be carried out.

- **Actions**

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

Full EDCI to be carried out.

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:	December 2023 (subject to Executive Board decision).
Date to complete your impact assessment	December 2023
Lead person for your impact assessment (Include name and job title)	Karla Gallon, Head of Service, Care Delivery

6. Governance, ownership and approval

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

Name	Job title	Date
Shona MacFarlane	Chief Officer	27.11.23
Date screening completed		27.11.23

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2013

Report author(s): Amy Travis, Head of Operational Services, and John Crowther, Chief Officer Resources & Strategy (Adults & Health)

Report of: Director of Adults and Health

Executive Portfolio(s): Adult Social Care, Public Health & Active Lifestyles (Cllr Arif)

Scrutiny Board(s): Adults, Health & Active Lifestyles

Does the report contain confidential or exempt information? No

Proposal title:	Review of existing charges and introduction of new charges for adult social care activities
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-150	-220	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

In the context of the council's financial challenge to address the significant funding gap projected for 2042/25 and beyond and the need for all parts of the authority to put forward proposals to support the reduction of this gap, it is proposed to review the charges applied to adult social care activities: both those already in place, and the potential to introduce new charges.

This report includes proposals in the following areas with indicated targets for income/savings:

Service area/item	Amount / £'000s	Key dates for implementation
1. Kennelling and Catteries	50	Summer 2024
2. Administration fee (homecare clients)	30	Autumn 2024
3. Further improvements to the client information and billing system	10	May 2024
4. Review of fees and charges from Adults and Health	10	April 2024
5. Transport	50	April 2024
Total	150	





MEETING OUR FINANCIAL CHALLENGE

- 1. Kennelling and Catteries:** this proposal relates to passing on charges incurred where an individual goes into a residential placement or is admitted to hospital at short notice, and the council arranges for their pet(s) to be cared for, e.g. kennelling/cattery. It is estimated that the introduction of cost recovery charges will yield £50,000 during 2024/25. Consultation will be carried out with the current users of the service and an advocacy group and an online survey will be placed on the council's website.
- 2. Introduce an administration fee** for people who are paying the full amount chargeable from the council for their home care. This would generate an estimated £30,000 during 2024/25 and around £200,000 in 2025/26. Consultation will be carried out with the current users of homecare and their families, and a survey will be also placed on the council's website.
- 3. Further improvements to the client information and billing system:** this involves understanding and developing interfaces between the Client Information System (CIS) and corporate systems to ensure improved functionality and business continuity. Improvements include greater digitisation, more efficient cross-directorate working and supporting work in charging for funding splits such as Continuing Healthcare), such as capturing non-standard cost splits and enabling charging for one-off developments within care and support plans. This would generate £10,000 in 2024/25.
- 4. Review of fees and charges from Adults and Health:** charges for services are currently set at a standard rate, which are published and communicated each financial year. Initial reviews suggest that charges and related costs no longer align and therefore put a financial burden upon the Council. Therefore, a review of each element is recommended to understand the gap, and proportionality, to ensure that charges are aligned with the actual costs of services provided. This would generate £10,000 during 2024/25.
- 5. Transport Costs:** the current charge for transport (for example where someone attends a day opportunity and access transport is arranged and delivered via the council) is set lower than updated associated costs of this service. However, variable charging may need to be introduced dependant on specific costs associated with this function e.g. carers who are present during the journey providing care as required, which will naturally increase this specialist mode of transport. Increasing the cost of transport to match the cost would generate an estimated £50,000 during 2024/25 and a further £50,000 in 2025/26, £100,000 in total. Consultation will be carried out with current users of the service and advocacy groups and an online survey will also be placed on the council's website.

Executive Board are asked to note that adult social care charges are generally means tested, and certain cohorts may be exempt charges. A part of the delivery process will be to clarify this element.

Recommendations

Executive Board is requested to:

- Approve the proposals to generate an additional £150,000 in savings/income in 2024/25 with further savings in 2025/26 through a review of existing fees and charges and introduction of new charges for adult social care activities in the areas set out, and also further improvement to the client information and billing system.
- Approve the proposals going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Adults and Health will be responsible for the implementation of these proposals.



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. In all appropriate instances we will need to carry out an equality, diversity, cohesion, and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: Adults & Health	Service area: Adult Operational Services
Lead person: Amy Travis	Contact number: 0113 378 3786
Date of the equality, diversity, cohesion, and integration impact assessment: 24.11.23	

1. Title: Review of existing charges and introduction of new charges for adult social care activities
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Amy Travis	Adult Operational Services	Head of Adult Operational Services, and report author
Matthew James	Adult Operational Services	Specialist
Ellie Wood	Service Transformation Team, Adults & Health	Specialist
Leanne Moorcroft	Service Transformation Team, Adults & Health	Contributor and project lead for animal boarding

3. Summary of strategy, policy, service, or function that was assessed:

The functions being assessed are the impacts upon people (clients of Adult Social Care) associated with the current service reviews within Adults Operational Services (AOS). The reviews cover the following areas:

- Introduction of an administration fee for individuals who are full cost payers for community care services
- Further improvements to automated billing
- Review of fees and charges; in terms of reflecting the cost to the Council
- Increase in transport charges to reflect the costs incurred by Council
- Recovery of charges incurred by LCC for animal boarding

Determined by both a policy of equity and the increasing financial pressures affecting the local authority, we're undertaking a review of charges raised by Adult Social Care for services it provides on behalf of the citizens of Leeds.

4. Scope of the equality, diversity, cohesion, and integration impact assessment (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy, or plan

(please tick the appropriate box below)

The vision and themes, objectives, or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy, or plan	<input checked="" type="checkbox"/>

Please provide detail:

This EDCI assessment is being completed regarding the charging policy within Adults and Health Directorate.

The Care and Support Statutory Guidance ([Care and support statutory guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)), provides a single legal framework for charging for care and support under sections 14 and 17 of the Care Act. This enables a local authority to decide whether to charge a person when it is arranging to meet a persons' care and support need.

The charging framework is based upon the following principles:

- ensure that people are not charged more than it is reasonably practicable for them to pay

- be comprehensive, to reduce variation in the way people are assessed and charged
- be clear and transparent, so people know what they will be charged
- promote wellbeing, social inclusion, and support the vision of personalisation, independence, choice and control
- support carers to look after their own health and wellbeing and to care effectively and safely
- be person-focused, reflecting the variety of care and caring journeys and the variety of options available to meet their needs
- apply the charging rules equally so those with similar needs or services are treated the same and minimise anomalies between different care settings
- encourage and enable those who wish to stay in or take up employment, education or training or plan for the future costs of meeting their needs to do so
- be sustainable for local authorities in the long-term

The local authority **must not** charge for certain types of care and support which must be arranged free.

These are:

- intermediate care, including reablement, which must be provided free of charge for up to 6 weeks. However, local authorities must have regard to the guidance on preventative support set out in Chapter 2. This sets out that neither should have a strict time limit but should reflect the needs of the person. Local authorities therefore may wish to apply their discretion to offer this free of charge for longer than 6 weeks where there are clear preventative benefits, such as when a person has recently become visually impaired
- community equipment (aids and minor adaptations). Aids must be provided free of charge whether provided to meet or prevent/delay needs. A minor adaptation is one costing £1,000 or less
- care and support provided to people with Creutzfeldt-Jacob Disease
- after-care services/support provided under section 117 of the Mental Health Act 1983
- any service or part of service which the NHS is under a duty to provide. This includes Continuing Healthcare and the NHS contribution to Registered Nursing Care
- more broadly, any services which a local authority is under a duty to provide through other legislation may not be charged for under the Care Act 2014
- assessment of needs and care planning may also not be charged for, since these processes do not constitute 'meeting needs'

In addition to this, the Care Act places a duty on local authorities to provide temporary protection of property, including animals e.g. domestic pets, livestock etc., for people experiencing an unplanned admission to hospital, residential care or respite, and enables the Local Authority to recover all reasonable costs from the individual.

This applies as a last resort and should not place an undue burden on the Local

Authority.

The implementation of charges for animal boarding will affect any individuals known to Adults and Health who experience unplanned admission to hospital, residential care or respite, and could affect individuals as yet unknown to the organisation e.g. those who are new to the area or who have not needed social care support in the past.

Though the costs of animal boarding, in these circumstances, has always been a service that is chargeable, to date the costs incurred by LCC have not been recovered by recharging the animal owners.

In line with the guidance for charging, the proposal and the charging policy being reviewed covers the following:

- Introduction of an administration fee for individuals who are full cost payers for community care services
- Further improvements to automated billing
- Review of fees and charges; in terms of reflecting the cost to LCC
- Increase in transport charges to reflect the costs incurred by LCC
- Recovery of charges incurred by LCC for care of animals

4b. Service, function, event please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
Please provide detail:	

5. Fact finding – what do we already know Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback. (priority should be given to equality, diversity, cohesion and integration related information)

Research has been conducted based on those individuals who will be impacted by the proposals.

Within adult social care, where there are changes to the cost of transport; an administration fee for full cost payers of home care; a review of fees and charges; passing on costs incurred for temporary care of pets, the following groups will be affected:

- Adults accessing services
- Older people
- Working age adults
- Adults with a disability
- Adults with mental health care and support needs
- Adults with any of the above with capital over £23,250 with chargeable services

Benchmarking

Benchmarking with other local authorities indicates that across all areas, other local authorities charge for these elements. For example, Leeds having not passed on charges for care of pets was unusual. Charges for administration where individuals will self-fund, is widespread with other local authorities. Transport costs are passed on by other local authorities, and Leeds has been in the position where the calculation of the true cost of transport delivered internally has been complex to calculate; this has now been calculated, and because it is an increase that is more than RPI/inflation, there may be a need to consult, since the charge passed on for a number of years has been far lower than the true cost to LCC.

Are there any gaps in equality and diversity information?

Please provide detail:

There may be some gaps in the data gathered regarding equality characteristics recorded in CIS. With regard to primary support reason, e.g. support services due to a learning disability, or mental health or physical disability, we have this information.

Action required:

For charges for **animal boarding**, the following is proposed:

4-week consultation to be carried out via the LCC Website to gather feedback on the proposed policy.

Policy to be shared with:

- Previous and existing service users
- Social Work teams
- Internal Audit

Make recommendations to the Procurement Team to commission animal boarding providers, to offer choice and potentially improve value for money.

We anticipate needing to complete a consultation on the introduction of an administration fee for full cost payers but may also need to consult on the potential significant increase in costs associated with transport, automated billing and the overall review of fees and charging.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes No

Please provide detail:

Consultation is planned via the LCC Website.

Engagement has taken place with, and will require a further feedback loop:

- Internal teams including Internal Audit, Adult Operational Services, Social Work Teams (including Mental Health and Learning Disability Services), Embedding Change, Legal, Housing, and Information Management & Governance Team
- Current provider of animal boarding, plus animal charities (RSPCA, Cinnamon Trust, LCC Dog Wardens et al)
- Leeds Involving People
- Other advocacy agencies for people who lack capacity

Action required:

- A 4-week consultation is planned via the LCC website (for animal boarding)
- Legal advice and feed in from others as above is required for the other areas, which are less progressed than the animal boarding at this stage
- Ongoing engagement with internal teams and other organisations as required

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input checked="" type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> Other		

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify:

Mental Health:

Charges for individuals accessing temporary accommodation for pets, is disproportionately for those with a primary support reason of mental health episodes.

Stakeholders

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input type="checkbox"/> Trade Unions |
| <input checked="" type="checkbox"/> Partners | <input checked="" type="checkbox"/> Members | <input checked="" type="checkbox"/> Suppliers |
| <input type="checkbox"/> Other please specify | | |

Potential barriers

- | | |
|---|--|
| <input type="checkbox"/> Built environment services | <input type="checkbox"/> Location of premises and |
| <input checked="" type="checkbox"/> Information and communication | <input type="checkbox"/> Customer care |
| <input type="checkbox"/> Timing | <input type="checkbox"/> Stereotypes and assumptions |
| <input checked="" type="checkbox"/> Cost | <input checked="" type="checkbox"/> Consultation and involvement |
| <input type="checkbox"/> Financial exclusion | <input checked="" type="checkbox"/> Employment and training |
| <input type="checkbox"/> specific barriers to the strategy, policy, services, or function | |

Please specify

Information and Communication:

Regular and consistent communication between Social Workers and boarding facilities is important in order to ensure everyone is aware of the latest position, and to facilitate animals being reunited with their owners at the earliest opportunity upon their discharge, thereby not incurring excess charges for boarding long after the owner has returned home.

Cost:

Where the proposal relates to an increase in costs for people accessing support and care, there is a clear impact and potential barrier.

The additional costs potentially passed onto people for transport, may result in people opting for other modes of travel.

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

- For animal boarding, this is a charge that could have been levied since the service began and has had an impact of being the default for those who don't immediately appear to have an alternative. However, where there is a charge, people may look for other options, such as someone attending their home to care for e.g. their cat, as opposed to a cattery, which is arguably better for the animal in welfare terms, and less costly too. It has also been determined through the course of investigations that some animals have been in boarding for 2+ years. Which is not temporary. Where there are no financial disincentives for the animal to be permanently placed, it is easier for them to remain where they are, however, this is not necessarily the best option for the animal. Charges and a change to policy, will assist in providing a framework within which the authority and partners can work within, with the best interests of all concerned at the core.
- Financial recovery of funds is the main benefit with all aspects.

8b. Negative impact:

- Animal boarding is not financially assessed, therefore, some individuals already accessing the service may be unprepared. There will of course be discretion, which will be provided ultimately by the Director of Social Services.
- For all other charges, there will be an impact upon individuals, who have been financially assessed, and their current financial status means that they either a) do not qualify for financial assistance from LCC b) qualify for a percentage of support towards the cost of their support charges.

Action required:

- Full and timely communication with any individual/family/advocate as appropriate where there will be changes affecting them. Giving enough time for them to contact LCC to indicate that there could be a problem, which allows for LCC to act accordingly.

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes

No

Unknown

Please provide detail:

The impact upon communities is unknown. It isn't possible to state unequivocally what impact this will have. It is not likely that individuals will welcome increases to the cost of care, however, where the outcome is fairness, a possible outcome is improved relations.

Action required:

Monitor feedback.

10. Does this activity bring groups/communities into increased contact with each other? (for example, in schools, neighbourhood, workplace)

Yes

No

Please provide detail:

Action required:

11. Could this activity be perceived as benefiting one group at the expense of another? (for example where your activity or decision is aimed at adults could it have an impact on children and young people)

Yes

No

Please provide detail:

Action required:

12. Equality, diversity, cohesion, and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
For animal boarding: 4-week consultation to be carried out via the LCC Website to gather feedback on the proposed policy.	TBC		
For animal boarding: policy to be shared with: <ul style="list-style-type: none"> • Previous and existing service users • Social Work teams • Internal Audit 	TBC		
For transport costs and administration fees, there is a need to engage legal teams to understand whether consultation will be required	December		
Review of fees and charges and further improvements to internal systems, may result in the need for further action, which is as yet unknown	TBC		

13. Governance, ownership, and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job title	Date
John Crowther	Chief Officer Resources & Strategy (Adults & Health)	27/11/23
Date impact assessment completed		27/11/23

14. Monitoring progress for equality, diversity, cohesion, and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board
Please specify which board
- Other (please specify)

15. 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 impact assessment 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 impact assessments 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 assessment was sent:

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



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner) and Economy, Culture and Education (Cllr Pryor)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title:	Staffing Reductions
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Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-2,250	0	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The council is facing substantial and ongoing financial challenges, with a budget pressure forecast in the Medium-Term Financial Strategy for 2024/25 of £59.2m and an additional £56.6m and £47.0m in the following two years. The gap each year equates to around 10% of the council's 2023/24 net revenue budget of £573.4m.

The authority has again established a 'Financial Challenge' savings programme to help close the gap for the next three years. As a result of this exercise, the first ['Revenue savings proposals for 2024/25 to 2026/27'](#) report was considered at the October 2023 Executive Board meeting and presented £13.4m savings proposals for 2024/25. However, the gap remains substantial and so that report also highlighted that in order to meet our legal requirement to set and deliver a balanced budget, difficult decisions would have to be taken and that further staffing reductions are likely to be required. As such, we issued an updated Section 188 notice in October.

This has resulted in the Children and Families Directorate needing to identify significant savings in its annual cost base. The Directorate has sought to do this by wherever possible seeking efficiencies in service delivery, transformation, procurement and commissioning and focussing on preventative activity which reduces more significant costly interventions. Whilst the Directorate has found savings focused on these areas it has not been possible to identify savings in full. The Directorate is therefore left with a saving target of £2,000,000 for which it needs to consider staffing reductions as





a means of helping to realise the totality of savings required, this reflects that staffing costs account for 73% of the Directorate's total Net Controlled Budget.

This paper sets out an initial proposal on identifying savings and focusses on the potential of permanent changes to a number of posts. This initial work reflects the need to consider the Council's agreed approach to managing staff reductions, which requires Council Services to do all they can to avoid compulsory redundancies. Accordingly, a hierarchy approach to realising staffing reductions is proposed which seeks to consider, in turn, the potential application of targeted voluntary measures, and the potential application of compulsory measures. This will include the potential deletion of posts (although this option is limited as vacant posts within the Directorate invariably are used to meet vacancy factor provision) and the reduction in capacity from certain posts whose postholder may opt for flexible retirement. It will consider known issues on capacity; how they are funded (i.e. whether the potential deletion would deliver a saving to LCC core resources); and an assessment of impact upon service delivery alongside an initial consideration of impact on retained staff.

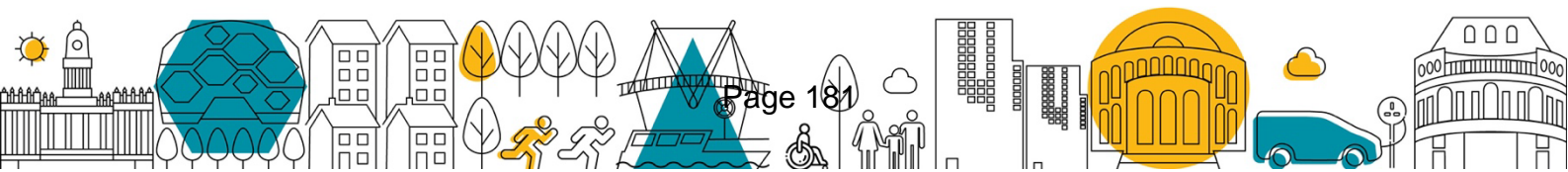
The Children and Families Directorate employs 2,485 staff on a headcount basis and 2,155 staff on an FTE basis. The Directorate's overall spend on employees (including on-costs, overtime and agency spend) is £103,416,000. Using an average employee cost (including direct on-costs) as a basis it is expected that a net reduction of 45 posts will be required to meet the target. This is though an estimate which will need to be refined as posts, especially those which would be subject to voluntary measures, are identified. Posts subject to reductions are likely to occur across the range of grades within the Directorate including posts within the JNC, NJC and potentially other frameworks.

Given the scale of the challenge it is expected that most areas of activity across the Directorate will be 'in scope' for the voluntary measures subject to the hierarchy set out however it is expected that a number of areas would only allow for reductions in very exceptional circumstances, these areas will include Social Work posts, residential posts, Educational Psychologists and SENSAP (Special Educational Needs Statutory Assessment and Provision) staff.

Recommendations

Executive Board is requested to:

- Consider the proposal to reduce staffing costs across the Children and Families Directorate using targeted voluntary measures where possible, noting the likely areas which would only be considered in-scope in very exceptional circumstances (social work posts, residential posts, Educational Psychologists and SENSAP), in order to deliver a minimum ongoing saving of £2,250,000 in 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1

Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal - Staffing Reductions (C&F)
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The reduction in staffing across the Directorate to deliver financial savings.

<p>3. Relevance to equality, diversity, cohesion and integration</p> <p>All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.</p> <p>The following questions will help you to identify how relevant your proposals are.</p>
--

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

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

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)

The proposal provides for a reduction in staff across the Directorate. Reductions will be made in accordance with the Council's established and agreed Managing Staff Reductions Policy and will seek to avoid, reduce and minimise compulsory redundancies. In addition a series of other voluntary measures will be considered. It is believed that the application of corporate policies will minimise any direct EDCI implications arising from staff reductions. It will be important that when decisions are made regarding individual changes i.e. at a member of staff level, that consideration is given to the service delivery implications of any agreed reduction and this will need to include EDCI considerations.

<p>.</p>
<ul style="list-style-type: none"> • 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) <p>Given that the proposal, subject to approval, is predicated on seeking reductions through voluntary measures it is difficult at this stage to identify particular impacts of individual cohorts.</p>
<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove/ reduce negative impact) <p>Any reduction in staffing resource will need to be delivered in accordance with the Council's existing MSR policy and will need to reflect principles of equity and fairness.</p>

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Phil Evans	Chief Officer Transformation and	24 th November 2023

	Partnerships	
Date screening completed		24 th November 2023

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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner) and Economy, Culture and Education (Cllr Pryor)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title:	Review of Commissioned Activity
------------------------	--

Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-1,200	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Given the difficult financial situation the Council is in, the Directorate is having to consider making reductions across all areas of activity including activity delivered directly by Leeds City Council but also by activity which may be delivered through commissioned arrangements with delivery undertaken by others.

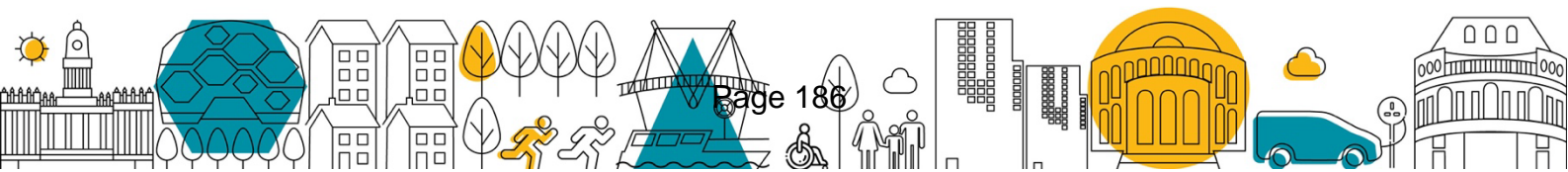
This proposal is therefore to undertake a review of commissioned activity which seeks to deliver savings to Leeds City Council.

Initial review work has indicated that savings of £1.2m will be available by means of ceasing and reducing some commissioned activity, it is however proposed that more detailed work be undertaken across the whole range of commissioned activity to determine where any cessation or reduction take place, considering the risks, opportunities and impact. Any reductions in activity which arise from this review will be in addition to decisions taken previously around reductions in commissioned activity.

Recommendations

Executive Board is requested to:

- Consider the proposal to review commissioned activity across the Children & Families directorate, noting that the review will bring forward proposals to cease or reduce activity with a view to delivering savings at a minimum level of £1,200,000 per annum;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

1. Title: Savings Proposal - Review of Commissioned Activity		
Is this a:		
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
And a reduced number of routes. If other, please specify		

2. Please provide a brief description of what you are screening
The potential for a reduction in commissioned activity across a range of services/functions within the Children and Families Directorate

3. Relevance to equality, diversity, cohesion and integration
All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.
The following questions will help you to identify how relevant your proposals are.

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

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

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)

The proposal provides for a significant reduction in spend on commissioned activity. Whilst the proposal requests approval for further work to identify where savings may be delivered it is clear that any reduction will have an impact on EDCI given the nature of the commissioned activity. Subject to the proposal being approved further work to understand the opportunities and challenges will be undertaken including with the currently commissioned providers, this will allow for a full exploration of all direct and indirect EDCI considerations to be undertaken.

- **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)

Until such time as the further work is completed it will be difficult to fully assess the equality implications of the proposal, it is though felt that given the spread of current activity which is commissioned focuses in part on activities supporting groups or individuals with specific equality characteristics eg disability, faith, age that there will be an impact. The exact nature of the impact will need to be further considered when funding decisions are being considered.

- **Actions**

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

Where reductions are considered it will be important that signposting to other areas of activity, both by the Council and partners is undertaken so that negative impact can be reduced or minimised.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval

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

Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title: Review of Little Owls Nursery Provision

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-900	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The Council currently provides 24 Little Owls Nurseries at various locations across the City.

The Council's legal duty is to ensure that there is sufficient nursery provision for working/in-training parents/carers and it is able to provide provision directly should it choose to do so where there may be sufficiency issues.

The Council currently provides a budget of £1,935,000 for the provision of Little Owls Nurseries but they have recently overspent the allocated budget, the outturn position for 22/23 reflected an overspend of £1,969,000 (giving a total cost in 22/23 of £3,904,000).

The Directorate has carried out an initial review of provision, starting from a perspective of sufficiency but also adding in factors including numbers of children with (Special Educational Needs and Disabilities) SEND and issues of deprivation.

The emerging findings of this review, based upon current operating arrangements, are that there are three blocks of LCC directly provided nurseries across the city:

- Nurseries where it is believed there is sufficient nursery provision provided by others, which means the Council should not be providing additional provision.
- Nurseries where it is believed that additional provision by the Council may not be required as sufficient provision could be provided by others subject to more detailed conversations with alternative providers and potentially continuing support (at a lower cost than current).





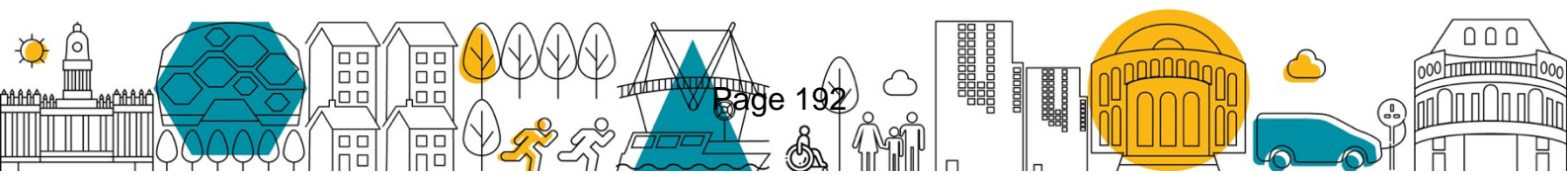
- Nurseries where it is believed that continuing provision by LCC is in order due to challenges of sufficiency and support for children with SEND and issues of deprivation.

In addition to the three categories outlined above there is the potential that a consolidation of staffing and operating resource across any retained core of nurseries will provide opportunities to enhance the financial viability of retained nurseries due to the ability to address significant issues of recruitment and retention which also affects the number of children who can be accommodated at individual locations.

Recommendations

Executive Board is requested to:

- Consider the proposal to undertake further review work around Little Owls Provision across the City considering sufficiency and additional factors such as SEND and deprivation, with an expectation that the review will deliver a minimum ongoing saving of £900,000 in 24/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

1. Title: Savings Proposal - Review of Little Owls Nursery Provision		
Is this a:		
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
And a reduced number of routes. If other, please specify		

2. Please provide a brief description of what you are screening
The review of Little Owls Nursery provision across the city, including potential for changes, including withdrawal, of provision.

3. Relevance to equality, diversity, cohesion and integration
All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.
The following questions will help you to identify how relevant your proposals are.

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

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

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)

The proposal provides for a review of provision which could lead to changes including withdrawal from certain settings. Whilst the proposal requests approval for further work to identify where savings may be delivered it is clear that any reduction would have an impact on EDCI given the nature of the provision is focused on young people and also the nurseries invariably have a higher level of children with additional needs than that provided by other providers. Subject to the proposal being approved further work to understand the opportunities and challenges will be undertaken this will allow for a full exploration of all direct and indirect EDCI considerations to be undertaken including at a setting-by-setting basis.

The proposal also gives rise to staffing implications for LCC staff and therefore there may be EDCI implications arising from that consideration, again this will be fully considered as the more detailed review work continues.

- **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)

Given the functions undertaken at Little Owls Nurseries i.e. childcare, there will be an impact of any change on a particular cohort of individuals most likely relating to age, gender and disability. There is the potential that any change of provision has an particular impact on specific communities of interest given the general locality based nature of provision.

- **Actions**

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

The future review will need to undertake detailed equality impact assessments which reflect individual settings and will need to include detailed analysis of age, race, gender, faith or belief, pregnancy and maternity. It is expected however that any changes to provision will need to support alternative provision being signposted to alternative locations/settings/differing methods of delivery.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024

Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships
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6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

7. Publishing	
<p>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.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • 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. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Clare Slaney, Lead Head of Service – Area Social Work, and Phil Evans, Chief Officer Service Transformation & Partnerships

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title: Adolescent Support Service invest to save proposal

Projected savings / additional income (net of investment)

Year	2023/24	2024/25	2025/26
Saving / £'000s	-1,250	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Key statutory partners / recognised TU union colleagues

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

This savings proposal is an 'invest to save' proposal to invest specific resource into offering targeted support to adolescents who are at risk of entering care, with the aim of reducing admissions to care thereby providing better outcomes for those adolescents whilst providing a financial saving to LCC.

Over the past 10 years, the Children and Families Directorate has driven innovation and ambition to ensure children and young people can be cared for within their families wherever possible as well as championing developments to support placement sufficiency, quality, and stability. Despite the strong and proactive work that the Directorate has undertaken to address these issues, there remain significant pressures both locally and nationally in relation to rising numbers of children in care impacting not only on outcomes for children but placement sufficiency and cost. These pressures include recent legislative changes which have had an impact on the demand for placements.

Based on ONS expected population change, current projections suggest that the child looked after (CLA) population in Leeds would remain broadly stable for the next five years, and then begin to slowly decrease, mirroring the projected change in the 0-17 population. Ages 0-9 would make up a smaller number, while ages 10+ would be expected to grow in size, especially ages 16 and 17 where numbers would grow by 10% up to 2028. This is from a current position of the teenage years being over-represented in the child looked after population when compared to the overall child population of Leeds.





MEETING OUR FINANCIAL CHALLENGE

The high proportion of adolescents (12 to 16 years old) in the current (and projected) Leeds CLA population is significant, as this is the age group where there is the most demand and pressure on placements nationally, which has an impact on placement choice, cost and the need to use external fostering and residential placements.

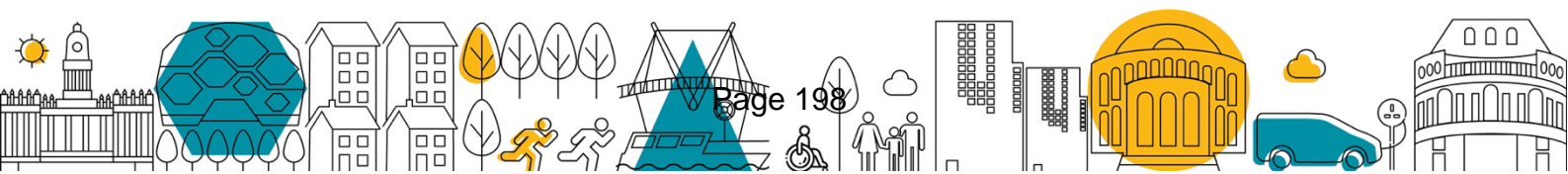
In addition to the population increases highlighted above, there are a number of additional contributing factors for the increase in 16/17 year olds in the care cohort, including the way that Leeds' Children's Social Work Service (CSWS) responds to homeless young people and legislative changes which require young people charged with criminal offences to be remanded into the care of the local authority under LASPO (the Legal Aid, Sentencing and Punishment of Offenders Act 2012).

With the right support, care could be avoided for a number of children and young people who fall within the adolescent cohort. The Children and Families Directorate is proposing that specific resource is identified and then dedicated specifically to preventing family / placement breakdown and the resulting care episodes for these children.

Recommendations

Executive Board is requested to:

- Consider the proposal to develop, on an invest to save basis, an Adolescent Support Service which will prevent care for at least 20 young people per year therefore avoiding significant placement costs and delivering a revenue saving in 2024/25 of £1,250,000;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal - Adolescent Support Service – invest to save
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The potential for making changes to a range of accommodation issues relating to accommodation for Unaccompanied Asylum Seeker Children

<p>3. Relevance to equality, diversity, cohesion and integration All the council’s strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.</p> <p>The following questions will help you to identify how relevant your proposals are.</p>
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When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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)

The proposal provides for the creation of a new dedicated resource which would seek to work with adolescents in the 12 to 16 age range. The resource would provide dedicated resource to reduce the likelihood of family breakdown and thereby reduce the potential for children becoming part of the statutory arrangements for care. The introduction of the new resource should provide benefits to the young people and their families in terms outcomes and should also provide financial benefits to LCC by reducing the number of children subject to care arrangements. There will be EDCI implications given the focus on a particular age range of children intended to be worked with.

- **Key findings**

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

The proposal, subject to approval, will provide for potential positive impacts to a wide range of individuals within the intended age range. The cohort is likely to include individuals with equality characteristics including age (especially given the focus of the work), disability, race, religion or belief and gender reassignment. The focusing of targeted activity, supported by professionals, should provide enhanced outcomes for those individuals particularly in relation to reducing the risk of harm and facilitating reduced levels of family breakdown.

Given that the age group in focus is narrower than the general age range of children there is the potential that the proposal could provide greater benefit to that particular age group, but this is due to the need for increased activity focussed on this particular age group, there will of course remain the suite of services delivered to children (and indeed families) by the Directorate as a whole.

- **Actions**

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

Any potential negative impact of the proposal will be mitigated by the application of the activity by professionally trained and suitably qualified staff. Managerial oversight will be undertaken by Senior Managers within the Directorate and the new function will be kept under review when implemented.

Positive impacts will sought to be captured and built into ongoing practice related activity within the Council and with partners.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

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:	
<ul style="list-style-type: none"> • 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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships, and Farrah Khan, Deputy Director

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title: Ceasing of Multi-Systemic Therapy for Child Abuse & Neglect (MST-CAN) Service

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-330	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Given the difficult financial situation, the Directorate is having to consider making reductions in front line activity. This proposal is to cease one element of current delivery: Multi Systemic Therapy for Child Abuse and Neglect.

Multi-systemic Therapy for Child Abuse and Neglect (MST-CAN) is an intensive treatment for families who have recently been reported to Child Protection Services for physically abusing and/or neglecting a child between the ages of 6 and 17. The Service seeks to provide therapists who are able to provide the family with tailored individual and family support and therapy over a six- to nine-month period with the aim of helping parents learn how to parent their child in a way that is not abusive or neglectful. MST-CAN is a proprietary activity and is operated under licence and is operated by relatively few (approximately nine including Leeds) Local Authorities across the Country.

Whilst there is obvious value in the MST-CAN workstream, it is felt that support can be provided which will allow activity to support this particular cohort of Service Users to be delivered using existing resources. Given the nature of the activity any proposal to cease the service would need to allow for a managed handling of transfer of activity from the MST-CAN team to other areas of support within the Children and Families directorate.

Ceasing the specific function will give rise to staffing implications. The proposal, if approved, would require staffing reductions given the service would cease. This would be managed in accordance with the council's agreed Managing Staff Reductions Policy, which seeks to avoid, reduce or mitigate the need for compulsory measures. The service consists of 5.2 full time equivalent posts.





MEETING OUR FINANCIAL CHALLENGE

Recommendations

Executive Board is requested to:

- Consider the proposal to cease the MST-CAN function, transfer the activity to other areas of support within the directorate, and deliver a saving to the Council of approximately £330,000 per annum;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal - Ceasing of MST-CAN Service
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The ceasing of a specific element of Multi Systemic Therapy focussed on Child Abuse and Neglect.

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

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

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

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

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)

The proposal provides for ceasing a particular element of Multi Systemic Therapy focussed on Child Abuse and Neglect. The work of the team delivering this activity is very specific and focuses on intensive activity with small cohorts of families. The intention is that the activity currently undertaken by this particular team will be signposted and referred to other more universal services within the Directorate and if appropriate to partners. There is an EDCI impact given that the team focuses on a particular co-hort of families.

The staffing reductions associated with this proposal will be made in accordance with the Council's established and agreed Managing Staff Reductions Policy and will seek to avoid, reduce and minimise compulsory redundancies. It is believed that the application of corporate policies will minimise any direct EDCI implications arising from staff reductions.

- **Key findings**

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

The proposal, if approved, could give rise to impacts on the particular cohort of children and families who are in receipt of the current service. These changes may have a differential impact on certain equality characteristics including disability and age.

- **Actions**

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

It will be important that should the service change be approved that the signposting to alternative services within and outside the Council and appropriately managed. Any impact in terms of increased capacity demands in other areas will need to be monitored as part of ongoing managerial activity.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval

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

Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships, and Farrah Khan, Deputy Director

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title: Ceasing of Caring Dads Service

Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-230	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Given the difficult financial situation, the Directorate is having to consider making reductions in front line activity. This proposal is to cease one element of current delivery: Caring Dads Support.

The Caring Dads Programme is a structured, multi-agency approach to addressing men’s abusive behaviours within families. It is based on a model developed in Canada and has been adopted in numerous countries across the globe. The intervention helps men to examine and address their behaviour and improve their relationships with their children. This evidence-based programme is informed by research which indicates that men are more likely to engage with services to address their behaviour if they think it will benefit their relationship with their children.

Whilst there is obvious value in the Caring Dads workstream, it is felt that support can be provided which will allow activity to support this particular cohort of Service Users to be delivered using existing resources.

Ceasing the specific function will give rise to staffing implications. The proposal, if approved, would require staffing reductions given the service would cease. This would be managed in accordance with the council’s agreed Managing Staff Reductions Policy, which seeks to avoid, reduce or mitigate the need for compulsory measures. The service consists of 5.5 full time equivalent posts, though not all posts are currently filled.





Recommendations

Executive Board is requested to:

- Consider the proposal to cease the Caring Dads Service, provide support to this particular cohort of service users using existing resources, and deliver a saving to the Council of approximately £230,000 per annum;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1

Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal – Ceasing of Caring Dads Service
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The ceasing of a specific element of Multi Systemic Therapy focussed on Child Abuse and Neglect.

<p>3. Relevance to equality, diversity, cohesion and integration</p> <p>All the council’s strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.</p>
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The following questions will help you to identify how relevant your proposals are.

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

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

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)

The proposal provides for ceasing a particular element of service within the Directorate which seeks to deliver improved outcomes for families subject to Domestic Violence and Abuse by focusing on particular activities with males. The work of the team delivering this activity is very specific and focuses on activity aimed at changing behaviours, it is supported by work focussed on culture and identity. The intention is that the activity currently undertaken by this particular team will be signposted and referred to other more universal services within the Directorate and if appropriate to partners.

There will be an EDCI impact given that the work focuses on a particular gender.

The staffing reductions associated with this proposal will be made in accordance with the Council's established and agreed Managing Staff Reductions Policy and will seek to avoid, reduce and minimise compulsory redundancies. It is believed that the application of corporate policies will minimise any direct EDCI implications arising from staff reductions.

- **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)

Should the proposal progress, there is the potential for a negative impact for a particular group of individuals given that the current activity focuses on seeking to reduce the potential for and impact of Domestic Violence.

The current activity is focussed on a particular cohort and it will be important that effective signposting of support for that cohort continues.

- **Actions**

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

It will be important that should the service change be approved that the signposting to alternative services within and outside the Council and appropriately managed. Any impact in terms of increased capacity demands in other areas will need to be monitored as part of ongoing managerial activity.

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:	December 2023
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Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval

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

Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships, and Farrah Khan, Deputy Director

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title:	Review of Children's Centres
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Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-1,000	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Leeds has a portfolio of 56 children's centres delivered both in-house and through commissioned contracts. These centres deliver a range of services for children, parents, carers and families, providing support when needed and early intervention to help prevent escalation to statutory/social care involvement. The majority of the children's centres were established under the Sure Start programme between 2006 and 2008, however Council and partner investment continued beyond that programme and the current geographic spread of facilities reflects that continued investment. Since the last round of investment there has not been a holistic review of the centres, the services they provide and the opportunities to become more effective and achieve efficiencies.

As part of the family services offer the council commissions a number of partners to deliver specific services, including family outreach and family support. This proposal would include review of these services, their cost, benefit and alignment to the wider offer of children's and family services in the city.

It is proposed to review all children's centres with a view to identifying opportunities to make efficiencies, through co-location and integration, which would deliver a budget saving of £1,000,000 which will be in addition to the £450,000 saving which was agreed as part of last year's budget. It should be noted however that the £450,000 saving previously agreed has not been delivered as planned as a result of alternative savings options being identified through ICB funding. This funding





MEETING OUR FINANCIAL CHALLENGE

has now been subject to reconsideration by the ICB and will not occur, therefore this saving proposal should be considered as a consolidated proposal to deliver £1,450,000.

Should Executive Board agree this proposal, further work will be undertaken to progress the review to implementation with an outcome for each setting. This further work will then be bespoke according to the setting and the implications that arise, including staffing and asset issues.

Recommendations

Executive Board is requested to:

- Consider the proposal to undertake some further review work around Children's Centres on the basis set out with an expectation that the review will deliver a minimum ongoing saving of £1,450,000 in 2024/25 which will be an increase above the £450,000 savings already built into the Medium-Term Financial Strategy, of £1,000,000.
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

1. Title: Savings Proposal - Review of Children’s Centres		
Is this a:		
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
And a reduced number of routes. If other, please specify		

2. Please provide a brief description of what you are screening
The review of Little Owls Nursery provision across the city, including potential for changes, including withdrawal, of provision.

3. Relevance to equality, diversity, cohesion and integration
All the council’s strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.
The following questions will help you to identify how relevant your proposals are.

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

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

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)

The proposal provides for a review of provision which could lead to changes including withdrawal from certain settings. Whilst the proposal requests approval for further work to identify where savings may be delivered it is clear that any reduction would have an impact on EDCI given the nature of the provision is focused on young people and also the nurseries invariably have a higher level of children with additional needs than that provided by other providers. Subject to the proposal being approved further work to understand the opportunities and challenges will be undertaken this will allow for a full exploration of all direct and indirect EDCI considerations to be undertaken including at a setting-by-setting basis.

The proposal also gives rise to staffing implications for LCC staff and therefore there may be EDCI implications arising from that consideration, again this will be fully considered as the more detailed review work continues.

- **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)

Whilst further detail is required to be undertaken around the exact setting specific nature of any changes, it is possible that the changing of arrangements will lead to impacts on specific cohorts of individuals with equality characteristics, this reflects the nature of services delivered which have a strong bias towards younger age groups and females (although clearly not exclusively).

A number of settings provide antenatal support service (often delivered by partners) and therefore there is the potential for a direct impact in relation to that particular characteristic.

There is the potential that any change of provision has an particular impact on specific communities of interest given the general locality based nature of provision.

- **Actions**

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

The future review will need to undertake detailed equality impact assessments which reflect individual settings and will need to include detailed analysis of age, race, gender, faith or belief, pregnancy and maternity. It is expected however that any changes to provision will need to support alternative provision being signposted to alternative locations/settings/differing methods of delivery.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

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:	
<ul style="list-style-type: none"> • 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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships, Farrah Khan, Deputy Director, and Julie Longworth, Director of Children & Families

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title:	Unaccompanied Asylum Seeker Children Housing Invest to Save Proposal
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Projected savings / additional income (net of investment)			
Year	2023/24	2024/25	2025/26
Saving / £'000s	-1,820	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Key statutory partners / recognised trade union colleagues

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

This savings proposal is an ‘invest to save’ proposal to invest specific resource into flexible provision of housing accommodation to allow for reduced costs relating to Unaccompanied Asylum Seeker Children (UASC).

The current volume of UASC in Leeds is approximately 80 with that number having some variability in relation to month-on-month changes.

When an Unaccompanied Asylum-Seeking Child is identified, either through presentation within Leeds or via the National Transfer Scheme, they are provided with accommodation under Section 20 of the Children Act. Many are then supported as Care Leavers after their 18th birthday. For those who have their asylum claim accepted, services continue to be provided by Children and Families’ Services as for all Children Looked After and Care Leavers.

For those young adults who do not receive a favourable asylum decision there is no recourse to public funding. For some of these people it is not possible for them to return to their country of origin, and they are said to have ‘no recourse to public funds’, including access to any public sector universal provision.





MEETING OUR FINANCIAL CHALLENGE

Local authorities have a statutory duty to meet the needs of children in need in their area, which includes UASC. The needs of these UASC may be met by support under Section 17 or Section 20 of the Children Act 1989. Support under s20 includes provision of accommodation. This cohort of children also have an immigration status that precludes them from being able to access public funds, including benefits and housing benefits (known as 'no recourse to public funds' NRPF).

At the same time the council is prohibited from providing accommodation support to individuals, including children, who have no recourse to public funds, and is unable to provide accommodation to them until such time as their immigration status is confirmed and they are granted 'leave to remain' (LTR). This means that the council's housing function is unable to provide accommodation support until such time as the immigration status is resolved. However, the statutory duty that flows from the s20 duty overrides this prohibition.

What this means in practical terms is that the Children and Families Directorate is unable to secure the most cost-effective accommodation provision - i.e. from within the Council's own council housing stock -, where there are no, or low levels of additional support needed and the professional assessment is that the individual UASC could live independently. The resultant situation is that children are placed in accommodation or foster care arrangements, which provide higher levels of support than needed, and is a barrier to being able to move to more suitable accommodation which requires lower levels of support from Children and Families.

This proposal seeks on an invest to save basis, to secure additional housing/accommodation provision which would enable individual UASC to be accommodated in the most appropriate and cost-effective accommodation.

The exact nature of the provision and the mechanism for ensuring delivery is still the subject of discussion between Chief Officers in the Children and Families and the Communities, Housing and Environment Directorates, therefore the decision requested of Executive Board is to agree in principle, work that will be developed which gives rise to the anticipated benefits of the proposal.

Recommendations

Executive Board is requested to:

- Consider the outline of a proposal to develop, on an invest to save basis, alternative provision of housing/accommodation support which would enable individual Unaccompanied Asylum Seeker Children to be accommodated in the most appropriate and cost effective accommodation, and agree in principle that further work be developed which sets out how a new arrangement could be delivered which provides beneficial outcomes to young people whilst also providing a saving to the Council which is estimated at £1,820,000 for 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible.



Appendix 1

Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal - Unaccompanied Asylum Seeker Children Housing (UASC) Invest to Save Proposal		
Is this a:		
<input checked="" type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
And a reduced number of routes. If other, please specify		

2. Please provide a brief description of what you are screening
The potential for making changes to a range of accommodation issues relating to accommodation for Unaccompanied Asylum Seeker Children

3. Relevance to equality, diversity, cohesion and integration
All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.
The following questions will help you to identify how relevant your proposals are.

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

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

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)

The proposal provides for a review of arrangements for providing accommodation support for UASC. The review is intended to consider how the Council can best meet the needs of UASC by ensuring that where accommodation support is provided it is provided at the correct level relating to need. The review will seek to consider a range of policy considerations alongside process and implementation changes. The ultimate aim of the proposal should provide significant benefits to UASC. The review will need to consider the EDCI implications around the level of accommodation support provided, the individual needs of UASC and appropriate arrangements for matching need with accommodation and the more wider issues of community cohesion in relation to any particular changes in

geography/location of accommodation support. Whilst this review will be led and undertaken by C&F Directorate there will be a need to work closely with colleagues with the CH&E Directorate, most notably within Housing and Safer, Stronger.

- **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)

There are a number of potential impacts from this proposal subject to it being agreed to progress. There will be a likely impact based upon race and belief given the cohort in scope. Any accommodation issues will need to consider this both from an individual perspective but also collectively in terms of accommodation provision. There will be a need for careful consideration of community cohesion implications particularly if any accommodation changes have a geographic focus. There will be a need to ensure that effective communication, picking up on any language and cultural issues, is supported, this will also need to consider wider population impact.

- **Actions**

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

Any potential negative impact of the proposal will be mitigated by the application of the activity by professionally trained and suitably qualified staff. Managerial oversight will be undertaken by Senior Managers within the Directorate and the new function will be kept under review when implemented.

Positive impacts will sought to be captured and built into ongoing practice related activity within the Council and with partners.

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:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval

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

Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

7. Publishing

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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: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Gary Bartlett, Chief Officer, Highways and Transportation & Oliver Priestley, Head of Engineering & Infrastructure

Report of: Director of City Development

Executive Portfolio(s): Sustainable Development & Infrastructure (Cllr Hayden)

Scrutiny Board(s): Infrastructure, Investment & Inclusive Growth

Does the report contain confidential or exempt information? No

Proposal title:	Highways & Transportation service review – includes stopping work, staff redeployment and service redesign
------------------------	---

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-750	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The Service has been developing a long-term five-year Service Plan for a number of reasons, including succession planning because of an ageing workforce, the staff implications arising from the completion of some long term major projects and the role it will play as Highway Authority with regard to the WY mass transit scheme. In line with future business need therefore and the council's financial challenge, in addition to the operational Business as Usual (BAU) savings set out in the December Executive Board Revenue Savings report, the Highways and Transportation (H&T) service is proposing to deliver further savings of £750k from 2024/25. This relates to the stopping of a Service, potential redeployment of staff into other recharge areas and redesign of service provision in a number of areas. Service needs will be paramount and will influence final recommendations.

- All qualifying Highways and Transportation (across the whole service) staff will be eligible to apply for Flexible Retirement.
- All Highways staff (not Transportation) within the JNC (senior manager) cohort will be eligible to make application for voluntary severance through the Voluntary Leavers Scheme (VLS).
- The VLS scheme will be opened up across four specific teams within Highways: Geotechnical Services, Site Development, Operational Business Support and the three Highways Depots (Seacroft, Pottery Fields and Henshaw).
- Through consultation, it is proposed to redesign the services within Highways Geotechnical Services, Site Development and Highways Operations (Business Support Team) and the three





MEETING OUR FINANCIAL CHALLENGE

Highways Depots (Seacroft, Pottery Fields and Henshaw) as part of a wider organisational design review.

e) Changes on the Transportation side, will be considered as Mass Transit work develops.

Geotechnical Services is a highly regarded specialist team that has provided in the past a service across West Yorkshire. The team has had a number of vacancies for a long period of time, and has struggled to fill them and work from other West Yorkshire authorities is limited and intermittent. Their programmed workload is already supported by consultancy staff and external providers. An organisational design change exercise to stop internal provision and outsource is to be progressed to generate required financial savings.

Site Development is a small team that delivers various technical functions for the whole council with regard to land disposals, planning applications and the sale of council property. Maintaining the current design of this service area, and where the function resides with regard to duplication within City Development is being considered as part of the savings strategy.

Highways Operations (Business Support Team) provides support to Highway Services and the wider Highways and Transportation Service with regards to significant public correspondence levels, member liaison support and business/service improvement initiatives. A considerable number of staff within this team came into Highways & Transportation from the Business Support Centre in 2021/22. In line with future business need and saving requirements, it is timely to review the necessary provision of this area of the service and therefore staff within this team will be able to apply for their VLS numbers before such redesign takes place.

Highways Depots: A review of various workstreams has been underway for some time to update and streamline current practices and processes. Together with an ageing workforce and concerns over succession planning, this is a timely opportunity to consider a redesign of the current service and therefore staff within this team will be able to apply for their VLS numbers before such redesign is considered.

Consultation and Engagement

Consultation and engagement with the council's recognised Trade Unions and affected staff on the proposed savings will be undertaken at a directorate and individual service level. This follows the council's Managing Staff Reductions Policy and the principle of seeking wherever possible to avoid, reduce and mitigate the need for compulsory redundancies.

Consultation and engagement on the proposed service redesigns will be carried out with wider stakeholders as appropriate as the reviews progress.

Recommendations

Executive Board is requested to:

- Consider the proposal to deliver annual savings of £750k from 2024/25 within Highways & Transportation through staffing reductions via voluntary measures where possible and service redesign within Highways Geotechnical Services, Site Development and Highways Operations (Business Support Team) and the three Highways depots at Seacroft, Pottery Fields and Henshaw.
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of City Development will be responsible for implementation.



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: City Development, Highways & Transportation	Service area: Highways & Transportation
Lead person: Oliver Priestley	Contact number: 0113 37 87 382

1. Title: [Highways & Transportation review: includes stopping work, staff redeployment and service redesign](#)

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

[Highways and Transportation](#) comprises two key functional areas:

- [Highways](#), delivering works on the ground via three depots and managing the portfolio of large scale civil engineering and infrastructure schemes the city delivers on both Highway (including Bridges & Structures) and Riverworks – crucial support and traded services that support the growth, resilience and safety of the city.
- [Transportation](#) – providing the strategic vision for the city’s ambition whilst running the business as usual services such as traffic signals and planning application processes.

[In addition to the operational Business as Usual \(BAU\) savings set out in the December 2023 Executive Board Revenue Savings Report, Highways &](#)

Transportation are proposing to deliver further savings of £750k from 2024/25. This relates to the stopping of a “Traded Service”, potential redeployment of staff into other recharge areas and redesign of service provision in a number of key areas.

The proposal provides for a reduction in staff numbers.

Reductions will be made in accordance with the Council’s established and agreed Managing Staff Reductions Policy and will seek to avoid, reduce and minimise compulsory redundancies.

In addition a series of other voluntary measures will be considered. It is believed that the application of corporate policies will minimise any direct EDCI implications arising from staff reductions. It will be important that when decisions are made regarding individual changes i.e. at a member of staff level, that consideration is given to the service delivery implications of any agreed reduction and this will need to include EDCI considerations.

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 and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

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

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?**

Any changes to ways of working, service delivery models, structures and processes etc will impact on the way in which services are currently delivered and will have an impact on the workforce numbers within these functions.

As the savings proposals are developed further detailed analysis of the consequences, both positive and negative, of workforce reductions will be undertaken, including consideration of the impact on those individuals.

Consultation and engagement activities will be mapped out, and undertaken in a timely and effective manner, ensuring that staff have a voice in developing and delivering proposals.

- **Key findings**

As proposals are developed the workforce impacts by equality characteristics will be considered.

- **Actions**

Where staff reductions are identified voluntary means of achieving the reductions will be considered and supported wherever possible using the existing workforce framework. Where the reductions cannot be delivered via voluntary means reduction these will need to be delivered in line with the Council's Managing Staff Reductions Policy.

Any proposed workforce reduction will cause concern amongst staff, however, through transparent and inclusive communication and engagement colleagues will have the opportunity to contribute towards developing specific ideas and have a voice in proposals being put forward. The Council's extensive wellbeing offer along with the employee assistance programme will also be invaluable in supporting the workforce through a period of uncertainty.

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:

During consultation/review stages, as early insight emerges

Date to complete your impact assessment	On completion of the consultation/review stages aligned with recommendations
Lead person for your impact assessment (Include name and job title)	TBC dependent on proposal timescales

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Oliver Priestley	Head of Civil Engineering & Infrastructure	27/11/2023

7. Publishing	
This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.	
If this screening relates to a Key Delegated Decision, Executive Board, full Council or a Significant Operational Decision a copy should be emailed to Corporate Governance and will be published along with the relevant report.	
A copy of all other screening's should be sent to equalityteam@leeds.gov.uk . For record keeping purposes it will be kept on file (but not published).	
Date screening completed	27/11/23
If relates to a Key Decision - date sent to Corporate Governance	
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): David Hopes, Head of Service, Leeds Museums and Galleries

Report of: Director of City Development

Executive Portfolio(s): Economy, Culture and Education (Cllr Pryor)

Scrutiny Board(s): Strategy and Resources

Does the report contain confidential or exempt information? No

Proposal title: Thwaite Mills – Closure of the facility and surrender of the lease

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-54	-166	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Leeds City Council leases Thwaite Watermill from the Canal and River Trust to manage the historic watermill as a museum that shares details of the site and city’s heritage and the role that waterpower played in Leeds’s industrial past. The lease is due to end in 2030. In the context of the Council’s financial challenge, this paper is proposing a potential surrender of the lease during 2024 to deliver financial savings. Given the conditions of the main lease, this may mean handing the site back to its owners, Canal and River Trust, in 2025. To mitigate the impacts, it is proposed to phase the closure of the site: closing it to the general public in 2024/25 but remaining open to honour existing bookings for functions and events.

Subject to the terms of exiting the lease, the proposal is expected to result in a saving of £220k (gross of any capital cost due for dilapidations in line with the lease commitments) per annum.

Despite some recovery following Covid, Thwaite continues to be a site with low visitor numbers (11,113 in 2022, compared to 23,193 in 2019). Across the nine sites managed by Leeds Museums and Galleries (LMG’s), related to these low visitor numbers, Thwaite has the second lowest income level as a proportion of expenditure. This will worsen as costs continue to rise, in particular maintenance costs linked to managing a historic building of this nature and that Thwaite regularly floods when the River Aire rises, usually covering at least one third of the island.





Recommendations

Executive Board is requested to:

- Approve the proposal to close Thwaite Mills to the general public in 2024/25 whilst honouring existing bookings at the site;
- Approve the surrender of the Thwaite Watermill lease in 2024, in advance of the 2030 lease termination date and hand the site back to the owner (the Canal and River Trust) to realise a saving of £220k per annum in a full year;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 budget;
- Delegate decisions required to implement the lease surrender to the Director of City Development; and
- Note that the Director of City Development will be responsible for implementation.



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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Museums and Galleries
Lead person: Chris Sharp	Contact number: 3783182

1. Title: Thwaite Mills – closure of the facility and surrender of the lease

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

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

Background: Service Review currently underway to determine whether to break the lease with Canal River Trust (landowner) at Thwaite Watermill, meaning LCC to exit site and stop operating as a museum.

Purpose of screening: The impact of closing Thwaite Watermill as an LCC run museum on communities and individuals. Option to break the lease with CRT and enter 12-month notice period on site being investigated.

Particular attention on how operational changes within LCC may adversely affect Equality, Diversity, Cohesion, and Integration, looking at protected characteristics and social class/socio-economic background.

“Examples of when you should consider equality, diversity, cohesion and integration include: • any proposals to remove, reduce or alter a service” (from EIA guidance notes)

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

Partner Organisations:

Canal Connections: Charity operating (in part, they also have premises at Leeds Dock) from Thwaite, using the site as a base for community engagement activity. Examples of work Canal Connections has hosted at Thwaite: LCC Healthy Holidays (including summer 2023) giving food and activities to children from lower socio-economic backgrounds; Community cohesion projects with young people going through Youth Justice System; opportunities to gain employment and skills for younger people; worked with disabled people to connect them to our heritage waterways. Potentially, Canal Connections could continue to operate from the site without LCC, or deliver reduced activity from other LCC sites such as Leeds Industrial Museum.

Leodis Pagan Circle: Local religious/spiritual group (approx.20 people) who meet at the 1990s built stone circle adjacent to Thwaite for rituals and events up to 6 times a year. Main issue will be loss of use of Thwaite car park. A future operator of the site might work with them as LCC currently allow free access. Moving the stone circle would require consultation with all stakeholders to understand the implications, ownership, and viability.

The Conservation Volunteers Skelton Grange: This charity work in partnership delivering meaningful experiences outdoors at Thwaite (approx. x100 people per year). This work would presumably continue at their own base at Skelton Grange, and LMG could work with them to investigate alternative sites such as Leeds Industrial Museum for the delivery of activities.

Socio-economic/social class: Site located in South Leeds, a deprived area already lacking equal investment in community assets/museums with other areas of the city (52.6% of ward population are Decile 1 in Index of Multiple Deprivation, Leeds Observatory).

Thwaite currently provides representation of lower socio-economic groups within the city's museum portfolio as is "uniquely positioned in the city to tell the stories of the working classes through having been an example of a small-scale family-run manufactory" (from Conservation Management Plan, Lanpro 2022). To mitigate the loss of this working-class representation within Leeds Museums and Galleries future projects could look to record and communicate the story of Thwaite through museum collections, photographs, and people's stories of their experiences. Outputs could then be included within other museums such as Leeds Industrial Museum (which already represents working-class people through many of its displays) and the 'Leeds Story' gallery at Leeds City Museum. Online learning resources developed at Thwaite should remain available where possible.

Previous workers/residents of the site were from lower socio-economic backgrounds and still visit (approx. x10 per year), but as Thwaite closed as a commercial mill in late 1970s these visits becoming fewer than previous years.

26% of visitors are C2DE (higher than the 20% LMG average – from Bluegrass Survey 2022). Efforts should be made to attract and welcome these visitors to alternative LMG venues through the production and promotion of relevant displays and activities. Potential opportunity to extend £1 reduced residents entry price at Leeds Industrial Museum to cover postcodes close to Thwaite.

Staff: Most staff employed at Thwaite are A1/A3, meaning lower paid LCC colleagues will be disproportionately affected should the site close and jobs lost. Potential to redeploy staff into vacant museum/LCC roles.

Moorings/Boaters: LCC currently operates canal boat moorings from Thwaite, with around 10 boats on site currently, x2 boats with school age children. The ending of the lease requires a vacant site so they will have to relocate in the short term should LCC withdraw from site.

Schools: Limited school groups on site (approx. 1-2 per month, 330-660 pupils per year, no Special Education Needs and Disabilities / alternative provision). The most popular school workshops are KS2 WWII and Victorians. LMG would absorb school visits into alternative programmes at Lotherton (WWII) and Abbey House Museum (Victorians). It would reduce LMG capacity overall, but not significantly.

All recent schools have travelled to Thwaite by coach, with no local schools walking to site, therefore limited impact expected on children in immediate locality not being able to access culture.

Families: Limited family provision currently. Some led activities 1-2 days per week during Leeds school holidays (some delivered by Visitor Assistants, some freelance facilitators), with additional self-led trails / packs on all holidays and weekends. LMG would aim to redirect family visitors through promotions to other venues during weekends and holidays. Long term, family visits would be absorbed elsewhere. Most visitors drive to site (75% compared to 61% across LMG venues, Bluegrass Survey 2022), so limited impact of families accessing culture.

Disabled People: 12 week gardening programme for disabled and neurodiverse people under 24 year olds in summer 2023. LMG would either halt gardening activity, or seek to move it to another LMG or partner venue such as TCV Skelton Grange or Leeds Industrial Museum.

Learning disabilities (LD): Thwaite has a long history of working with people with LD. Pyramid (of Arts) built sculptures on site c.2006, which are still visited by members of the LD community. Potential to re-site sculptures, and other LMG sites continue working with Pyramid and other LD groups.

Community: Assistant Community Curator split across x2 sites (Thwaite, and Leeds Industrial Museum), and since in post (2022) has focused more on Leeds Industrial Museum than Thwaite. In past years, there have been volunteering schemes, gardening projects, community interpretation / events - but all have been timebound project-based work that has either halted or been moved elsewhere.

Events: recent events have been targeted for income generation and footfall, drawing in a wide pool of people from across the city, so wouldn't dramatically adversely affect the local community, but lacking data to confirm.

Thwaite hosted x200 members of the Gay Classic Car Group in May 2023 for their Euro Tour, with LGBTQ+ attending from across UK and Europe for a private event. This illustrates how Thwaite can play a role in bringing people together for positive experiences. However, this activity was a one-off, and similar events can presumably move to other sites.

Weddings: Thwaite offers 'value' weddings – as such closing the site will disrupt (x15 in 2024, x4 so far for 2025) weddings for budget conscious people.

Note: the intention is to honour existing bookings through 2024, and communicate early with bookings for 2025 should they need to be cancelled.

- **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)

Moving both schools and family visits to other LMG sites, under the direction of a Learning Access Officer (none currently at Thwaite), is likely to make activity more accessible and more robust in practice. The Visitor Assistants currently deliver activities at Thwaite but they aren't learning specialists and Leeds Museums and Galleries can support this activity more comprehensively at their other 8 sites.

LMG have always and would continue in the absence of Thwaite to programme progressive and positive experiences for people to come together and improve community cohesion across all active venues.

Potential for physical structures with connections to communities (Stone circle and Pyramid of Arts sculptures) to be moved – see above section re: Leodis Pagan Circle and Pyramid of Arts – potential to consult and support where appropriate regarding the suitability of moving structures to other accessible locations away from site.

Most of the potential impacts on equality, where specific demographics are catered for at Thwaite, can be resolved by signposting to other LMG sites to deliver this provision.

Canal Connections – the work of this charity will be affected if LCC withdraw from Thwaite, but with the hope they can pivot to deliver from elsewhere or work with future operators of the site.

Moorings – potential for boaters to move elsewhere within canal network or return to Thwaite if under a different operator.

Events/Weddings – x15 weddings confirmed for 2024, x4 for 2025 currently. If LCC can deliver the booked weddings and events in 2024 we will: ensure these budget conscious parties are satisfied; protect LCC reputation; help reach income targets.

• **Actions**

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

Consult with communities.
Consult with employees.

The other x8 LMG sites can deliver much of the activity and employment that will cease at Thwaite, with any exceptions to be looked at through the consultation process.

Consult around what communities want and adopt if realistic.

Communicate clearly with stakeholders throughout the upcoming decision process, including: Employees, Partner organisations (Canal Connections, Leodis Pagan Circle, TCV Skelton Grange), Boaters/Moorings, CRT, local communities, wedding/event bookings, schools, and visitors.

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:	n/a
Date to complete your impact assessment	n/a
Lead person for your impact assessment (Include name and job title)	n/a

6. Governance, ownership and approval

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

Name	Job title	Date
David Hopes	Head of Leeds Museums & Galleries	23/11/2023
Date screening completed		23/11/2023

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Matthew Sims, Head of Arts, Events & Venues

Report of: Director of City Development

Executive Portfolio(s): Economy, Culture and Education (Cllr Pryor)

Scrutiny Board(s): Strategy and Resources

Does the report contain confidential or exempt information? No

Proposal title: Pudsey Civic Hall closure and potential sale. *Reduces in-year revenue pressure and would generate capital receipt*

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	0	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Pudsey Civic Hall is managed as a multi-purpose event space for both internal and external hire. Allied to the hall is the adjacent car park, which was previously in part let out to a nearby employer and generated additional income. Since this lease was surrendered by the tenant, the car park is now only used by users of Pudsey Civic Hall. Though a popular venue, the hall and car park are consistently failing to meet income targets and in the context of the council's financial challenge, it is the right time to consider the site's future.

Following consultation, it is proposed to close Pudsey Civic Hall and potentially dispose of the site, delivering a net revenue saving in 2024/25 that will contribute to an existing revenue pressure, and potentially generate a capital receipt. There are a number of other local facilities that could offer similar community activities, both within walking distance and accessible via public transport. A small team of 3.1 FTEs supports Pudsey Civic Hall and it is anticipated these members of staff will be redeployed to other opportunities within the service or wider council.

Recommendations

Executive Board is requested to:

- Consider the proposal to close Pudsey Civic Hall and potentially sell the asset and adjacent car park, delivering a net revenue saving in 2024/25 that will contribute to an existing revenue pressure, and potentially generate a capital receipt;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of City Development will be responsible.



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: City Development	Service area: Arts Events & Venues
Lead person: Stuart Dornford-May	Contact number: 378 7143

1. Title: Pudsey Civic Hall Service Review

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

Background: Service Review currently underway to determine whether to sell Pudsey Civic Hall as an asset, meaning LCC to exit site and stop operating as a venue.

Purpose of screening: The impact of closing Pudsey Civic Hall as an LCC run venue on communities and individuals.

Particular attention on how operational changes within LCC may adversely affect Equality, Diversity, Cohesion, and Integration, looking at protected characteristics and social class/socio-economic background.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

Implications: The selling of the site would result in loss of the facility to the local community although some of the current events could be delivered at other local facilities that could offer similar activities.

Socio-economic/social class: Pudsey Civic Hall is located in a fairly deprived area already lacking equal investment in community assets with other areas of the city (25.6% of the population in Pudsey are Decile 3 in Index of Multiple Deprivation, Leeds Observatory). (15% of the population in Pudsey are in fuel poverty - Low Income/Low energy Efficiency (LILEE) (2020), Leeds Observatory) (Data from the 2021 census shows that 220 households in Pudsey responded as having no form of central heating, which is 2% of households. This compares to a value of 1.5% for England)

Staff: All staff employed at Pudsey Civic Hall will be affected should the site close and jobs lost. Potential to redeploy staff to Morley Town Hall or other vacant LCC roles.

Community: There are no regular specific community groups or particular protected characteristic users at PCH. Most of events are across a full range of demographics but predominantly the venue is used by an elderly demographic (40% of the population is over 50 (2021), Leeds Observatory) that rely on public transport. This would also apply to lower income groups who might also not have access to a car. For both demographics public transport availability will be a consideration when thinking about attending activities elsewhere. Even though there is a large car park with up to 300 spaces 23% of the population in Pudsey don't own a car (Leeds Observatory). No other significant issues identified for the other characteristics such as race, faith etc. It also holds rehearsals for Artforms which is predominantly a younger demographic. PCH was looked at for Asset Transfer some years ago and there was a lot of negative feedback from the community, however a lot of activities that were held at that time have subsequently ended

Disabled People: No disabled groups displaced however there are disabled service users generally accessing the building. There is level access to the building for the main hall and a stair lift for disabled people to access the 1st floor (IMD Health Deprivation and Disability deciles for LSOAs in Pudsey (2019) is at count 4).

Events: Pudsey Civic Hall is a community-based venue holding regular dance and fair events. It holds Line, Ballroom & Jive dances along with tribute nights as well as other events. Artforms is also based there and they hold regular classes and rehearsals.

- **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)

Loss of facility to the local community although some of the community activity presented at Pudsey Civic Hall, could be delivered at other local facilities.

Other Leeds City Council facilities that could offer similar community activity are:
Morley Town Hall, Calverley Mechanics Institute, Horsforth Mechanics Institute

Other local facilities that could offer similar community activity are:
Pudsey Town Hall, Yeadon Town Hall, Bramley Community Centre, Swinnow Community Centre, Fairfield Community, Farnley Community Centre, Old Woollen

There may be potential community interest to take on facility via a community asset transfer as the Old Woollen have already been asking about use of the facility.

Have compared data to understand transferring activities & personnel to Morley Town Hall. 26.7% of the population in Morley are Decile 3 in Index of Multiple Deprivation compared to 25% in Pudsey. 13% of the population in Morley are in fuel poverty - Low Income/Low energy Efficiency compared to 15% in Pudsey. 40% of the population in Morley is over 50, the same as in Pudsey. As both areas are remarkably similar activities and personnel could be transferred.

- **Actions**

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

Consult with communities.

Consult with employees.

Other LCC sites can deliver some of the activity and employment can be looked at transferring to Morley Town Hall or relocating to other LCC sites, with any exceptions to be looked at through the consultation process.

Consult around what communities want and adopt if realistic (such as moving activities to alternative venues).

Communicate clearly with stakeholders throughout the upcoming decision process, including employees, local communities and event organisers.

Due regard to equality will be given if the proposals are adopted and following consultation with local people on any plans to mitigate the impact of the closure by moving activity elsewhere or in considering a community asset transfer.

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:	n/a
Date to complete your impact assessment	n/a
Lead person for your impact assessment (Include name and job title)	n/a

6. Governance, ownership and approval

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

Name	Job title	Date
Matthew Sims	Head of Arts, Events & Venues	27/11/23
Date screening completed		27/11/23

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.
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All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Liz Jarmin, Head of Locality Partnerships

Report of: Director of Communities, Housing & Environment

Executive Portfolio(s): Communities (Cllr Harland)

Scrutiny Board(s): Environment, Housing & Communities

Does the report contain confidential or exempt information? No

Proposal title: Community Centres: fees and pricing review

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-83	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	No
	Other stakeholders?	Yes – Elected Members

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

This proposal relates to the pricing policy for the hiring of 29 community centres vested with the Safer Stronger Communities service within the Communities, Housing and Environment Directorate. The current pricing policy allows rentals at three rates: Commercial, Community and Discounted depending on the nature of the letting and the status of the hirer. The discounted rate is 25% of the community rate and is initially approved by local ward members.

Prices have remained unchanged since April 2017. Since 2017, the CPI annual increase has risen by over 20% aggregated over 5 years, with a significant increase predicted in-year (2023/24). Furthermore, currently 36% of users receive a free let, the majority of which are either council services or service commissioned by the council.

It is therefore proposed to:

- Increase the discounted rate for the hiring of community centres by 50% of the current (23/24) pricing from 1st April 2024.
- Increase the community rate for the hiring of community centres by 25% from 1st April 2024.
- Increase the commercial rate for the hiring of community centres by 25% from 1st April 2024.
- Review all hirers currently benefitting from the discounted rate to ensure that they meet the criteria for this subsidy: e.g. must be not for profit, free for all, not a commercial organisation.
- Review the arrangements for free lettings, ensuring they meet the refreshed Pricing and Lettings Policy.

If approved, these changes would generate increased income in 2024/25 of £83k.





MEETING OUR FINANCIAL CHALLENGE

Recommendations

Executive Board is requested to:

- Consider the proposal to review the fees and pricing for the hiring of Community Centres;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing & Environment will be responsible.



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: Safer Stronger Communities Team	Service area: Communities
Lead person: Liz Jarmin	Contact number: 07891 278078

1. Title: Community Centres: fees and pricing review
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
<p>This proposal relates to the pricing policy for the hiring of 29 community centres vested with the Safer Stronger Communities service within the Communities, Housing and Environment Directorate. The current pricing policy allows rentals at three rates: Commercial, Community and Discounted depending on the nature of the letting and the status of the hirer. The discounted rate is 25% of the community rate and is assessed against a criteria and is approved at the discretion of local ward members, all of whom have receive regular equality training. The tiered approach (commercial, community and discounted) is designed</p>

to ensure community centres are facilities that are accessible to all as is reasonably possible. From time to time, and inline with external pressures including those of an inflationary nature, it has been necessary to increase charges whilst retaining the three separate charging categories. This EDCI screening document reflects the latest proposed change to charging and has been applied in a proportionate way to ensure that the facilities are still viable and available to the wider community. The most recent prices increase prior to this proposed increase occurred in April 2017. Since 2017, the CPI increase annual increase has risen by over 20% aggregated over 5 years, with a significant increase predicted in-year (2023/24), which necessitates this review of pricing. Furthermore, currently 36% of users receive a free let, the majority of which are either council services or service commissioned by the council.

It is therefore proposed to:

- f) Increase the discounted rate for the hiring of community centres by 50% of the current (23/24) pricing from 1st April 2024.
- g) Increase the community rate for the hiring of community centres by 25% from 1st April 2024.
- h) Increase the commercial rate for the hiring of community centres by 25% from 1st April 2024.
- i) Review all hirers currently benefitting from the discounted rate to ensure that they meet the criteria for this subsidy: e.g. must be not for profit, free for all, not a commercial organisation.
- j) Review the arrangements for free lettings, ensuring they meet the refreshed Pricing and Lettings Policy.

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 and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	

Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

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)

The Community Centre Pricing and Lettings policy has not been reviewed since 2017 and since this time, there has been no increase in charges, meaning that those hiring centre space have benefitted from charges well below the current market value for some time. Given the limitations on funding locally and nationally, any increase is likely to impact on the 3rd sector in particularly, who are already subject to budget cuts in relation to grants and other funding sources. This proposal is being considered alongside other proposals that could have the potential to impact on the 3rd Sector so that the overall impact is understood, considered and balanced, having regard for the financial constraints impacting on the Council and the need to ensure community facing facilities such as community centres, continue to be available. Having looked at a range of options, increasing charges will support the centres sustainability, as the vast majority of centre do not cover their own costs, and without some type of minimal increase in charging, there is a risk that a large number of centres will need to close.

Increasing the charges as per the proposal outlined, will help support the centre running costs, which at present are heavily subsidised by the Council, and will bring the current pricing structure more inline with the hire of other non-Council assets. However, even with the increases, the costs to hire centre in all categories, still offer value for money and remains extremely competitive when compared with the hire of other community based spaces.

There is a risk that uninformed increases in cost, will mean that some groups can no longer afford to hire space, but efforts have been taken in regard to this proposal to ensure that these risks are mitigated. The current Pricing and Lettings policy continues to allow us to provide discounted lettings at a significantly reduced cost, especially with regards to individuals, families, groups, and organisations providing support to those that are located within the city's most disadvantaged communities where a significant amount of structural inequality already exists.

Communication and Community Engagement Plans

Subject to approval, a consultation strategy will take place to consult with Ward Members, service users and key partners.

Identify potential barriers on who may be affected

The main barrier, will be the increased costs associated with securing space in community centres. The pricing categorisation arrangements are designed in such a way to ensure that a lack of funds to ensure that this barrier does not prevent activity from taking place in community centres in so far as that is possible, and the community impact assessment, would indicate that the price increase are marginal and proportionate with regards to affordability.

• **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)

Community centres provide value local spaces where grass group organisations can deliver activity to local people. The centres are low cost and offer good value for money and the pricing increases proposed will continue to offer good value for money in comparison to other local community facilities. The increases will also contribute to the centres sustainability and prevent the need for large scale centre closure.

• **Actions**

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

We will provide advice and guidance to centre users to help them to address any funding gaps as a result of the increase in charges.

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
Paul Money	Chief Officer Safer Stronger Communities Team	1 st December 2023

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screening's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	1 st December 2023
If relates to a Key Decision - date sent to Corporate Governance	
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Head of Safer Neighbourhoods and ASB, Claire Smith

Report of: Chief Officer, Safer Stronger Communities, Paul Money

Executive Portfolio(s): Resources (Cllr Coupar)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title: Removal of the Out of Hours Noise Witnessing Service

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-35	-72	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The request is to consider the removal of the council funded Out of Hours noise witnessing capability for domestic and commercial properties. This forms part of the council’s wider response to complaints of noise nuisance and sits within LeedsWatch. Complaints are currently received when noise is emanating from a domestic or commercial property that complainants feel is excessive. On receipt of the call an assessment is made which is based on severity and on occasions does lead to officers being dispatched to abate the noise.

The Council’s statutory obligation is to investigate complaints about issues that could be a statutory nuisance (a nuisance covered by the Environmental Protection Act 1990). If it is evident that a statutory nuisance is happening, has happened or will happen in the future, councils must serve an abatement notice based on evidence.

The operational view is that the loss of the noise witnessing service subject of this proposal will have minimum impact on how we respond to complaints of noise nuisance. The LeedsWatch Control Room will still be able to receive calls and report through to the daytime Leeds Anti-Social Behaviour Team for investigation and appropriate action. The Leeds Anti-Social Behaviour team is working with and dependent upon Integrated Digital Services (IDS) delivering an IT solution to modernise the way we capture and respond to noise nuisance complaints.

This proposal would not impact upon what is known as the Dedicated Service, which is a project that is fully funded by the two main universities in Leeds. This service responds to noise complaints in areas where the behaviour is being caused by a resident who is also a University Student and it is in





MEETING OUR FINANCIAL CHALLENGE

these circumstances where most complaints emanate from, hence protecting this arrangement cognisant of the fact it is partner funded

Recommendations

Executive Board is requested to:

- Consider the option to remove the Out of Hours Noise Witnessing Service and approve the development of a new operating model to support the delivery of a financial saving and the refocusing of the service to ensure it continues to be fit for purpose and that it effectively delivers against its key objectives;
- Approve this proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing and Environment will be responsible.





Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities, Housing and Environment	Service area: Safer Stronger communities' team.
Lead person: Kevin Brighton	Contact number: 0113 3780542

1. Title: Removal of the Leeds city council out of hours noise witnessing service

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

LeedsWatch provide an out of hours noise witness & response service between the hours of 5:00pm – 03:30am. Regarded as a premium service, Council Officers receive calls from residents and attend domestic and commercial properties out of hours and ask for the noise to be abated, reporting those who do not comply. The service is not a statutory service, but the Council is required in statute to investigate noise. This can be





delivered in a different way through other processes as describe below. This will bring LCC in line with other Councils service offers regarding out of hours noise.

The proposal is to remove this service and reinvest some of the savings into the protect aspect of the service which aims to keep the communities of Leeds and assets safe from harm.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

The Leedswatch out of hours noise nuisance service is available to every community within Leeds district. The removal of this service will affect all residents within Leeds District. There are no indicators that this will adversely affect any particular section of the communities or persons with a protected characteristic.

However, it must be recognised that whilst the service receives a high volume of calls for service, resources only allow attendance to a small number of these calls.

Most customers are signposted to the day time LCC call centre or advised to complete the online reporting form. This will remain and will be strengthened through scripts available to call takers, offering to complete the online form with callers.

At this time there has been no consultation with the Communities or work force.

Leedswatch do provide a funded service to the Key Universities within Leeds where there is evidence that Students in off campus residencies do cause noise nuisance to the detriment to a section of the Community within Leeds west. This Service will remain so long as funding is available from the Universities.

The Service has a diverse staff group which includes those from protected characteristic groups. The service aims to reinvest some savings into the protect aspect of the service which will ensure job losses are kept to a minimum, however some posts available will be at a lower grade.

- **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)

As noted above, the service is currently providing a bespoke out of hours service to the main Universities in Leeds. This is funded by the University and was negotiated over a three-year term. The third year began in August 2023 and is due to end July 2024. The Universities have indicated that they would like to review this if there are any changes to the City Wide service.

There is potential that the withdrawal of the service may increase community tensions between permanent residents and student residents in this area. Safer Leeds will continue to monitor tensions and react appropriately to provide advice, assistance including targeted patrols, through working with Police partners. Work with Universities





MEETING OUR FINANCIAL CHALLENGE

will continue as will wider partnership work to address and minimise ASB in the area which is the cause of tensions.

A number of staff affected by these proposals have protected characteristics. The service will work with HR and Union colleagues to ensure people from protected characteristics groups are not unfairly affected.

- **Actions**

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

Changes to the staffing and reductions in staffing will impact a number of staff from protected characteristics groups. The Service will work with HR and Union colleagues to ensure Council policies are fully adhered to and staff from protected characteristics groups are not unfairly affected.

The EIA screening process has been completed and has shown that a full Equality Impact Assessment (EIA) is required to ensure we consider the full impact and complete a consultation process with key stake holders, workforce, and Trade Unions.

The Out of Hour noise service will be delivered in a different way, with all requests for servicing going to LASBT to triage. All requests for service will fall into the Lasbt performance framework for contact / action and will be managed through supervision to ensure cases are progressed as appropriate. This includes the possibility of out of hours appointments to witness noise.

Leeds City Council are initiating a digital response regarding the reporting, recording and assessment of all ASB cases including noise nuisance. The new CRM product is now under development. Noise nuisance is to be the pilot of this product. Anticipated start date June 2024. We are also developing a plan to utilise a "Noise App". This will empower victims/customer to record noise nuisance when it is happening and this be used as their evidence, negating the need to witness.

LCC moved a simpler two-tier reporting process in 2021. One multipurpose phone line and a 24 hrs digital reporting platform (CATS). This has allowed customers to contact us during office hours or anytime via the online reporting form where they are able to give detailed reports. This then leads to personal contact by the LASBT Triage team who can make a more informed decision of the threat, harm and risk ensuring the best response to the issue, ensuring a better customer journey.

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:	N/A
Date to complete your impact assessment	N/A





MEETING OUR FINANCIAL CHALLENGE

Lead person for your impact assessment (Include name and job title)	N/A
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6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Paul Money	Chief Officer Safer & Stronger	22/11/2023
Date screening completed		21/11/2023

7. Publishing	
<p>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.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • 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. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:





Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Nick Hart, Acting Head of Customer Contact

Report of: James Rogers, Director of Communities, Housing and Environment

Executive Portfolio(s): Communities (Cllr Harland)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Change of Opening Hours at Community Hubs & Libraries with options to consult including the removal of staffed late-night opening at sites (bar Central Library), reduced hours for some on a Saturday and/or later opening during the week.
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-100	-100	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Community Hubs and Libraries offer a significant face to face, community-based response to supporting families/residents, particularly those experiencing poverty, as well as delivering the statutory requirement of a library function for the city.

In assessing need and understanding how demand may be met differently at library sites across the city, options can be explored that may deliver budget savings. To this end it is proposed to explore new ways to meet demand that will enable savings to be made by reducing opening hours across the city.

Given this, the report proposes several options to explore and consult on, including:

1. The removal of staffed evening opening at Community Hubs and Libraries (bar Central Library).
2. A reduction of staffed hours at weekends in Community Hubs and Libraries (bar Central Library).
3. The introduction of later staffed opening hours at Community Hubs and Libraries during the working week (bar Central Library).



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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities, Housing and Environment	Service area: Community Hubs and Libraries
Lead person: Nick Hart	Contact number: 07712214916

1. Title: Change of Opening Hours at Community Hubs & Libraries with options to consult including the removal of staffed late-night opening at sites (bar Central Library), reduced hours for some on a Saturday and/or later opening during the week.

Is this a:

Strategy / Policy **Service / Function** **Other**

If other, please specify:

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

The proposal is to consult on proposals to reduce and/or remove staffed opening hours from Community Hub and Library sites across the city (excluding Central Library)

Community hubs and Libraries offer a significant face to face, community-based response to supporting families/residents, particularly those experiencing poverty, as well as delivering the statutory requirement of a library function for the city. These facilities and services have been of particular importance in recent times demonstrating their true value during the covid pandemic, cost of living crisis and in acting as the welcome points for Ukrainian refugees.

There are 26 Community Hub sites in the City – these are sites that have undergone refurbishment as part of the Community Hub development scheme and are delivering the co located model - Customer Services, Jobshops, and Library provisions. The

capital investment in Community Hub sites to date is approximately £10 million, with a further £2m earmarked to be spent on refurbishment of Central Library, Crossgates and Halton Community Hub.

There are an additional 9 stand-alone library sites that are yet to undergo any significant investment or development as part of the Community Hub programme

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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:	30/11/2023
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Date to complete your impact assessment	12/01/2024
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Lead person for your impact assessment (Include name and job title)	Nick Hart, Acting Head of Customer Contact
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6. Governance, ownership and approval

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

Name	Job title	Date
Lee Hemsworth	Chief Officer Community Hubs, Welfare and Business Support	2023
Date screening completed		21/11/23

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:

For Delegated Decisions or Significant Operational
Decisions – sent to appropriate **Directorate**

Date sent:

All other decisions – sent to
equalityteam@leeds.gov.uk

Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Nick Hart, Acting Head of Customer Contact

Report of: James Rogers, Director of Communities, Housing and Environment

Executive Portfolio(s): Communities (Cllr Harland)

Scrutiny Board(s): Environment, Housing and Communities.

Does the report contain confidential or exempt information? No

Proposal title: Staffing and Efficiency Review of Community Hubs and Libraries

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-387	-129	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	No

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Community Hubs and Libraries offer a significant face to face, community-based response to supporting families/residents, particularly those experiencing poverty, as well as delivering the statutory requirement of a library function for the city. The services include the Community Hubs and Libraries, the delivery of Leeds Central Library and a Mobile Community Hub and Library function.

There are 26 Community Hub sites in the City – these are sites that have undergone refurbishment as part of the Community Hub development scheme and are delivering the co located model - Customer Services, Jobshops, and Library provisions. Further, there are an additional 9 standalone library sites that are yet to undergo any significant investment or development as part of the Community Hub programme, and 4 mobile community hub and library vehicles.

Whilst there is an extensive network of Community Hub and Library provision across the city, there are opportunities to review and assess existing staffing structures at both management and operational levels to drive further efficiencies and savings to support the Council’s financial challenge. To this end, this report comprises 2 savings proposals as follows:

1. A management reorganisation of Community Hubs and Libraries saving **£300k over two financial years.**
2. A Professional Library Service Review, saving **£216k over two financial years.**





Recommendations

Executive Board is requested to:

- Consider the proposal to:
 - Complete a Management Reorganisation of Community Hubs & Libraries – **saving £225k in 2024/25 and £75k in 2025/26**
 - Carry out a Professional Library Service review – **saving £162k in 24/25, and £54k in 2025/26**
- Approve these proposals going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing and Environment will be responsible.



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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities, Housing and the Environment	Service area: Community Hubs and Libraries
Lead person: Nick Hart	Contact number: 07712214916

1. Title: Staffing and Efficiency Review of Community Hubs and Libraries

Is this a:

Strategy / Policy **Service / Function** **Other**

If other, please specify:

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

The Community Hub and Library services are required to put forward savings options to support the significant financial pressures the Council is currently facing.

Proposals are being developed to complete a management restructure for Community Hubs and Libraries (P02 upwards), and to make savings from the library staffing and operating budgets (see table below).

-Consultations will take place with Trade Unions to ensure staff have appropriate representation and support

-Support will be offered by HR colleagues throughout consultation phase and actual implementation of the proposals

Options Considered £000's	FTE Reduction	2024/25	2025/26	Total Savings	Additional running cost savings to be achieved
1. Management Reorganisation across Community Hubs and Libraries (inclusive of the professional library service)	Circa 6 FTE	-£225	-£75	-£300	No
2. Professional Library Service review	Up to circa 5.5 FTE (calculations based on percentage of grades across total budget)	-£162	-£54	-£216	No

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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:	30/11/2023
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Date to complete your impact assessment	12/01/2024
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Lead person for your impact assessment (Include name and job title)	Nick Hart, Acting Head of Customer Contact.
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6. Governance, ownership and approval

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

Name	Job title	Date
Lee Hemsworth	Chief Officer Community Hubs, Welfare and Business Support	2023
Date screening completed		21/11/23

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author: Mark Jefford, Service Manager Parking Services

Report of: Director of Communities, Housing & Environment

Executive Portfolio: Climate, Energy, Environment and Green Space (Cllr Rafique)

Scrutiny Board: Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Extension of district car parking charges to four additional car parks (Barley Hill Road - Garforth, Netherfield Road - Guiseley, Fink Hill - Horsforth, Marsh Street - Rothwell)
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-225	-89	

Who are you expecting to consult with?	Service users?	Yes
	Staff?	No
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Parking Services currently operate thirty-seven district car parks that offer free parking and three district car parks, all in Otley, where charges are currently in place. Also, a separate proposal is also being consulted upon to introduce car park charges at the Wilderness and Station Gardens car parks in Wetherby.

This service review paper now considers introducing car park charges at four additional car parks which are Barley Hill Road in Garforth, Netherfield Road in Guiseley, Fink Hill in Horsforth and Marsh Street in Rothwell. These car parks have been selected as they are larger facilities and because they are in district centres where the adjacent areas are already well protected with traffic restrictions, meaning that there is less chance of charges causing vehicle displacement and congestion.

All the districts affected will continue to offer free parking at other sites both on and off street within the local area.

The income estimates have been calculated with an initial charge of 50p an hour, which is the price in Otley from January 2024. At sites where long stay parking is appropriate there will be reductions for commuter parking at £2.50 per day and season tickets available for £10 a week. Over time it is likely that prices will need adjusting to reflect demand in each location leading to different prices in different places. This is a practice currently operated in other chargeable locations. Leeds's policy is that blue badge holders are exempt from parking fees and this would continue at the new sites.



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: Communities & Environment	Service area: Parking Services
Lead person: Mark Jefford	Contact number: ext. 89751

1. Title: Extension of district car parking charges to four additional car parks (Barley Hill Road - Garforth, Netherfield Road - Guiseley, Fink Hill - Horsforth, Marsh Street - Rothwell)

Is this a:

Strategy / Policy
 Service / Function
 Other

If other, please specify

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

Introduction of parking charges in 4 district car parks: Barley Hill Road in Garforth, Netherfield Road in Guiseley, Fink Hill in Horsforth and Marsh Street in Rothwell

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 and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

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

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)

The Council provides free parking for an unlimited time for disabled badge holders in all pay parking spaces both on and off street. Therefore they are not affected by price changes.

There is a potential impact on lower income households as the additional cost of paying parking charges represents a greater proportion of disposable income. This has been considered as follows :

Only 68% of Leeds households have a car, the most disadvantaged communities rely on public transport and are not affected

The hourly rate is 50p per hour with a daily rate of £2.50. These are minor sums especially when considered as a proportion of the overall running costs of a motor vehicle.

• **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)

The proposals will be published before implementation and there is statutory 21 day consultation before the changes are introduced. The Council has a duty to show due regard to any suggestions or objections received during this period.

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:	
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Date to complete your impact assessment	
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Lead person for your impact assessment (Include name and job title)	
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6. Governance, ownership and approval

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

Name	Job title	Date
Mark Jefford	Service Manager	21 November 2023

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screenings should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	21 November 2023
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If relates to a Key Decision - date sent to Corporate Governance	
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Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	
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Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): John Woolmer, Chief Officer of Environmental Services

Report of: James Rogers, Director of Communities, Housing and Environment

Executive Portfolio(s): Climate, Energy, Environment and Green Space (Cllr Rafique)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-169	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	No
	Other stakeholders?	No

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

This proposal is to reintroduce a charge for the collection of unwanted bulky household items from domestic properties for repeat bookings only. This will help cover the admin, collection and disposal costs.

The collection will still be free for the vast majority of bookings made. A free collection will still be made if any of the following criteria apply to a booking:

- it is the first collection of the municipal year for that property; or
- the household is in receipt of council tax support; or
- the property is not eligible for a kerbside, brown bin, garden waste collection service where that service is provided for free.

The above criteria would mean that 70% of bookings made would still be free. That equates to 53 free household collections every day.

Based on a charge of £30 for a repeat collection, it is estimated that this will generate an annual income of £169k that can be used to help meet the council's financial challenge and to enable the bulky collection service to continue to be provided for free for the majority of bookings and to maintain the 35% increase in booking slots introduced in 2022.





MEETING OUR FINANCIAL CHALLENGE

Leeds is currently the only authority of all neighbouring authorities to offer a free bulky waste removal service, and one of only 2 Core City local authorities (the other being Liverpool) to offer a free service.

Recommendations

Executive Board is requested to:

- Consider the proposal to reintroduce a charge for the collection of unwanted bulky items from domestic households for repeat collections only; with the first collection each municipal year to be free and ALL collections for households in receipt of council tax benefits to continue to be free; with an associated net saving of £169k in 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing and Environment will be responsible.



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Environment, Housing and Communities	Service area: Environmental Services
Lead person: John Woolmer, Chief Officer of Environmental Services	Contact number: 07800 979409

1. Title: Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify reintroduction of Bulky Waste charge for repeat bookings.

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

This financial savings proposal reintroduces a charge for the collection of unwanted bulky household items from domestic properties for repeat bookings only. The aim is to help cover the admin, collection and disposal costs.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or 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?	<input checked="" type="checkbox"/>	
Have there been or likely to be any public concerns about the policy or proposal?	<input checked="" type="checkbox"/>	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		<input checked="" type="checkbox"/>
Could the proposal affect our workforce or employment practices?		<input checked="" type="checkbox"/>
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		<input checked="" type="checkbox"/>

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)

The proposal may impact upon disabled groups who may be more reliant on the current free bulky service. However, to mitigate this impact, the collection will still be free for the

vast majority of bookings made. A free collection will still be made if any of the following criteria apply to a booking:

1. it is the first collection of the municipal year for that property; or
2. the household is in receipt of council tax support; or
3. the property is not eligible for a kerbside, brown bin, garden waste collection service where that service is provided for free.

Based on this eligibility criteria and using data from 2022, it is estimated that 70% of all bookings would be free and 30% would incur a charge.

• **Key findings**

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

The proposal is designed to minimise the impact on groups with protected characteristics and those on low incomes by providing the free collection criteria outlined above.

Protected characteristics which might be most affected by changes to service provision are lower socio economic groups, disabled people and older people. By focusing free service provision on the groups identified who make up the anticipated 70% who will still receive this may make it easier for these groups to make bookings to have waste collected as the service is currently very well used.

• **Actions**

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

The reintroduction of a charge for the collection of unwanted bulky items from households will only apply to repeat bookings made for a property. The first collection of the year will remain free, as will all collections where the household is in receipt of council tax benefit or where the collection is of garden waste and the property is not served by the council's free brown bin kerbside collection service. It is predicted this will mean that 70% of collections will remain free.

As a comparison, it is worth noting that most other core cities and neighbouring Councils, with the exception of Liverpool, charge for this service. This proposal is seen as a fair balance that all residents will get an initial free collection.

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:	n/a
Date to complete your impact assessment	n/a
Lead person for your impact assessment (Include name and job title)	n/a

6. Governance, ownership and approval

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

Name	Job title	Date
John Woolmer	Chief Officer Environmental Services	21 st November 2023
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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): John Woolmer, Chief Officer of Environmental Services

Report of: Director of Communities, Housing and Environment

Executive Portfolio(s): Climate, Energy, Environment and Greenspace (Cllr Rafique)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title: Efficiencies in Cleaner Neighbourhoods Team

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-600	-600	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

In order to contribute towards the financial challenge facing the council, this proposal sets out how an annual saving of £1.2m will be achieved by 2025/26 in the Cleaner Neighbourhoods Team (CNT) and City Centre Cleansing Team, representing about 10% of the current staffing budget.

A full review of how these service areas operate will be undertaken, with the greatest focus on CNT as the largest budget. Although the key objective of the review will be to save £1.2m, the aim will be to minimise as far as possible the impact on the day-to-day cleanliness of streets and neighbourhoods; with the priorities remaining to empty litter bins, clear and investigate fly tipping, remove offensive graffiti and ensure streets are swept to reduce the risk of flooding.

Resources will continue to be focused in those areas where the need is greatest and in support of corporately agreed priority neighbourhoods. The review will also look at how residents and local groups can be better supported in community led action to keep their neighbourhoods clean and green.

In order to achieve the level of savings required it is likely that a reduction of about 17 staff citywide will be needed by April 2024, and a further 17 staff by April 2025. This will provide time to undertake, complete and implement the review, including the aim to manage staff reductions without the need for compulsory redundancies, and to minimise the impact on the level of service provided.



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities, Housing and Environment	Service area: Environmental Services
Lead person: John Woolmer Chief Officer of Environmental Services	Contact number: 07800 979409

1. Title: Efficiencies in Cleaner Neighbourhoods Team		
Is this a:		
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
If other, please specify		

2. Please provide a brief description of what you are screening
In order to contribute towards the financial challenge facing the council, this proposal sets out how an annual saving of £1.2m will be achieved by 2025/26 in the Cleaner Neighbourhoods Team (CNT) and City Centre Cleansing Team, representing about 10% of the current staffing budget.
A full review of how these service areas operate will be undertaken, with the greatest focus on CNT as the largest budget. Although the key objective of the review will be to save £1.2m, the aim will be to minimise as far as possible the impact on the day-to-day cleanliness of streets and neighbourhoods. Resources will continue to be focused in those areas where the need is greatest and in support of corporately agreed priority neighbourhoods. The review will also look at how residents and local groups can be better supported in community led action to keep their neighbourhoods clean and green.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or 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?	Yes	
Have there been or likely to be any public concerns about the policy or proposal?	Yes	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	Yes	
Could the proposal affect our workforce or employment practices?		No
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		No

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)

The proposal will potentially see a reduction in the current street cleansing service offer.

However, this will largely be mitigated by continuing to target the most resources in priority neighbourhoods. Additionally, the proposal to move to more programmed work e.g. with mechanical street sweeping will increase efficiencies which should compensate for the proposed resource reductions. There are also enforcement activities that historically were undertaken by the service at a time when the service looked very different. As the service has developed these activities largely relating to individual properties e.g. drainage, housing defects and filthy and verminous properties would be better managed and supported in other areas of the Council.

There is high confidence that the council will continue to be able to meet its statutory duties, albeit with occasions when it may be of a reduced standard and/or less responsive than residents/elected members are used to.

We are aware that the element of the service that relates to highways obstructions is an important area for older people, Disabled people and parents using pushchairs and they would be disproportionately affected by any reduction in service provision in this area and close regard will be given to minimising any impacts to these groups.

- **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)

Whilst there may be some reduction in service response times to certain issues e.g. ginnel clearing and completion of ad hoc requests the proposal is designed to minimise impact on overall service delivery, particularly in the most deprived neighbourhoods. How this will be achieved is described above.

- **Actions**

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

A review of the service will be undertaken with the above objectives in mind. It has been a number of years since CNTs were created and the introduction of related delegated roles for Community Committees. As such the review will set out to:

1. identify which functions can be managed and deployed more efficiently at a citywide level – that is likely to include mechanical sweeping programmes, bulky item collections and some enforcement.
2. identify functions that are better managed and supported in other areas of the council (with appropriate transfer of resource).
3. place more emphasis on and support for citizen/community responsibility for the cleanliness of neighbourhoods and disposing of their waste responsibly (including recycling more).
4. be open and honest what we are less able to do or be less responsive to due to having less overall resource.

The anticipated staff reductions will be managed without the need for compulsory redundancies and to minimise the impact on the level of service provided. This will be achieved using the Council's Voluntary Leavers Scheme and enabling operational staff to "switch" roles with staff in other parts of Environmental Services.

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:	n/a
Date to complete your impact assessment	n/a
Lead person for your impact assessment (Include name and job title)	n/a

6. Governance, ownership and approval

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

Name	Job title	Date
John Woolmer	Chief Officer Environmental Services	21 st November 2023
Date screening completed		21 st November

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13 December 2023

Report author(s): Polly Cook, Chief Officer Climate, Energy & Green Spaces

Report of: Director of Communities, Housing and Environment

Executive Portfolio(s): Climate, Energy, Environment and Green Space (Cllr Rafique)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-163	-203	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

Proposals on introducing car park charges at Golden Acre Park and Otley Chevin Forest Park have recently undergone public consultation with plans underway to implement these in late spring 2024. Other major parks at Middleton Park, Roundhay Park and Temple Newsam do not make a charge for entry, and the existing infrastructure needs improvement and/or development to enable better car parking provision. Some car parking provision at these locations is currently unmarked, poorly surfaced, and often does not maximise use of the available space. These parks including the car park at the Leeds Urban Bike Park (Middleton), Roundhay and Temple Newsam golf courses could be considered for the introduction of a modest charge for car parking which would enable improvement works to be carried out as well as meet costs associated with maintaining car park areas.

Drivers would pay a charge for each visit, with a season ticket option to be introduced for those who regularly visit. A range of payments methods would be offered including card, mobile phone, or cash for pre-paid tickets. 'Blue Badge' holders would be exempt from paying car park charges.

Initial consultation with stakeholders (including businesses affected) and members of the public as to the general principle of introducing the above parking charges, requires to firstly be undertaken. Due regard to representations received will need to take place, prior to a decision being taken whether to proceed with the formal advertising of off-street car parking charges by way of a Traffic Regulation Order. If a decision is taken to proceed with a Traffic Regulation Order, the relevant





MEETING OUR FINANCIAL CHALLENGE

legislation requires the advertising of the Order proposals and makes provision for formal objections to be submitted.

Some Core City local authorities have already introduced car parking charges and some examples are set out in the table below.

Core City	Site(s) and Hours	Charges	Payment
Birmingham	Cannon Hill Park 7am to 11:30pm, every day	Up to 4 hours £2.80 Up to 16.5 hours £4.20 Blue badge holders are free No season ticket option	Cash or Pay by Phone app
Nottingham	Wollaton Park charges apply all day	Up to 2 hours £3 All day £5 Blue badge holders are free Season ticket £75	Pay by RingGo app or in shops/café's
Manchester	Heaton Park 10am to 5pm	First hour £1 1 to 3 hours £2 over 3 hours £3 Disabled badge holders are free Season ticket £75 (limited number)	Cash or card using machine or Pay by Phone app
Sheffield	Graves Park, Endcliffe Park, Millhouses Park and Hillsborough Park 9:30am to 6:30pm, 7 days a week	90 pence per hour over 4 hours £3.60 Blue Badge holders and motorcycles have free unlimited parking in these car parks	Cash or card using machine or Pay by Phone app

It is proposed that prudential borrowing is used over a 30-year period to meet capital costs mainly associated with improving parking surfaces. The proposed means of income collection is via 'PayByPhone' app or similar, card payment or cash for pre-paid tickets available locally and therefore no cash would be handled on site. There would be some income via enforcement measures which would be used to cover these costs and hence an assumed zero net income. An allowance has been made for some maintenance costs including signage replacement. The following table summarises projected net income in 2024/25 and 2025/26 on the assumption of implementation from October 2024:

Major Park	2024/25 £'000	2025/26 £'000
Middleton Park	-28	-35
Roundhay Park	-84	-104
Temple Newsam	-51	-64
Total	- 163	- 203

It is recognised that there may be the potential for displaced parking onto the adjacent highway network. Where it is considered that displaced parking is likely to result; or has resulted in significant obstruction to the free passage of traffic or any other resulting road safety concern, it will be necessary (in conjunction with Highway Services) to consider the potential introduction of additional Traffic Regulation Orders to manage and control parking on the adjacent highway (such as for example the introduction of single or double yellow lines), subject to the same statutory



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Communities, Housing and Environment	Service area: Parks and Countryside
Lead person: Mike Kinnaird	Contact number: 3786002

1. Title: Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

Major parks at Middleton Park, Roundhay Park and Temple Newsam do not make a charge for entry, and the existing infrastructure needs improvement and/or development to enable better car parking provision. These parks, could be considered for the introduction of a modest charge for car parking which would enable improvement works to be carried out as well as contribute to budget pressures.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

A blanket charge on all users would have the potential to negatively impact disabled people who would have a disproportionately greater need to access sites using a personal vehicle. The Leeds Parks Survey conducted by the University of Leeds and published in 2016 found that disabled and people over 75 years old were less likely to visit parks due to a fear of not being able to secure parking. In addition to the major parks in question, there are a network of community parks and other green spaces that benefit people from

diverse communities with limited access to gardens. The charge proposed would be modest and only be applicable to car users.

- **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)

An initial assessment of existing car parking facilities has been made and some car parking provision is currently unmarked, poorly surfaced, and often does not maximise use of the available space.

- **Actions**

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

The introduction of car parking charges would be delivered alongside infrastructure improvement. This would include better quality surfaces and marked parking bays (including disabled) that would best utilise the available space and thus maximise parking capacity. The proposal includes free parking for blue badge holders. These actions would help address the concerns of older and disabled visitors around securing a parking space.

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
Polly Cook	Chief Officer Climate, Energy and Green Spaces	29/11/2023

Date screening completed	
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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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Alexandra McEwan-Hannant, Head of Corporate Support

Report of: Director of Strategy & Resources

Executive Portfolio(s): Resources (Councillor Coupar) & Leader’s portfolio

Scrutiny Board(s): Strategy & Resources

Does the report contain confidential or exempt information? No

Proposal title:	Strategy & Resources directorate savings: Support Services
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Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-4,509	0	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	No

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The Strategy & Resource Directorate broadly comprises three key functional areas:

- Support Services – crucial services that support all council directorates with their strategic and operational functions including Finance, HR, Integrated Digital Services (IDS), Legal and Democratic, Strategy and Performance, including Communications.
- Shared Services – including Business Administration, Contact Centre and the Business Support Centre.
- Civic Enterprise Leeds - providing both support and traded services both within the council and externally, including for example Catering, Leeds Building Services, Passenger Transport and Fleet.

The Directorate has a 2024/25 £9.25m savings target (approximately 11% of its 2023/24 net managed budget) as part of the Council’s approach to delivering a balanced budget in 2024/25 and onwards.

The Directorate has so far identified a range of savings proposals which will, subject to Executive Board agreement, deliver savings in 2024/25 to the value of £4.743m. £1.579m of these were reported to Executive Board at its meeting on 18th October 2023 and a further £3.164m are on the agenda for the Executive Board meeting today (Strategy & Resources directorate savings reductions for Shared Services and for Civic Enterprise Leeds Business Planning Proposals).





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This Directorate level proposal does not include the separate proposals (Shared Services and Civic Enterprise Leeds), but does cover a range of savings proposals to achieve staffing reductions and efficiencies totalling £4.509m across the Support Services within the Directorate.

As the overall council reduces in size in line with the reset and prioritisation agenda to meet our financial envelope and the broader reshape and organisational design work is progressed as part of the Financial Challenge programme, this context provides opportunities to reshape and redesign the Support Services functions across the Directorate.

In addition, new technology brings greater opportunities for efficiencies and rationalisation of processes meaning some roles over time, will no longer be required. For example, the Core Business Transformation programme which is in its initial phase will be replacing the council’s finance and core HR systems and modernising the underlying processes.

To ensure the delivery of the identified £4.509m 2024/25 savings, a programme reviewing non-pay budget streams (for example growing income opportunities where benefits will be realised in 2024/25, efficiencies and transformation) will be undertaken across the Support Services functions. Alongside this, through a mix of workforce measures including the Voluntary Leavers Scheme to avoid where possible Managing Staff Reductions, the number of FTE within Support Services functions will be reduced, reflective of the wider organisation reductions.

Details of savings to be achieved split by support service function are as follows, although given the ambition of a more integrated approach, the overall savings might be achieved through a slightly different balance:

Service area	Savings / £'000s	FTE (approx.)
HR (excluding Health and Safety)	489	9.7
Finance	436	9.3
Procurement	92	0.9
IDS	2,988	44.9
Strategy & Performance	504	5.8
Total	4,509	70.6

No savings targets for 2024/25 have been attributed to the following functions within Strategy and Resources Directorate: Legal and Democratic Services and the Health and Safety team within HR in line with the reset and prioritisation exercise as described in the December Executive Board Revenue Savings cover report. However, these service areas will ensure staffing reductions, digital efficiencies and savings are identified to contribute to the overall Directorate efficiency programme.

To ensure the organisation critical support functions that provide a convening and professional expertise and support for the organisation, an Integrated Support Services model will be adopted through:

- Modification or reduction of the support service offer reflecting the reshape of the organisation with reduced or stopped services and fewer staff, using an increased risk-based





approach to support services delivery, for example focus on highest areas of sickness/financial risk.

- A review of support service work programmes and resource arrangements against the broader organisation reprioritisation programme, to determine future resource and capacity requirements, for example business partnering models and helping to prioritise digital projects.
- Bringing together transformation capacity from across the Directorate (including from Integrated Digital Service and Shared Services) to work differently on a clearer set of priorities & focused on the Organisational Plan and Financial Challenge. This will be progressed cognisant of the council-wide Transformation review being undertaken as part of the broader organisation design work.
- Developing a single work programme and business partnering model with accountable lead professionals and teams brought together around issues.
- Ensuring greater focus and pace of delivery of Automation and AI and fewer transactional processes to help reduce the cost base.
- Maintaining investment and support where it prevents costs: for example, improved contract management, productivity, Be Your Best manager development programme.

The proposals within this report will be supported by service specific budget action plans to ensure that the overall Directorate and service level savings are achieved, and any risks identified and mitigated at the earliest opportunity.

Consultation and Engagement

Consultation and engagement with the council's recognised Trade Unions and staff within the Directorate on the proposed Strategy and Resources 2024/25 savings measures will be undertaken at a Directorate and individual service level. This follows the council's Managing Staff Reductions Policy and the principle of seeking wherever possible to avoid, reduce and mitigate the need for compulsory redundancies.

Following the launch of the targeted Voluntary Leavers' Scheme (VLS), engagement with Trade Unions and staff in some service areas where exits from the Directorate could be supported, commenced in November 2023.

Consultation and engagement on the Integrated Support Services model, given the broader impact across the organisation, will be undertaken with Executive Members, Directors and Chief Officers as the model develops.

Recommendations

Executive Board is requested to:

- Consider the proposal to progress a directorate-wide service and staffing review process with a view to consulting on proposals to deliver savings of up to £4.509m in 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Strategy & Resources will be responsible for implementation.



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Strategy and Resources	Service area:
Lead person: Alexandra McEwan-Hannant	Contact number: 37 88650

<p>1. Title: Strategy & Resources directorate savings reductions: Support Services</p>
<p>Is this a:</p> <p> <input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other </p> <p>If other, please specify</p>

<p>2. Please provide a brief description of what you are screening</p>
<p>The Strategy & Resource Directorate broadly comprises three key functional areas:</p> <ul style="list-style-type: none"> - Support Services – crucial services that support all council directorates with their strategic and operational functions including Finance, HR, Integrated Digital Services (IDS), Legal and Democratic, Strategy and Performance, including Communications. - Shared Services – including Business Administration, Contact Centre and the Business Support Centre. - Civic Enterprise Leeds - providing both support and traded services both within the council and externally, including for example Catering, Leeds Building Services, Passenger Transport and Fleet.

The Directorate has a 2024/25 £9.25m savings target (approximately 11% 2023/24 net managed budget, with a reduction in the number of budgeted FTEs of up to 320) as part of the Council's approach to delivering a balanced budget in 2024/25 and onwards.

The Directorate has so far identified a range of savings proposals which will, subject to Executive Board agreement, deliver savings in 2024/25 to the value of £4,743m reported to Executive Board at its meetings on 18th October 2023 or are on the agenda for the Executive Board meeting today (within service review reviews covering specifically Shared Services and Civic Enterprise Leeds proposals).

This Directorate level proposal excludes the separate proposals for Civic Enterprise Leeds and Shared Services, which have their own equality impact assessments, but does include a range of savings proposals to achieve staffing reductions and efficiencies totalling £4.509m for the Support Service functions.

To ensure the delivery of the identified £4.509m 2024/25 savings, a programme reviewing non-pay budget streams for example growing income opportunities where benefits will be realised in 2024/25, efficiencies and transformation will be undertaken across the Support Services functions. Alongside this through a mix of workforce measures including the Voluntary Leavers Scheme to avoid where possible Managing Staff Reductions, the number of FTE within Support Services functions will be reduced, the introduction of an Integrated Support Services model reflecting the reduction in size of the overall council and the realisation of efficiency and transformation opportunities.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or 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		X

<ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		
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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)

Any changes to ways of working, service delivery models, structures and processes etc will impact on the way in which Support Services are currently delivered and will have an impact on the workforce numbers within these functions.

As the savings proposals are developed further detailed analysis of the consequences, both positive and negative, of workforce reductions will be undertaken, including consideration of the impact on those individuals.

Consultation and engagement activities will be mapped out, and undertaken in a timely and effective manner, ensuring that staff have a voice in developing and delivering proposals.

- **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)

As proposals are developed the workforce impacts by equality characteristics will be considered.

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

Where staff reductions are identified voluntary means of achieving the reductions will be considered and supported wherever possible using the existing workforce framework. Where the reductions cannot be delivered via voluntary means reduction these will need to be delivered in line with the Council's Managing Staff Reductions Policy.

Any proposed workforce reduction will cause concern amongst staff, however, through transparent and inclusive communication and engagement colleagues will have the opportunity to contribute towards developing specific ideas and have a voice in proposals being put forward. The Council's extensive wellbeing offer along with the employee assistance programme will also be invaluable in supporting the workforce through a period of uncertainty.

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:	During consultation/review stages, as early insight emerges
Date to complete your impact assessment	On completion of the consultation/review stages aligned with recommendations
Lead person for your impact assessment (Include name and job title)	TBC dependent on proposal timescales

6. Governance, ownership and approval

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

Name	Job title	Date
Alexandra McEwan-Hannant	Head of Corporate Support	20/11/23
Date screening completed		20/11/23

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: 30th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Gemma Taskas, Deputy Chief Officer HR & Shared Services

Report of: Director of Strategy & Resources

Executive Portfolio(s): Resources (Councillor Coupar)

Scrutiny Board(s): Strategy & Resources

Does the report contain confidential or exempt information? No

Proposal title: Strategy & Resources directorate savings: Shared Services

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-1,515	0	0

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The 2024/25 savings target for Shared Services (comprising the Business Administration Service (BAS), Business Support Centre (BSC) and the Contact Centre) is a 5-20% reduction, which equates to £2.039m. This represents approximately 10% of the 2023/24 net managed budget with a reduction in the number of budgeted FTEs of approximately 80.

So far, £500k of savings (approximately 18 FTE) for 2024/25 BAS was considered at October Executive Board along with a £24k increase in income for the BSC.

The current context along with the combination of activities including the reduction in size of the Council in line with the reset and prioritisation of services, the broader reshape and organisational design work being progressed as part of the Financial Challenge programme and the introduction of new technology to maximise self service and support channel shift provides an opportunity to reshape the Shared Services offer across all 3 areas: BAS, BSC and the Contact Centre.

To deliver the financial savings target the vacancy controls are already being rigorously applied with the flexible deployment of existing staff to service critical, statutory roles when vacancies arise. The Voluntary Leavers Scheme (VLS) was also launched across Shared Services in early November along with flexible retirement being promoted as another voluntary measure to deliver workforce reductions. When the final position relating to VLS and flexible retirement is known, business cases will be developed to support and maximise the number of colleagues leaving the Council to deliver the required savings via voluntary measures wherever possible.





MEETING OUR FINANCIAL CHALLENGE

In order to deliver the savings, work will need to cease, reduce or be delivered in a different way and will include:

- Review and reduce the administration offer given fewer staff using a risk-based approach, for example focus and prioritisation of support to statutory services.
- Review and refine the current hub model within BAS against the backdrop of other Council services reducing in size to maximise flexibility of resource to be able to respond effectively to increases in demand across teams and services.
- Greater focus and pace of delivery of automation and AI to deliver improved self-service options to drive channel shift. For example, delivery of outcomes from the broader Customer cross cutting review including web development.
- Review of operational opening times for lower priority lines within the Contact Centre coupled with an increase in average call wait times.
- Review of income generation opportunities and an increase in current service level agreement charges by 5-10%.
- Reconfiguration of existing resource within the BSC to provide the right skills mix and experience needed for the implementation of Core Business systems in the next 12-18 months.
- Review of delivery models for Mail and Print and Records Management.

Consultation and Engagement

Consultation with the council's recognised Trade Unions has already taken place in relation to the savings received by Executive Board in October 2023. This resulted in the targeted Voluntary Leavers Scheme (VLS) being launched across Shared Services in early November with a communication being sent out to all Shared Services staff seeking expressions of interest.

If approved, further consultation with Trade Union colleagues and communications to staff on the savings proposal set out here will take place as soon as possible following Executive Board in December 2023. The commitment remains to try and do everything possible to avoid, reduce and mitigate the need to make compulsory redundancies. If this is not possible the Council's Managing Staff Reductions Policy will be applied.

Changes to the service offer across all 3 pillars within Shared Services will require consultation with internal stakeholders to determine future service provision.

Recommendations

Executive Board is requested to:

- Consider the proposal to review and reshape the Shared Services offer across all three areas – the Business Administration Service, Business Support Centre and Contact Centre – to achieve savings of £1.515m in 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Strategy & Resources will be responsible for implementation.



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Strategy and Resources	Service area: Shared Services
Lead person: Gemma Taskas	Contact number: 07712 214486

1. Title: Strategy & Resources Directorate Savings Proposals (Shared Services)

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

The 2024/25 savings target for Shared Services (comprising the Business Administration Service (BAS), Business Support Centre (BSC) and the Contact Centre) is a 5-20% reduction, which equates to £2.039m. This represents approximately 10% of the 2023/24 net managed budget with a reduction in the number of budgeted FTEs of approximately 80.

Voluntary measures will be supported wherever possible to deliver the target savings and associated workforce reductions. As such, the Voluntary Leavers Scheme (VLS) has already been launched across all 3 areas within Shared Services.

Once the level of interested in both VLS, flexible retirement and other voluntary measures is known work will be undertaken to identify what work can reduce, cease or be delivered in a different way to support exits from the Council.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

Once the level of interested in both VLS, flexible retirement and other voluntary measures is known work will be undertaken to identify what work can reduce, cease or be delivered in a different way to support exits from the Council.

As a result of supporting exits under VLS it is anticipated that there will be a combination of changes to ways of working, a review of the shared services offer to other Council services, different delivery models, new business processes and better use of technology. As these proposals are developed further detailed analysis of the consequences, both positive and negative, of workforce reductions will be undertaken, including consideration of the impact on those individuals.

Consultation on the launch of VLS has already taken place with Trade Union colleagues. Further consultation on the specific service delivery proposals will be subject to further consultation with them once developed.

Communications and engagement with Shared Services staff and directorates across the Council will also take place to ensure involvement in developing the service delivery proposals.

- **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)

As proposals are developed the workforce impacts by protected characteristics will be considered. The impact of changes to service delivery will also be considered from a protected characteristic perspective.

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

Workforce reductions will be delivered through voluntary means wherever possible.

Transparent and inclusive communication and engagement will take place to ensure colleagues have the opportunity to contribute towards the development of detailed proposals

The Council's extensive wellbeing offer along with the employee assistance programme will also be invaluable in supporting the workforce through a period of uncertainty.

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:	During consultation/review stages, as early insight emerges
Date to complete your impact assessment	On completion of the consultation/review stages aligned with recommendations
Lead person for your impact assessment (Include name and job title)	Gemma Taskas, Deputy Chief Officer HR & Shared Services

6. Governance, ownership and approval

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

Name	Job title	Date
Gemma Taskas	Deputy Chief Officer HR & Shared Services	29/11/2023
Date screening completed		29/11/2023

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Mo Afzal, Commercial Operational Manager

Report of: Director of Strategy & Resources

Executive Portfolio(s): Resources (Councillor Coupar)

Scrutiny Board(s): Strategy & Resources

Does the report contain confidential or exempt information? No

Proposal title: Civic Enterprise Leeds Business Planning Proposals

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-1,615	0	0

Who are you expecting to consult with?	Service users?	Yes
	Staff?	Yes
	Other stakeholders?	Yes

Are there equalities implications?	Yes
If yes, have you attached a screening document?	Yes

Executive Summary

The Civic Enterprise Leeds (CEL) division provides a diverse range of inhouse services which can be broadly classified into property management and maintenance, property cleaning, school cleaning and catering, transport services and a range of services within the Presto umbrella. CEL has FTEs of 2,257.93 which equates to a headcount of approximately 3,800.

As part of the Directorate budget savings target for 2024/25 of £9.25m, CEL has been allocated a savings target of £2.6m for 2024/25, additional to the £1.1m savings already included in the council's Medium-Term Financial Strategy (giving total savings of £3.7m to be delivered by CEL in 2024/25).

Of the £2.6m savings target, CEL has so far identified savings of £1m which were considered by the Executive Board at their meeting of 18 October, leaving a balance of £1.6m. This will be delivered by a review of the business planning functions within CEL particularly within Catering, School Cleaning and the Presto Service. Additional information on services subject to the business planning review is provided below:

- Catering** delivers welfare catering to schools providing a fully managed meals service which includes planning menus, ensuring statutory requirements for school meals are complied with together with special diets for medical and allergy reasons as well as compliance with diets meeting religious needs. The Early Years service provides breakfasts, lunches and teas in nurseries and a 7 day catering service is provided to adults in residential homes and day centres.





MEETING OUR FINANCIAL CHALLENGE

- **Presto** provides a Meals at Home Service delivering over 450 hot meals a day 365 days a year to some of the city’s most vulnerable residents together with a home cleaning, companionship, window cleaning and gardening service. Civic Flavour also sits within Presto and provides inhouse event catering as well as offering café facilities within some leisure centres.
- **School Cleaning** provides an internal cleaning service to schools to enable their compliance with Health and Safety legislation.

As the Council reduces in size in line with the reset and prioritisation of services and broader reshape and organisational design work being progressed as part of the Financial Challenge programme, this context also provides opportunities to reshape and redesign the CEL functional areas of the Directorate.

Implementation approach to achieving Civic Enterprise Leeds savings.

Continue to deliver Traded Services where it makes sense to do so - for example, for financial, economic, or welfare reasons -, but with full cost recovery or transparent subsidy built into budgets and contracts. Aiming for 20-30% reductions in 2024/25 (total £2.6m), informed by a programme of review and business planning activity currently underway, to fully understand costs/benefits, market opportunities etc to inform future provision. Recognising this broad scope, the £1.6m savings will be achieved through:

- A mix of workforce measures including applying the Voluntary Leavers Scheme to each service area to avoid where possible Managing Staff Reductions.
- The business planning review to inform productivity improvements.
- Review of commercial opportunities to maximise income generation.
- Review of pricing to ensure inflationary pressures are passported to clients.
- A review of procurement to explore the potential to generate further savings.

The proposed savings categorisation is shown in the table below:

CEL ADDITIONAL £1.6m 2024/25 Savings

Proposal	Savings £k	Budgeted FTE Reduction	Headcount Reduction
Workforce measures/Productivity	288	14.6	16
Pricing Review	825		
Procurement	400		
Presto - commercialisation & pricing	102		
Total	1,615	14.6	16



Equality, Diversity, Cohesion and Integration (EDCI) 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Strategy & Resources	Service area: CEL
Lead person: Richard Jackson	Contact number: 37 88826

1. Title: CEL Business Planning Review

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

The Council is facing significant financial pressures and must make savings of £60m in order to deliver a balanced budget. As a part of this process, CEL services need to make savings of between 20%-30% in order to deliver savings of £2.6m for 2024/25.

- Of the £2.6m savings target, Executive Board at its meeting of 18 October agreed £1m of savings, leaving a balance of £1.6m to be identified and delivered through the CEL business planning review. The £1.6m of savings will be achieved through:
 - A mix of workforce measure including applying the Voluntary Leavers Scheme to each service area to avoid where possible Managing Staff

Reductions. The business planning review will inform productivity improvements.

- Review of commercial opportunities to maximise income generation.
- Review of pricing to ensure pay award/inflationary pressures are passported to clients.
- A review of procurement to explore the potential to generate further savings.

As the Council reduces in size in line with the reset and prioritisation of services and broader organisational design work being progressed as part of the financial challenge, CEL services will need to do the same. Of the £1.6m of further CEL savings approximately 18% (£288k) will be delivered through the VLS scheme and productivity improvements

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

Current CEL workforce profile data has been extracted from the HR system and analysed across the full range of protected characteristics including, gender, ethnicity, caring responsibilities, and sexual orientation. Of the 2,258 CEL FTEs, analysis of the data shows:

-61% of the workforce are female which reflecting the service industry and part time the roles they occupy. In comparison 51% of the Leeds populus* 39% of the LCC workforce are male.

-14% of the workforce are ethnically diverse in comparison to 27% of the Leeds populus and 17% of the LCC workforce

-7% of the workforce regard themselves as carers in comparison to 27% of the Leeds populus and 9% of the LCC workforce

-3% of the workforce regard themselves as having a disability in comparison to 18% of the Leeds populus and 6% of the LCC workforce.

The proposal impacts staff occupying roles within CEL NJC spinal points.

- 61% of staff at these grades are female reflecting the workforce profile identified above. female staff across the service (10%). Women are welcomed within the service, in these roles, and positive recruitment of women through the annual apprenticeship cohort takes place.
- 14% of staff at these grades are ethnically diverse. This is the same as the total representation of ethnically diverse staff across the service.
- 7% of the staff at these grades regard themselves as carers. This is the same as the total representation of carers across the service. Carers are supported with a

range of interventions including flexible working options and all staff are supported and encouraged to participate in staff networks to support their needs.

- 3% of the staff at these grades have identified themselves as having a disability. This is the same as the total representation of disabled staff across the service.

*Leeds populus data taken from Leeds census data 2021.

- **Key findings**

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

The workforce impacts by equality characteristics will be considered as the proposals are developed. Approximately 14.6 FTEs are estimated to be effected by the impact which in the context of the total 2,258 CEL FTEs is 0.6%, this should make it easier to mitigate significant impact against the existing workforce profile.

- **Actions**

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

The focus will be on use of the VLS scheme for achieving the reductions and supported wherever possible using the existing workforce framework. In the event reductions cannot be delivered via voluntary means reduction will need to be delivered in line with the Council's Managing Staff Reductions Policy.

Any proposed workforce reduction will cause concern amongst staff, however, through transparent and inclusive communication and engagement it is envisaged that colleagues will feel they can contribute towards developing specific ideas and have a voice in the proposals being put forward. The Council's extensive wellbeing offer along with the employee assistance programme will also be invaluable in supporting the workforce through a period of uncertainty.

Opportunities for redeployment and switching into vacant posts will also be explored to fully mitigate the impact on the workforce. CEL has previously delivered much larger reductions in staffing working in partnership with the workforce and TU colleagues.

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:	During consultation/review stages as insight emerges.
Date to complete your impact assessment	On completion of the consultation/review stages in

	accordance with the recommendations.
Lead person for your impact assessment (Include name and job title)	TBC dependent on proposal timescales

6. Governance, ownership and approval

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

Name	Job title	Date
Richard Jackson	Head of Passengers, Cleaning & FM	22.11.23
Date screening completed		22.11.23

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:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Date: 10th January 2024

Report of: Chief Planning Officer

Report to: Scrutiny Board (Infrastructure and Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- 1 The purpose of this report is to evaluate the outcome of a pilot project (not to display third party comments online, in respect of planning applications) and to take a view on next steps. This evaluation is comprised of a series of aspects which need to be balanced and taken as a whole. These are: the impact on public participation in the planning process, the impact on financial and resourcing issues and finally impact on compliance with legislation.
- 2 In June 2023, the Local Planning Authority (LPA), commenced a 6-month pilot project to no longer publish third party comments received on planning applications online, (via Public Access, the Council's statutory register for planning applications), on the Leeds City Council website. The purpose of this was driven by a number of interrelated factors. These included, the need to manage and deploy resources more effectively (given the extent of the Council's financial challenge), managing risk (in respect of General Data Protection Regulations [GDPR] data breaches, through the accidental disclosure of information), the need to provide clarity for applicants on what revisions to schemes may be necessary and the perspective brought by researching and balancing what is considered 'necessary' (for the purposes of operating a sufficiently transparent planning process). Whilst also removing the fear of reprisals from applicants/ objectors and supporters alike, through comments on planning applications received. The decision to commence with this pilot was taken in consultation with the Executive Member for Sustainable Development and Infrastructure.
- 3 During the pilot period, staff capacity has been reprioritised has been used to continue to make improvements to Public Access (PA), to work on other urgent projects and to undertake wider business improvements to drive operational efficiencies in the context of the Council's challenging budget pressures (whilst operating under the requirements of legislation in relation to access to information). It should be emphasised also that the on-going reforms to the planning system, have placed additional demands on the service regarding new legal requirements and business processes which have had to be rolled out and established.

4. Whilst there is no statutory requirement to publish third party comments online (although this has become custom and practice in Leeds), a number of concerns were raised about the legality of the change, a perceived loss of participation and transparency in the planning process and the inability to see others comments, to inform one's own comments
5. Scrutiny Board (Infrastructure, Investment and Inclusive Growth) agreed to the Executive Member for Sustainable Development and Infrastructure request that they consider the conclusions of the 6-month pilot.

Recommendations

- a) Members of Scrutiny Board are recommended to note the outcome of the pilot and the evaluation set out in this report,
- b) Members are requested to consider the conclusions and next steps set out in the final section of this report, with a view to a Delegated Decision being taken by the Chief Planning Officer, to not resume the publication of third-party comments.

What is this report about?

The report sets out the context for and the outcomes of the 6-month pilot project (not to publish third party comments) and provides an evaluation of the impacts and successes of the publication of public comments. The final section of the report (conclusions and next steps) advocates that the publication of third-party comments should not resume, with a view to the Chief Planning Officer making a formal decision under delegated powers.

Framework for decision making

In terms of overall context, the framework for decision making in relation to planning matters in England and Wales is Plan-led and is legislated by Acts of Parliament and Statutory Instruments. This requires the Local Planning Authority (LPA) to prepare plans, as part of a Plan-led approach to set a planning strategy, policies and site allocations for future regeneration and development. The Leeds adopted Local Plan sets out the Council's vision and strategy for planning the area until 2028.

In determining planning applications in respect of this planning strategy, Development Management activity is guided by legislation, with the main legislation being: The Town and Country Planning Act 1990, which sets the legal framework for determining planning applications and which is underpinned by the Town and Country Planning (Development Management Procedure) (England) Order 2015, which sets out the detail requirements of the LPA. Planning law dictates that all decisions on applications for planning permission, should be made in accordance with the Development Plan, unless material planning considerations indicate otherwise.

LPAs are required to undertake a formal period of publicity prior to deciding a planning application. This is prescribed in, [article 15 of the Development Management Procedure Order](#) (as amended). In addition to individuals who might be directly affected by a planning application, anyone can respond to a planning notification, including community groups and specific interest groups.

Decisions on planning applications must be made in accordance with the adopted Development Plan (and the Policies therein), any other material considerations, legislation and case law. Consequently, decisions are not therefore made on political or 'popularity' grounds. For example, although there may be objections to a development, it does not necessarily mean that the application is unacceptable in planning terms and needs to be altered or refused to address the concerns raised. Conversely, if there are no public objections to a development proposal, this does

not make it automatically acceptable. The role of the LPA is to assess the applications within a statutory timeframe against the adopted Local Plan Policies, whilst also having regard to the National Planning Policy Framework (NPPF).

Publishing Third Party Comments

There is no statutory requirement to publish third party comments received in respect of a planning application. For information, a number of Core Cities and local authorities have never or have recently ceased publishing third party comments online. These include Nottingham City Council, Manchester City Council, Croydon Council and City of Bradford Council. All comments received must be considered as part of the decision-making process. However, in order for comments to be afforded weight as part of this process, they must be related to material planning considerations in respect of the application.

In terms of the publication of comments, the Planning Advisory Service (PAS) advises that, “...*the legislation is clear that they do not require a LPA to disclose to the public confidential information (i.e. information the disclosure of which is prohibited under an enactment, such as data protection legislation¹*” and further states “*there is no requirement to publish consultation responses, and the decision to publish or not is the LPA’s to take.²*”

Section 3(2) of the Data Protection Act describes personal data as:

“...any information relating to an identified or identifiable living individual”.

13. The two main elements of personal data are that the information must relate to a living person and that the person must be identifiable.

14. An identifiable living individual is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of the individual.

General Data Protection Regulations (GDPR) – Managing Accidental Disclosure in Relation to Third Party Comments

Following the introduction of the GDPR in 2018, there has been even greater emphasis on ensuring comments did not breach data protection legislation. Leeds City Council, as the “data controller”, is responsible for any data provided and in the event of an accidental disclosure of personal data, it would breach GDPR. It should be noted that Basildon Council (in respect of the LPA) was fined £170k for the accidental disclosure of personal data online in relation to a planning application. Consequently, there are significant financial and reputational risks in managing such data.

Following the introduction of the GDPR, the LPA in Leeds established a Publications Team to undertake the vetting and redaction of comments. It should be noted that comments would often routinely disclose personal information within the body of their comments, often relating to protected characteristics and location data, despite disclaimers on the Council’s website asking for the comments not to include personal information. Following this redaction process, only then after screening would comments be published online to the Public Access (PA), (the statutory planning register). Undertaking this work has required dedicated staffing resources, to help manage the process. This has been necessary not only to adhere to the requirements of the legislation but also to deal with the high volumes of representations on planning applications being received by the service. For example, in 2022-23, the LPA was in receipt of almost 9,000 comments on planning applications received.

¹ PAS Planning and GDPR Guide June 2021

² ibid

Associated with this work has been resources required to deal with complaints from both applicants and commenters arising from the public comments, disagreeing with the redaction, raising non-material matters, civil or criminal matters, neighbour disputes and often personal opinions of the developers/ agents/ applicants (which in planning terms are not material), but when published online, such comments caused distress or offence to various parties involved. Comments could also at times be misleading, with inaccurate information sometimes being presented.

In addition, the service had regularly been contacted by residents with planning concerns about an application but who were reluctant to submit their comments in writing, given that they would be published online and available for all to view as they feared repercussion for doing so, to the detriment of engaging in the planning process.

More recently also, PA had increasingly been used inappropriately as a platform for antagonistic correspondence between applicants and objectors - with the comments being conveyed like a "chat room". Additionally, despite the best efforts of the service, there had been a number of minor data breaches which were reported through the Council's data breach process, causing discomfort for those involved as well as generating significant work for the service to investigate and rectify. As noted above, such breaches expose the LPA (and the Council) to financial penalties and also reputational risk.

The Implications of New Legislation

The recently enacted Levelling Up and Regeneration Act (LURA) introduces key provisions to bring forward the Government's levelling-up agenda, whilst also making statutory changes that underpin a number of planning reforms. It contains proposals to enable the digitisation of the planning system, introduce changes to local plans, national development management policies, planning enforcement, section 106 Agreements, the Community Infrastructure Levy and environmental outcome reports. The LURA is also the driver for a more rigorous and demanding planning performance regime. In this context, there will be new and additional burdens for the LPA to resource from the existing establishment, placing the service under greater pressure to deliver core statutory services.

Pilot Project - Non Publication of Third Party Comments

Taking the above factors and drivers for change into account, a business decision was taken to no longer publish third party comments received on planning applications online via PA on the Leeds City Council website for a pilot period of 6 months. This commenced on 6th June 2023, as a basis to ascertain, if the above identified issues could be mitigated through not publishing comments and resources could be utilised differently, without any prejudice to the robustness of decision making.

This decision was not taken lightly, with consideration given to the public perception of Planning, the need to balance the need for transparency and participation in the planning process, whilst protecting the privacy of third parties. Given the sensitivities of these issues, it was agreed therefore that at the end of the pilot period, an update on the outcomes and conclusions of the pilot would come before the Scrutiny Board (Infrastructure and Inclusive Growth), for consideration.

It should be noted that following commencement of the pilot, there were some concerns raised by particular groups (including Parish and Town Councils) and individuals about the approach being taken. These included comments about the legality of the change, a perceived loss of transparency and involvement in the planning process and concerns that the inability to see and use others comments, as being detrimental to inform their own comments.

Evaluation of the Pilot

In evaluating the outcomes of the pilot, a series of interrelated factors have been identified by the service taking into account and addressing the feedback received and concerns raised by third

parties, as a basis to assess the merits of the pilot. These in turn have enabled the “impacts” and “successes” of the pilot to be considered. These factors can be summarised as follows:

- Public Participation and Transparency in the planning process,
- Resource Management,
- Compliance with legislation.

The subsequent sections of the report evaluate the pilot in relation to these factors, before drawing some overall conclusions and next steps, in the final section.

Public participation and Transparency in the planning process:

Participation levels

In assessing the impact upon participation levels during the pilot period, the number of comments submitted in this time has been counted. The purpose of this is to establish if there has been a ‘drop off’ rate, associated with members of the public not wishing to submit comments because they will not be published online and for this to be compared to the position in the same period last year - when comments were being published online. The summary Table below compares numbers of comments submitted over the time periods, June to December 2022, (when comments were published) and June to December 2023, (when comments were not published):

Number of comments received 6th June to 6th December 2022	Number of comments received 6 June to 6 December 2023
4,343	7,108
Number of planning applications received 6th June to 6th December 2022	Number of planning applications received 6 June to 6 December 2023
2,313	1,998

Examining the numbers of comments submitted during the pilot period, it appears that there has not been any impact in terms of a drop off in participation in the planning process, even considering a 14% reduction in the numbers of planning applications being submitted compared with the same period last year. Numbers of comments received on applications have increased by 39% during the pilot period in comparison with the same period last year.

The process remains unchanged in terms of members of the public, groups, organisation and others’ ability to make comments on planning applications, as have the other opportunities for engagement in the planning process. The Council’s Statement of Community Involvement³ sets these out:

- Plan making- extensive involvement of the public from the - Core Strategy, Site Allocations Plans, Local Plan, through to Neighbourhood Plans; Leeds is considered a trailblazing authority for its approach to neighbourhood planning,
- Ability to making comments on individual applications, focussing on material planning matters,
- LPA reconsulting/ renotifying where appropriate on individual applications; there is no statutory requirement to do so,
- Applications which go to Plans Panel present opportunities for public speaking, there is no statutory requirement for this provision,
- Appealed applications, third party involvement, applicant involvement, Rule 6 Status.

Perceived lack of transparency

Concerns have been raised also about the perceived lack of transparency in the planning process, as a consequence of not being able to see other people’s verbatim comments. Whilst freedom of

³ [Statement of Community Involvement \(LDF\) \(leeds.gov.uk\)](https://leeds.gov.uk)

speech is clearly necessary and people are able to make any comments they wish, in planning terms, only matters which raise material planning concerns are relevant to the assessment of the application. In this context, assurance can be given that transparency is being maintained with a clear summary in the officer report of the comments raising material matters which can be taken into consideration as well as an acknowledgement of non-material matters. Third parties are clearly able to identify where their material planning concerns have been taken into consideration and where non-material matters have been acknowledged but not taken into consideration. Appendix 1 is included to show an example of how comments have been clearly summarised in an officer report on an application. Whilst there is no legal requirement to publish copies of an officer report for each planning permission, on the statutory planning register, from a Leeds LPA perspective, this will continue in the interests of transparency.

Comments on individual applications are publicly available on request as per the planning legislation, and the FOI process has also been used as the mechanism for this, to date during the pilot period 29 requests have been made from members of the public and six from elected Members.

Inability to see other peoples' comments to guide own comments

The service received representations from Town and Parish Councils, other amenity groups and Ward Members, who raised concerns about their comments not being visible on PA, their inability to see what other people had said, to guide their comments and a perceived detrimental impact on freedom of speech.

The service has acknowledged whilst it may be considered useful to see other comments, it is by no means essential however to make one's own comments. Other comments can sometimes be misleading, misinformed, be offensive, or GDPR non-compliant. Members of the public and others are therefore being encouraged to form their own view on an application focussing on material planning matters to inform their own comments. As emphasised above, these are the only matters which the LPA can take into consideration in the determination of the planning applications.

Planning can be complex and sometimes difficult to understand, consequently the service has been trying to help guide and support the submission of effective comments directed towards material considerations (see below). One way the service has attempted to facilitate this, is through enhancements to PA. Around 70% of all comments received by the LPA are made via PA. Prior to the pilot, when a member of the public wished to make a comment on PA, they went to the application page and click on the "Have your Say" tab. A template form is presented to complete, including a free text box for the main body of their comments. However, in September 2023, PA was augmented to include 'tick boxes', identifying the most common material planning considerations, for customers to select those which they feel are appropriate to their comment. An "other" box is also included, the purpose of this is to ensure that the template does not restrict comments that can be made, meaning all eventualities are covered. This guides customers to focus their responses on material matters which the LPA can take into consideration and avoids focussing on those which in planning terms are not relevant. The screen shot below, demonstrates how this looks on PA.

- Highway Safety/Parking
- Layout and Density of Buildings
- Listed Building/Cons Area/Parks Gardens
- Nature Conservation
- Noise and Disturbance
- Other
- Over Shadowing/Outlook (not view)
- Overlooking/Privacy
- Risk of Flooding
- Scale, Design, Visual App and Materials
- Sustainability/Climate Change
- Trees and/or Landscaping

It would inhibit a member of the public's right to free speech if they were required to have knowledge of the planning rules or of the detailed history of a site before commenting. However, aiding and helping to guide the public to make high quality comments, and covering material planning matters is considered to be a positive development. Freedom of speech remains important, however, and even in the context of the above to help support effective comments being made, the pilot does not stop people saying what they wish. People can still raise any matters of concern and that may still include non-material matters, but with this additional guidance, anecdotally there are early positive signs that the comments received via PA are more focussed on the matters which can be taken into consideration. By being more informed, people therefore will know that that their comments carry weight because they deal with matters which can be considered by the LPA, thus having a positive impact on the planning process.

Transparency of consultee comments

The comments of statutory technical consultees (such as the Environment Agency) are visible on the PA system, this remains unchanged. However, the LPA has a statutory duty to notify Town and Parish Councils (TPC) and Neighbourhood Forums (NF) of applications in their area of interest, but their comments do not carry the same weight as a statutory technical consultee. Under the pilot, TPC and NF comments were not originally published online and were treated in the same way as other third-party comments. However, following concern that their comments would also not be visible on PA, the service committed to investigate whether this could be changed. After reviewing of a sample of TPC and NF comments, there was assurance that the comments received from such organisations would be neither defamatory or breach GDPR and it was therefore considered to be low risk to publish their comments. Work was undertaken also, to find a solution for their comments to be published without the need for staff intervention; this was important in the context of the need to generate operational efficiencies and deliver the service within existing resourcing levels. A solution was found and shared at a conference for Town and Parish Councils held on 18 October 2023 and roll out began on 26 October 2023 for those TPC who wish their comments to be published online. Neighbourhood Forums were also contacted on 1st November 2023 offering the same solution. This is optional, although to date 19 TPC have taken up this offer as well as three Neighbourhood Forums.

Taking the above into consideration, i.e. that there has been an increase in participation in the planning process in terms of number of comments being submitted, that focus is being directed to support members of the public and others to make more effective representations, community organisations' comments can be published online and transparency maintained with comments clearly summarised and included in the officer report, it is concluded that there has been no

negative impact of the pilot on the participation in the planning process and in many respects due to the work undertaken, there have been positive impacts on the planning process.

Resource Management

As highlighted above, a 'Publications Team' was established to review and where appropriate redacting comments; in the 12-month period leading up to the pilot this amounted to 5.5 hours per week in total. In that period, each of 8,055 comments received needed to be screened and 1,352 needed redacting for GDPR compliance. Additional time was expended dealing with data breaches and consequent complaints, approximately 4 hours per week. In staffing costs this equates to almost £10,000 per year. However, in addition often there are managers involved at a senior level in the event of a breach, including at Head of Service level as well as senior officers in the Information Governance team who assist in an advisory capacity. This is a time-consuming activity to carry out an investigation and diverts officers away from core business activity.

During the pilot period these resources are no longer required to undertake the work on those comments being submitted via PA and the complaints and data breach work. Consequently, the staff time saved in not having to undertake redaction work, follow up on complaints and deal with data breaches, has allowed the service to concentrate on other areas to improve business systems, concentrate on core activity, resourcing other priority projects, explore other income streams and undertake other activities which add value to the planning process, for both internal and external stakeholders. As a result, the pilot has allowed the service to better manage fluctuating workloads and the other necessary core statutory duties within the resources available (this has included Validation, managing the planning appeal process and servicing the three Development Management Panels).

In addition, this increased capacity and agility has enabled the service to respond effectively to a time-limited (and income generating) major project on behalf of HM Land Registry. This was delivered on time and therefore achieving income of £200k (to the service and the Council) for the timely completion of the work.

Furthermore, direct savings have been made through not needing to recruit to one vacant position (at a B3 grade) in the Publications Team; this is entirely in accordance with the Council's recruitment and vacancy release process to reprioritise work within existing resource and has directly contributed to meeting the Council's 23/24 funding gap. Additionally, the instruction from Directors as part of the Council's Financial Challenge is to "stop all non-essential spend that is not definitely needed for the delivery of a service, (however small)" and this non statutory work falls into this category.

It was always the intention of the service that during the pilot period, there would be a continued review of processes to find ways to maintain transparency whilst balancing the privacy of third parties. Prior to the pilot, these areas of work were negatively impacted due to the lack of officer capacity. Through this reallocation of staff resources, the service has been able to undertake a range of tasks and workstreams both connected to the area of public comments but also with a wider remit of streamlining processes and generating operational efficiencies needed in the context of the Council's budget challenge.

Within this context, a range of work and enhancements, within the parameters of pilot, has been also undertaken in response to some of the concerns raised; these were shared with the Joint Plans Panel in September 2023. These, and other matters are summarised and described below:

- Organised and held a Town and Parish Council (TPC) conference to support such organisations in making more effective representations and allow two-way dialogue between TPC and the LPA,

- Developed a system to allow TPC comments and Neighbourhood Forum comments to be published online without any further staff intervention, (reflecting their status as statutory consultees in terms of being notified of new applications in their area)
- Provided better information and support for members of the public to make more effective representations,
- Developed new reporting tool using PowerBi software which case officers can use by entering in a planning application number and extracting the details of all representations made via Public Access into a single Word document making this information available more quickly and efficiently than the previous process which required each comment to be extracted individually. This saves a significant amount of officer of time,
- Developing a new reporting tool for elected members which highlights the material planning matters that are of concern locally on individual applications, to help guide their own representations, as appropriate. The prototype was demonstrated at the meeting of the Joint Plans Panel in September 2023 with Members giving positive feedback on its development. Final amendments and access rights are being made to this and it could be rolled out in early January 2024. An example of a report for an application is attached as appendix 2.
- Engaged with the Joint Plans Panel on a number of enhancements and system changes on Public Access to help support the effective writing of representations, focussing on material matters,
- Clearer timeline of the status of a planning application on Public Access with supporting text to explain each stage,
- Process for collecting and displaying permitted development rights to make this quicker for officers to confirm where this has occurred, and reduce the risk of accidental overlooking of this information
- Streamlined public speaking protocol to make the task less resource heavy for the Plans Panel Team to manage without impacting on the rights of speakers,
- Ongoing development of the Member Planning SharePoint site which promotes self-service rather than members having to contact officers for information, saving time for all parties,
- Development of a range of performance dashboards supporting the work of Development Management to respond to legislation changes, challenges and address emerging issues quickly,
- Community Infrastructure Levy Status checker on the LCC website promoting self-service rather than members and the public having to contact officers for the information.
- Developing a new reporting tool to extract the comments requested through the Freedom of Information (FOI) and Environmental Information Request (EIR) process, to use existing staff time more efficiently.
- In consultation with the Planning Inspectorate, revised our system for sending comments as part of the appeal process, thus saving significant amounts of officer time

Further work is also in the pipeline if there continues to be the officer capacity to take the workstreams forward, including the investigation of publishing ward member comments online by offering them the same solution and systems as TPC and Neighbourhood Forums.

Given the increased officer capacity to take forward essential business improvements required to balance service budgets, manage capacity and deliver statutory services in a more streamlined way, it is concluded that the pilot had a positive impact.

Compliance with legislation

A key driver for conducting the pilot was to reduce the exposure to the Council of accidental disclosure of personal information. As emphasised above, there are significant financial

consequences of a data breach occurring. The Table below shows the number of data breaches over the recent years despite the redaction processes in place.

Date	Incident numbers
2019	3
2020	2
2021	4
2022	5
2023 (Jan to June)	1

Whilst it could be considered that these numbers are relatively small, it would only take a single serious data breach to have financial and reputational repercussions. This risk is accentuated by the high volume of applications and comments being received by the LPA and the numbers of comments in need of redaction (beyond names and addresses). It should be emphasised that around 15% of the total number of applications received are returned as unacceptable, with a further 5-10% to make GDPR compliant. The probability of disclosure is therefore very high, notwithstanding the interventions in place for this to be managed and mitigated. Clearly, by no longer publishing comments, it removes the risk of accidental disclosure entirely and during the pilot there have been no breaches.

As outlined above, there is no legal requirement to publish third party comments online; also, the Council must be mindful of its legal duty to protect the privacy of individuals personal data. In this context, the service is compliant with both planning and GDPR legislation.

As mentioned above number of requests for comments were made through the Freedom of Information process (35 in total) in the pilot period; 100% of responses were provided with the statutory timescale. These requests were able to be answered on time due to the new reporting tool developed to extract the comments easily and quickly from the system, within minutes; previously such information took longer to obtain as it required manual extraction.

Given the above, it is considered that the pilot had a positive impact on compliance with relevant legislation.

Conclusions and Next Steps

In coming to an overall conclusion, the concerns expressed about the cessation of publishing third party comments are appreciated and understood. In fulfilling our duties and responsibilities as an LPA, public participation in the planning process is both fundamental and necessary. This is an imperative not only in dealing with the immediate local impacts and opportunities associated with development proposals but also to achieve the longer-term ambitions of Leeds in the pursuit of sustainable development.

It should be emphasised that the pilot has not prevented or compromised the ability of public participation in the planning process. The Council's recently adopted Statement of Community Involvement sets out opportunities for engagement and participation, with the submission of comments on applications being one element of this. Only the ability to see others comments online, for which there is no statutory basis, has changed.

In summary, the desire to retain comments online, promoted by opponents to the pilot, appears to be twofold, (i) a perceived lack of transparency in the planning process (by non-publication) and (ii) an inability to see what others say, to inform one's own comments. In terms of transparency, the

principal way the LPA engages with third parties in respect of planning applications is largely through publicity on applications received by the LPA - inviting comments and via representations received. These channels of communication have remained throughout the pilot and have not been stopped by the non-publication of third-party comments.

In terms of observations on comments received, applicants and third parties may not agree with what others say in their comments, but it is their right to exercise their freedom of speech. Whilst it is not the role of the LPA to act as arbiter of those comments, it does have a legal duty to protect the personal information of third parties and that comes at a significant cost in staffing and resourcing terms. Representors do not need to see others comments to make their own or to base their own comments on them. Through direct experience, the service has recognised that at times, comments can be misleading, inaccurate, inappropriate and often raise matters which in planning terms are 'non-material'. The role of the LPA is to consider the comments, have regard to material matters, appropriately fact check and come to a balanced view/judgement on the merits of an application. This view is clearly articulated in the officer report, which is made available on PA (the Planning Register).

In response to issues which have been raised about the pilot and within the context of the commitment of the service to continued improvement, steps have been taken to help members of the public and others make more effective comments focussing on material matters. The focus of this is to ensure representors are more aware of the considerations which can be taken into account, whilst understanding that the civil or non-material matters that they may wish to still raise in exercising their freedom of speech, cannot be considered. For clarity, these matters are transparently reported and included in the officer report.

It is apparent that publishing comments online comes with risks, to individuals who feel unable to participate in the planning process due to fear of repercussions, and who may get caught up with inappropriate commentary from other third parties and to the Council, for whom there are reputational and financial risks in the event of an accidental disclosure of personal information. The costs and resource input required to manage this process are considerable, at a time when the service is facing increased and competing demands. This relates not only to staff time (in dealing with redaction and in following up issues such as complaints) but also commits resources to an activity, which is non statutory, when statutory demands and performance management requirements of the service are increasing. Fundamentally also, despite best efforts with previous systems and processes, there is no 100% guarantee against accidental disclosure of personal information. The number of data breaches whilst not high, as highlighted by the case at Basildon Council, only one data breach occurred in that instance for the LPA to receive a significant fine from the Information Commissioners Office.

The pilot period has been an invaluable process to consider, assess and evaluate the merits of the publication of third-party comments. The perceptions regarding a loss of transparency in the planning process is appreciated and understood. As a responsible LPA, the service would not want to diminish the opportunities of the public and other stakeholders across Leeds to participate in the planning process and remains committed to community engagement in the broadest sense. As the evaluation of the pilot has demonstrated, transparency in the process has not been compromised, despite commentary that it has. More strategically, in respect of the publication of third-party comments there are a number of key drivers, risks and resourcing issues, which combine to signal that the resources of the service need to be deployed differently. This is necessary, not only to respond immediately to the Council's significant financial challenge but importantly to facilitate greater agility to deliver the new Planning requirements of the LURA and the business processes necessary to underpin secure its implementation, now and into the future.

From the perspectives of Public Participation and Transparency in the Planning process, Resources Management and Compliance with Legislation, the evaluation set out in this report has concluded

that these matters have not been compromised or undermined by the pilot project. Moreover, it has been demonstrated that the measures introduced have enabled a greater focus upon material planning considerations and the participation in the planning process from some, who previously felt inhibited to do so. Furthermore, the pilot has also removed a risk of data breaches and the financial penalties associated with this. In relation to Resource Management, the scale of the City Council's financial challenge is such and the context of increasing statutory demands upon the Planning service, resources need to be deployed in the most efficient and proportionate way to meet these complex and ongoing pressures.

Consequently, taking all of the above factors into account, the following next steps are advocated:

- i. a continued commitment to securing on-going business improvements in delivering the Planning service, which meet legislative requirements,
- ii. the continued agile management of resourcing pressures, with the context of the City Council's budget commitments and the financial challenge,
- iii. to not to resume the publication of third-party comments, on the basis of the conclusions, set out in this report and for a Delegated Decision by the Chief Planning Officer to be taken, to reflect this change.

What impact will this proposal have?

- 1 No implications in terms of participation in the planning process or decision making. There is no statutory obligation to publish comments online, many LPAs have never published comments online, many other LPAs are considering this move due to the increase in data protection breach risks and need to focus on the delivery of statutory services in the context of challenging budget pressures. In Leeds, this needs to be balanced against the historical expectation that comments will be available. However, the service provides assurance that comments raising material matters continue to be taken into consideration, the time saved from not doing the screening and redaction work can be expended instead on core business tasks, provides capacity for exploring further business efficiencies whilst protecting the rights of an individual's personal data and minimising the risks to the Council of a data breach.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

2

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 3 Consultation on the pilot was undertaken with the Leader of the Council, Executive Member for Sustainable Development and Infrastructure, Member and Chairs of the Plans Panels. Further work has been undertaken with the Joint Plans Panel (a meeting of the three Plans Panels and the Development Plan Panel) on some of the proposed changes/ enhancements to Public Access systems and reporting processes.
- 4 Engagement with the Town and Parish Council took place at the Town and Parish Conference in October 2023. Through discussions it was agreed that where TPC wished for their comments to be published online, given the assurance around their content, this would be implemented from

26th October. This offer was further extended to the Neighbourhood Forums in Leeds in November 2023.

What are the resource implications?

- 5 Not publishing comments has allowed the resources that the service has to be deployed in the most effective way, allowing a more flexible deployment of staff to deal and react to service priorities, such as the HMLR work. However, there are considerable resource implications of reverting back to the procedure pre-pilot. A large number of comments remain in email or letter format and therefore still require work to attach them digitally to the planning record; during the review period in particular two schemes generated hundreds such letters. Without having the burden of dealing with PA comments this work was manageable within existing resources, if all comments were published online with the associated work required to make them GDPR compliant, the service would need additional resources to carry out this function. This would entail filling any existing vacancies for this task, when these resources are needed to support the service in managing other priority workstreams. In the current challenging financial climate, there is no expectation of additional resources for any of the work the LPA has to carry out. There are concerns already about the resourcing of some of the new tasks and functions being brought about through the LURA and the Governments new and more stringent performance regime. These circumstances are therefore placing additional demands on the service, at a time when staff well being and resilience remains a key Council priority.

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

- 6 The risks to the Council on inadvertent data breaches is being managed through this process by not publishing the comments. Comments have to be made available on request and this is being managed through the Freedom of Information process, with 100% of queries responded to in time.

What are the legal implications?

- 7 There is no statutory requirement to publish public comments on applications online so there are no legal implications arising from the recommendations in this report.

Options, timescales and measuring success

What other options were considered?

- 8 There were a range of options considered prior to commencing the pilot and these remain relevant:
- 9 Resource the team to an appropriate level to allow for the screening and redaction of comments made on planning applications before they were made available online via Public Access. A number of accidental disclosures, complaints arising from a perceived lack of redaction/ unnecessary redaction, delays in publishing comments added to the resource burden. In the context of the need to focus on statutory services and diminishing resources this option is challenging to pursue.
- 10 Disclaimers have been used on the Council's website to direct people to not include personal or defamatory content, but such comments continue to be submitted and the Council as data controller has lawful responsibility for the handling of such information appropriately.
- 11 The functionality of the Public Access system was investigated to see if name and address details could be removed from the comment but this is not possible and does not address the issue of personal or inappropriate information being contained in the body of the comment.

Artificial Intelligence was also investigated as a solution; however, the technology is not sufficiently advanced to be able to identify and auto redact every possible permutation of content in public comments.

How will success be measured?

12 There are no hard metrics to measure success, instead success has been measured through the lenses of Transparency in the planning process, Resource Management and Compliance with legislation to provided a rounded picture of impact and success

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

13 The pilot period ended in December 2023 and the decision to make this a permanent change lies with the Chief Planning Officer with the implementation delegated to Officers. The permanent arrangements will take effect from 31st January 2024.

Appendices

- Attached, appendix 1 and 2

Background papers

- None

Appendix 1

Example of comprehensive coverage in the officer report of third-party comments received

Extract from the officer report:

Application 23/04831/FU

Public/Local Response:

Site notice displayed adjacent to the site on 13.09.2020. Following this, correspondence was received, stating that the site notice had been removed. In response neighbour notification letters were sent to residents which live immediately around the site, as well as to those which commented on the previous application.

14 letters of objection received on grounds of:

Resident bordering the site, disputes the supporting comments made within the DAS submitted by RBA Planning at section 5.8 which advises that they are in support of the application and rises the following objections:

There has been no engagement made by the applicant, prior to planning application being made, as suggested within the supporting document that has been published by 'RBA Planning on behalf of applicant.

No consent was given for the use of pictures of their home within the document. Also, expressed concern as to where they have gathered information that formulates their opinions on the structures which implies their support and object to the proposal on the following grounds:

Increase noise and anti-social behavior,

Staff and owner, unable to control existing behavior of patrons,

Thrown objects and abuse from existing children's play area,

Impact from light pollution as a result of external lighting,

Customers parking outside of residential properties causing additional noise, Customers parking on Zebra crossing path,

Shelters will promote 'Smoking and vaping' alongside the rear gardens of residential sites.

Other objections covered below:

Increased activity close to residential property resulting in noise, smoke, drug use and foul language disturbance, all year round, with no respite in winter months and for longer periods;

Increase in anti-social behaviour, loud music and gang fighting;

Increase in aggressive behaviour, fighting in the street; Increase, in urinating and trespass on people's property;

Increase in litter been thrown in gardens; Increase in dangerous parking due to inadequate parking at the site;

Impact of the shelters on the historic and coherent appearance of building;

Impact on trees and habitats from structures;

Impacts on Mental Health and quality of life.

Failure to implement Court directive requiring *'to remove all external structures, put vehicle access back to its original state & remove all signage furniture to the front of the property attached to streetlights and other curb structures. The only Court Directive followed was the removal of external structures with all other actions not followed/completed. After losing the last court appeal, the publican then constructed a child play area at the rear of the Winterfell Rd properties, there is no issues with the play area apart from he constructed play structure that allows children to investigate neighboring gardens. The bordering fences are 8ft high, children scream and abuse residents in their gardens and throw objects into the gardens and at resident's windows.*

Unauthorised, external lighting causing light pollution into neighbouring properties, loss of sleep;
Original structures moved to rear of the property, used for food waste which is attracting vermin, causing health hazards;

Play equipment erected to the rear, impacting on neighbouring privacy;

Old single decker bus parked at the rear used as a party bus for private functions, causing further distress to residents;

Flooding.

One comment received: No objection however concern raised regarding the lack of parking, *'proprietor recently telling prospective customers on a Facebook group to park down a residential street as there isn't anywhere to park at the establishment. An increase in custom will only make this worse'*.

44 support comments received from residents who do not lived within the immediate vicinity of the site:

Nothing wrong with original gazebo's and positions;

Noise not an issue,

Nice space, looked good;

Good for the village;

Child friendly,

Allows use in all weathers, all year,

Keeps rain off;

Good ambient lighting,

Outdoor TV for sports fans,

Nice to sit outside and have a meal without neighbours overlooking'

Neighbours should expect a certain amount of noise and light, living next to restaurant/bar;

Beneficial to the community with good mature Clientele,

Nice to see a welcome frontage and seating area, Outside recreation limited in Drighlington,

Community Asset,

Responsible owner,

Supports local business,

Improves hospitality and atmosphere.

Improve, social, economic and atmospheric value, to up and coming area, for locals and visitors,

No detrimental effect on anyone,

Helped mental health during covid,

Business enhancement,

Better and safer facilities for customers.

Corporate Reporting Tool System
Third Party Representations Report for Members

Report Date 07/12/2023

23/04831/FU

STANCE

Neutral	Objection	Support
1	11	44

CONTRIBUTOR TYPE

Neighbour response	Neighbourhood Forum	Out of Locality Contributor	Petition	Society
29	4	6	1	16

REASONS

Highway Safety/Parking	Layout and Density of Buildings	Nature Conservation	Noise and Disturbance	Other	Over Shadowing/Outlook (not view)	Overlooking/Privacy	Risk of Flooding	Scale, Design and Materials	Trees and/or Landscaping
10	7	2	13	16	3	8	1	4	2

DETAILS

Date Received	Stance	Contributor Type	Highway Safety/Parking	Layout and Density of Buildings	Nature Conservation	Noise and Disturbance	Other	Over Shadowing/Outlook (not view)	Overlooking/Privacy	Risk of Flooding	Scale, Design and Materials	Sustainability/Climate Change	Trees and/or Landscaping
14/09/2023	Neutral	No commenter type selected	0	1	0	0	0	0	0	0	0	0	0
18/09/2023	Objection	No commenter type selected	0	0	0	0	1	0	0	0	0	0	0
19/09/2023	Objection	No commenter type selected	0	2	2	2	2	0	2	0	0	0	0
07/10/2023	Objection	No commenter type selected	0	1	1	0	1	0	1	0	1	0	1
09/10/2023	Objection	No commenter type selected	0	0	0	0	1	0	1	0	0	0	0
10/10/2023	Objection	No commenter type selected	0	1	0	0	1	1	1	0	0	1	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0

10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	1	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	1	1	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	1	0	0	0	1	0	0	1	0	0	1	1
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	1	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	1	0	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	1	0	0	0	0	0	0	0	0	0	0
10/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0

11/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
11/10/2023	Objection	No commenter type selected	0	0	0	0	1	0	0	0	0	0	0	0	0
11/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
11/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
11/10/2023	Support	No commenter type selected	0	0	0	0	0	1	0	1	0	0	0	0	0
11/10/2023	Objection	No commenter type selected	0	0	0	0	1	0	0	0	0	0	0	0	0
11/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
12/10/2023	Support	No commenter type selected	0	0	1	0	0	0	0	0	0	0	0	0	0
12/10/2023	Objection	No commenter type selected	0	0	0	0	1	1	0	0	1	0	0	0	0
12/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
12/10/2023	Support	No commenter type selected	0	0	0	0	0	1	0	0	0	0	0	0	0
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12/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
12/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
12/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
13/10/2023	Objection	No commenter type selected	0	1	1	0	1	0	0	0	0	1	0	0	0

13/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
14/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
14/10/2023	Objection	No commenter type selected	0	1	1	0	1	0	0	0	0	0	0	0	0
15/10/2023	Support	No commenter type selected	0	0	0	0	0	0	0	0	0	0	0	0	0
16/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0
17/10/2023	Objection	No commenter type selected	0	1	0	0	0	1	0	0	0	0	0	0	0
24/10/2023	Support	No commenter type selected	0	0	0	0	0	0	1	0	0	0	0	0	0

Work Schedule

Date: 10 January 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.
- Reflecting on the information in this report and information presented as part of other agenda items at today's meeting, Members are requested to consider and discuss the Board's work schedule for this municipal year.

Recommendations

Members are requested to:

- a) Consider the draft work schedule for the 2023/24 municipal year.

What is this report about?

1. A draft work schedule for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and specific member requests for individual work items.
2. The Executive Board minutes from the meetings held on 22 November 2023 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

Developing the work schedule

3. When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
 - Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring, a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
4. To deliver the work schedule, the Board may need to undertake activities outside the formal schedule of meetings – such as working groups and site visits. Additional formal meetings of the Scrutiny Board may also be required.

What impact will this proposal have?

5. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

6. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities set out in the Best City Ambition.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

7. To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to maintain dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

What are the resource implications?

8. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
9. The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
10. Consequently, when establishing their work programmes Scrutiny Boards should consider the criteria set out in paragraph 3.

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

11. There are no risk management implications relevant to this report.

What are the legal implications?

12. This report has no specific legal implications.

Appendices

- Appendix 1 – Draft work schedule of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) for the 2023/24 municipal year.
- Appendix 2 – Minutes of the Executive Board meeting on 22 November 2023.

Background papers

- None.

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Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2023/24 Municipal Year

June	July	August
Wednesday 28 June 2023 at 10.30am	Wednesday 19 July 2023 at 10.30am	No Scrutiny Board meeting scheduled.
Performance report Annual reports: - Sources of Work - Terms of Reference - Co-opted members	Connecting Leeds Transport Strategy Annual Update 2022 <i>[deferred from 2022/23 & to include an update on Park and Ride]</i> Sustainable Travel Gateway Scheme – Update on Progress	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2023/24 Municipal Year

September	October	November
Wednesday 27 September 2023 at 10.30am	No meeting	Wednesday 1 November 2023 at 10.30am
<p>Leeds Safe Roads Vision Zero 2040 strategy.</p> <p>Future Talent Plan (including green economy work)</p>		<p>Bus Service Provision</p>
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2023/24 Municipal Year

December	January	February
Friday 8 December 2023 at 10.30am	Wednesday 10 January 2024 at 10.30am	Wednesday 28 February 2024 at 10.30am
Business Support in Leeds Local Asset Review	Performance Monitoring Financial Health Monitoring Initial Budget Proposals Leeds Affordable Housing Growth Delivery Partnership Plan update Planning Portal – Outcome of 6-month trial	Leeds Transport Strategy Update Flood Risk Management Annual update
Working Group Meetings		
1 December 9.15am-10.15am: Employment Data working group (remote) 14 December 9.30am – 11am: Budget consultation working group (remote)		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2023/24 Municipal Year

March	April	Notes
No meetings	Wednesday 3 April 2024 at 10.30am	
	100% Digital	Highways changes – contribution to net zero ambitions
	Inclusive Growth update	Support for Town and District Centres
	Social Progress Index Update	Connecting Leeds – how to build on strengths for future engagement & consultation
	End of Year Summary Statement	To be scheduled following consultation: Leeds Local plan Update 2040
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring

EXECUTIVE BOARD

WEDNESDAY, 22ND NOVEMBER, 2023

PRESENT: Councillor J Lewis in the Chair

Councillors S Arif, D Coupar, M Harland,
H Hayden, A Lamb, J Lennox, J Pryor,
M Rafique and F Venner

62 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (A) That Appendix 1 to the report entitled, ‘Delivery of New Affordable Housing at Sugar Hill, Oulton’, referred to in Minute No. 66 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and be considered in private. This is on the grounds that it contains information relating to the financial or business affairs of particular parties (including the Council). This information is not publicly available from the statutory registers of information kept in respect of companies and charities. It is considered that since this information was obtained through the grant application process then it is not in the public interest to disclose this information at this time. Also, it is considered that the release of such information would, or would be likely to prejudice the Council’s financial interests in relation to other similar transactions. It is therefore considered that in these circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- (B) That Appendix 1 to the report entitled, ‘Eastgate and Harewood Quarter (Phase 2)’, referred to in Minute No. 68 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and be considered in private. This is on the grounds that it contains information relating to the financial or business affairs of a particular person and affected parties (including the authority holding that information). It is considered that the release of this information is likely to be prejudicial to the commercial interests of both the Council and affected parties and could have a negative impact on negotiations on this matter and/or matters of a similar nature. This information is not publicly available from the statutory registers of information kept in respect of certain

Draft minutes to be approved at the meeting
to be held on Wednesday, 13th December, 2023

companies and charities. It is therefore considered that in these circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

63 Late Items

There were no late items of business submitted to the Board for consideration.

64 Declaration of Interests

There were no interests declared at the meeting.

65 Minutes

RESOLVED – That the minutes of the previous meeting held on 18th October 2023 be approved as a correct record.

HOUSING

66 Delivery of New Affordable Housing at Sugar Hill, Oulton

The Director of City Development and the Director of Communities, Housing and Environment submitted a joint report providing an update on the Council's ongoing support for the residents of Sugar Hill and Wordsworth Drive, Oulton, and detailing a proposal to continue to work collaboratively with Leeds Federated Housing Association (LFHA) to support the appropriate redevelopment of the site to deliver 70 new affordable homes. The report also set out a recommendation to approve the allocation of a sum from the Council's Affordable Housing Commuted Sums programme to fund a grant to LFHA, which would support the delivery of 30 Affordable Rented homes in total as part of the scheme.

The Executive Member introduced the report, providing an overview of the proposals and details of the work undertaken by the Council and in collaboration with LFHA to support the former residents.

Responding to enquiries, the Board received further information regarding:

- the timing of the proposals, which it was noted were in response to the ongoing engagement with former residents and the desire shown by former residents to return. It was also noted that the proposals would enable the Council to provide a formal commitment to LFHA in relation to the delivery of housing on the site so that the appropriate mix of housing tenure could be determined; and
- the implications for the proposed housing delivery on the site should the allocation from the Affordable Housing Commuted Sums fund not be provided. Specifically, it was noted that the mix of tenure would change, reducing the number of Affordable Rented Homes available, which would in turn reduce the potential for former residents who wanted to rent a home to return.

In addition, assurance was provided on the extensive and ongoing engagement which continued to be undertaken with the former residents, including engagement on how affordable housing on site would potentially be

allocated. It was also noted that consultation would be undertaken on the proposed Local Lettings Policy.

Following consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That the Council's continued engagement with former tenants of the Sugar Hill and Wordsworth Close estate and their representatives, be noted; and that the actions undertaken to prevent homelessness following eviction by the previous landlord, and the positive way in which Leeds Federated Housing Association has engaged with previous tenants and supported the remaining protected tenants on the estate following acquisition of the site also be noted;
- (b) That a commitment of £2,824,553 Affordable Housing Commuted Sums funds to Leeds Federated Housing Association, be approved, which will uplift the delivery of Affordable Rented homes on the site from 14 to 30;
- (c) That approval be given for the Council to enter into a grant agreement with Leeds Federated Housing Association on the terms as set out within the submitted report; and that full details of the agreement be delegated to the Director of City Development, in consultation with the Executive Member for Housing;
- (d) That approval be given for the Council to implement a Local Lettings Policy for all of the 30 grant-funded Affordable Rented homes, on the terms as set out within the submitted report, with full details of the agreement being delegated to the Director of Communities, Housing & Environment, in consultation with the Executive Member for Housing.

SUSTAINABLE DEVELOPMENT AND INFRASTRUCTURE

- 67 Connecting Leeds Transport Strategy Action Plan Annual Update 2023**
Further to Minute No. 113, 8 February 2023, the Director of City Development submitted a report which presented the second Annual Progress Report of the Connecting Leeds Transport Strategy (CLTS) Action Plan, covering the period from October 2022 to October 2023. The full Annual Progress Report was detailed at Appendix 1 to the submitted report.

In considering the report, a Member raised several concerns regarding the approach being taken as part of the transport strategy, which he felt was resulting in a reduced level of accessibility to, and around the city centre, and also reduced transport connectivity for communities in the outer areas of Leeds.

Responding to the concerns raised, further detail was provided on a number of areas, as summarised below:

- The extensive consultation which had been undertaken over a number of years as part of the establishment of the strategy was highlighted, together with the actions taken in response to the feedback received. The delivery of infrastructure in the city centre to facilitate faster and more reliable bus services was specifically referenced as an example;
- Clarification was provided on the respective levels of accessibility in the city centre that remained for taxis and private vehicles, with the city centre's car parking offer also being highlighted;
- Emphasis was placed upon how the actions being taken via the strategy aimed to ensure that Leeds has a world class city centre and is an attractive and welcoming environment for all users;
- The high level of activity over the past 12 months on a range of schemes was acknowledged, together with the practical issues arising from the delivery of some schemes in the city centre. However, the benefits from those schemes were highlighted.

The Board also received an update on the recent footfall levels in the city centre. It was noted that people continued to steadily return to the city centre following the pandemic, with the statistics referenced in the meeting evidencing that city centre footfall continued to increase when compared to this time last year.

The teams involved in the delivery of key city centre schemes, such as City Square, over the past 12 months were thanked for their efforts, which it was acknowledged were often being undertaken in challenging circumstances.

RESOLVED –

- (a) That the submitted Annual Progress Report of the Connecting Leeds Transport Strategy - Action Plan 1 (2021 - 2024), including key successes and progress towards objectives, be noted;
- (b) That the funding challenges relating to meeting related ambitions and targets, as outlined in the submitted report, be noted;
- (c) That it be noted that further significant new measures may be required by the end of 2024 in order to meet our net zero targets, and that agreement be given for a further report to be brought to Executive Board to detail these as part of the development of Connecting Leeds Transport Strategy Action Plan 2.

RESOURCES

68 Eastgate and Harewood Quarter (Phase 2)

The Director of City Development submitted a report providing an update on the current position regarding the development of the Eastgate Phase 2 site and which presented the key next steps requiring the Council's approval which looked to ensure that this regeneration opportunity could proceed in a deliverable way.

In presenting the report, the Executive Member provided an update on the current position regarding Phase 2 of the development and highlighted the changing property market conditions which the proposals within the report were looking to respond to.

The Board welcomed the report, with a Member suggesting that the potential for residential provision be explored as part of any future Phase 2 development.

The Chief Executive provided further context on the engagement which had taken place with key partners and the approach which had been taken over the past decade to successfully reconfigure the retail offer in the city. It was also highlighted that the proposals within the report provided an opportunity to complement what had been achieved with a mixed use development.

Following consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED – That approval be granted to:-

- (a) Progress the heads of terms, as outlined within the submitted report; and
- (b) Delegate to the Director of City Development (in consultation with the Executive Member for Resources) the ratification of the final details and any further amendments to the terms agreed and to the developer selected by Hammerson.

69 Financial Reporting 2023/24 - Quarter 2

The Chief Officer, Financial Services submitted a report which presented the Council's financial position as at the end of the first six months of the 2023/24 financial year. Specifically, the report reviewed the current position against the 2023/24 Budget and provided an update in respect of the Housing Revenue Account (HRA), Council Tax and Business Rates Collection Fund, the Capital Programme and the Treasury Management Strategy. Additionally, the report sought approval of several injections into the Capital Programme.

In presenting the report the Executive Member provided an overview of the key points which included the current forecasting of an overspend of £30.5m for the General Fund as at month 6 of the financial year. In considering this, specific reference was made to the increased demand that continued to be experienced in services relating to Looked After Children, with it being emphasised that this was a national trend. Further detail was also provided on the other key aspects of the Financial Health Monitoring section of the report, the Capital Programme and the Treasury Management Strategy.

In considering the report, it was anticipated that further discussion would be had on such matters when the Board considered the initial budget proposals

in December 2023, and leading up to the budget setting discussion in February 2024.

RESOLVED –

- (a) That in respect of the Financial Health Monitoring 2023/24 – Month 6 (September 2023), as detailed at Appendix A to the submitted report:
- (i) As at Month 6 (September 2023) it be noted that the Authority's General Fund revenue budget is forecasting an overspend of £30.5m for 2023/24 (5.3% of the approved net revenue budget) within a challenging national context, with it also being noted that a range of actions are being undertaken to achieve a balanced budget position;
 - (ii) As at Month 6 (September 2023) it be noted that the Authority's Housing Revenue Account is forecasting an overspend of £1.9m for 2023/24 (0.7% of the approved gross expenditure budget);
 - (iii) It be noted that known inflationary increases, including demand and demographic pressures in Social Care and known impacts of the rising cost of living, including the NJC pay settlement of £1,925 and the JNC pay settlement of 3.5%, have been incorporated into this reported financial position. It also be noted that these pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available, and that proposals would need to be identified in order to absorb any additional pressures;
 - (iv) It be noted that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the Council's wider financial challenge where possible, in line with the Revenue Principles, as agreed by Executive Board in 2019;
 - (v) The Month 6 positions with regard to the use of Invest to Save, Covid Backlog and Flexible Capital Receipt resources, be noted, together with the additional planned use of £1m of Capital Receipts in 2023/24 to support transformation projects and deliver savings in addition to the budgeted use approved by the Board in September.
- (b) That in respect of the Capital Programme 2023/24 to 2027/28 – Quarter 2, as detailed at Appendix B to the submitted report:
- (i) The following injections into the Capital Programme, as detailed at Appendix B1 (iii) of the submitted report, be approved:
 - £15,325.8k of grant funding from West Yorkshire Combined Authority (WYCA) for Active Travel Tranche 3 and 4 Schemes;
 - £3,998.0k of DFE Post 16 Capacity Fund Grant for Pudsey Grammar School;
 - £1,474.8k of Disabled Facilities Grant re Additional Allocations for 23-24 and 24-25; and
 - £1,728.3k of other secured external funding contributions.

Draft minutes to be approved at the meeting to be held on Wednesday, 13th December, 2023

- (ii) That it be noted that the resolutions above to inject funding of £22,526.9k will be implemented by the Chief Officer Financial Services;
 - (iii) That the latest position on the General Fund and HRA Capital Programme, as at quarter 2 2023/24, be noted;
 - (iv) That the additional Capital Receipts Incentive Scheme (CRIS) allocations to Wards and Community Committees for the period April 2023 to September 2023 of £144.1k, be noted;
 - (v) That the spending priority for investment of the Community Infrastructure Levy (CIL) Strategic Fund, as matched funding contributions for Strategic Highways and Transportation Schemes, be agreed.
- (c) That in respect of the Treasury Management Strategy Update 2023/24, as detailed at Appendix C to the submitted report:
- (i) The update on the Treasury Management borrowing and investment strategy 2023/24, be noted.

ECONOMY, CULTURE AND EDUCATION

70 Friendship Oath with the City of Kharkiv

The Director of City Development submitted a report which sought the Board's approval for a Friendship Oath to be signed between the city of Leeds and the city of Kharkiv in Ukraine to officially mark the development of a more formal link between the two cities and the start of negotiations with the aim of forming a Friendship Agreement.

In presenting the report, the Executive Member provided the Board with an overview of the context which had led to the proposals within the report, including a White Paper Motion resolution of Full Council from 20th July 2022. Also, it was noted that the proposed signing of the Friendship Oath was now scheduled to take place in Prague, rather than Brno, as had been referenced within the submitted report.

In considering this matter, Members highlighted the importance of the support being provided by Leeds to the Ukrainian community via a range of different initiatives, and that the signing of the Friendship Oath would mark the next step in developing further relations with Ukraine and Kharkiv.

Members welcomed and supported the proposals within the submitted report.

RESOLVED –

- (a) That the signing of a Friendship Oath between the city of Leeds and Kharkiv in Ukraine be agreed;

- (b) That the proposal for the Lord Mayor of Leeds to sign the Friendship Oath in the presence of the Mayor of Kharkiv City Council on 2nd December 2023 in the city of Prague, be supported;
- (c) That the start of negotiations with the city of Kharkiv on the terms of a Friendship Agreement with a May 2024 deadline, be approved, with the detail of any Friendship Agreement being subject to securing external funds to support partnership activity;
- (d) That the resolutions of the Board arising from the submitted report be exempted from the Call In process pursuant to paragraph 5.1.3 of the Council's Executive and Decision Making Procedure Rules on the grounds of urgency, as set out in full at paragraphs 10, 23 and 24 of the submitted report.

(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 the matter is urgent and 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 (d) above, and for the reasons as set out within sections 10, 23 and 24 of the submitted report)

COMMUNITIES

71 Cost of Living - Update Report

Further to Minute No. 26, 26 July 2023, the Director of Communities, Housing and Environment submitted a report which provided an update on the cost-of-living situation in Leeds and which reflected upon national policy interventions and the actions being taken by the Council and partners in response to such matters.

The Executive Member introduced the report highlighting the key aspects within it and made specific reference to the work being undertaken in this area by the Council and its partners. The increased demand being faced across a range of related support services was highlighted, together with the impact arising from such increased demand. The proposed programme of work scheduled to provide a range of support over the coming winter months was also specifically noted.

Thanks was extended to those officers and partner organisations involved in the continued provision of services in this area.

RESOLVED –

- (a) That the contents of the submitted report be noted, and that the approach being adopted, be endorsed;
- (b) That it be noted that the Director, Communities, Housing and Environment will be responsible for overseeing and implementing any actions arising from the submitted report.

DATE OF PUBLICATION: FRIDAY, 24TH NOVEMBER 2023

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00PM, FRIDAY, 1ST DECEMBER 2023

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