

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

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



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.





MEETING OUR FINANCIAL CHALLENGE

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.



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: 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)

A specific part of the service

(including service provision or employment or a specific section of the service)

Procuring of a service

(by contract or grant)

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

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

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
------------------------	----------------------------

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





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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 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.

.
<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).





MEETING OUR FINANCIAL CHALLENGE

- 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 of 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
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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.





MEETING OUR FINANCIAL CHALLENGE

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>
--

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

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): 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
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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.

- a) All qualifying Highways and Transportation (across the whole service) staff will be eligible to apply for Flexible Retirement.
- b) 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).
- c) 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).
- d) 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.





MEETING OUR FINANCIAL CHALLENGE

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.
- 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): 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.



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:

Strategy / Policy

Service / Function

Other

If other, please specify

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

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 received regular equality training. The tiered approach (commercial, community and discounted) is designed

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





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





MEETING OUR FINANCIAL CHALLENGE

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.





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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).





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An overall reduction in opening hours across the city of just over 10% is sought, which will deliver a proposed saving of £200k.

The community hub and library opening hours were reviewed in 2022, making a saving of £457k for the service. During this review our sites were grouped into tiers based on their size and usage. As part of this current review, it is proposed to consult on options to remove and/or reduce some staffed hours either during the day, the evening, and/or at weekends at Community Hubs and Library sites (not Central Library)

The removal of staffed hours does not preclude customers self-serving within the library where it is part of a wider multi-function building which will stay open in the evening, something which is likely to be more common as the council moves towards greater integration of its services within multifunctional buildings. Similarly, mitigation factors will be explored where consultation analysis identifies that certain groups are disadvantaged by the proposal.

The savings would be achieved across 2 financial years reflecting the time taken to implement the changes and associated staffing rota changes. The savings realised from this option could potentially increase but any additional savings from this proposal will be used to reduce the vacancy factor target within the service accordingly. This is required due to the staffing reduction proposal which is also being submitted for consideration alongside this change.

Public consultation will take place ahead of any change to ensure the views of the public are considered in finalising the revised opening hours and to ensure compliance with our statutory obligations.

Recommendations

Executive Board is requested to:

- Consider the proposal to consult on options to remove and/or reduce staffed hours either during the day, in the evening and/or at the weekend at Community Hubs and Libraries, saving £100k in 2024/25 and £100k 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 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.**





MEETING OUR FINANCIAL CHALLENGE

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.



Recommendations

Executive Board is requested to: -

1. Consider the proposal to introduce parking charges at 50p an hour in the following district car parks managed by Parking Services, to generate estimated additional annual revenue of around £300,000 in a full year:
 - Barley Hill Road, Garforth;
 - Netherfield Road, Guiseley;
 - Marsh Street, Rothwell; and
 - Fink Hill, Horsforth.
2. Approve the proposal going out to consultation as part of the council's Medium-Term Financial plan and preparation for setting the 2024/25 Budget; and
3. Note that, subject to the outcome of the consultation the Director of Communities, Housing & Environment will be responsible for commencing the statutory process to introduce charges, and the Chief Highways Officer will be responsible for implementing the subsequent Traffic Regulation Order.



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:

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

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

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): 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.





MEETING OUR FINANCIAL CHALLENGE

Recommendations

Executive Board is requested to:

- Consider the proposal to reduce the combined Cleaner Neighbourhoods and City Centre Cleansing Teams' staffing budget by 10% through a review of the functions and reduction of overall staffing levels; with a target to achieve half the savings for 2024/25 and the remaining half in 2025/26;
- 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: 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:
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For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
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All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:
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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
------------------------	---

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





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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





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procedures as referred to above, In terms of the advertising of proposals and due consideration of any objections. This would involve a one-off cost for which provision has been made within the overall scheme.

As a general point, the use of the term 'saving' made in this report within the context of introducing car park charges does not refer to a surplus generated, but rather that costs associated with provision will be met by the income generated.

Recommendations

Executive Board is requested to:

- Consider the proposal to introduce car park charges at Middleton Park, Roundhay Park and Temple Newsam Estate;
- Approve the proposal going out to undertake initial consultation on the principle of introducing these charges 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: 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





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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

1. Title:
Strategy & Resources directorate savings reductions: Support 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 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% 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.





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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





MEETING OUR FINANCIAL CHALLENGE

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.

Recommendations

Executive Board is requested to:

- Consider the proposal to progress a CEL business planning review with a view to consulting on proposals to deliver savings of up to £1,615k 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 & 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

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