



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 15th January, 2024 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

G Almass	-	Beeston and Holbeck;
H Bithell	-	Kirkstall;
S Burke	-	Middleton Park;
A Carter	-	Calverley and Farsley;
D Chapman	-	Rothwell;
S Firth	-	Harewood;
T Hinchcliffe	-	Bramley and Stanningley;
A Khan (Chair)	-	Burmantofts and Richmond Hill;
W Kidger	-	Morley South;
A Parnham	-	Armley;
E Thomson	-	Guiseley and Rawdon;

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

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

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

[Council and democracy \(leeds.gov.uk\)](https://www.leeds.gov.uk/council-and-democracy)

Principal Scrutiny Adviser:
Rob Clayton
Tel: 37 88790

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct.'</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 11 DECEMBER 2023</p> <p>To confirm as a correct record, the minutes of the meeting held on 11 December 2023.</p>	7 - 16
7			<p>FINANCIAL REPORTING 2023/24 (MONTH 7)</p> <p>To consider a report from the Head of Democratic Services providing the Board with an update on the in year financial position in respect of the Revenue Budget and the Housing Revenue Account (HRA).</p>	17 - 66
8			<p>THE PROPOSED BUDGET 2024/25 AND PROVISIONAL BUDGETS FOR 2025/26 AND 2026/27</p> <p>To consider a report from the Head of Democratic Services that introduces the Council's proposed budget for 2024/25 and provisional budgets for 2025/26 and 2026/27 for consideration, review and comment on matters and proposals that fall within the Scrutiny Board's remit and note the intention to provide comments and feedback to Executive Board at its February meeting through a composite report from all five scrutiny boards.</p>	67 - 334

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9			<p>PERFORMANCE REPORT</p> <p>To consider a report from the Director of Strategy and Resources which presents a summary of performance data relating to Council and city priorities that fall within the remit of the Scrutiny Board (Strategy & Resources).</p>	335 - 352
10			<p>BEST CITY AMBITION - 2024 UPDATE</p> <p>To consider a report from the Director of Strategy and Resources providing an update on work to refresh the Best City Ambition following initial consideration of the scope of this work in October 2023.</p>	353 - 374
11			<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board's work schedule for the 2023/24 municipal year.</p>	375 - 394
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next public meeting of the Board will take place on 19 February 2024 at 10.00am. There will be a pre-meeting for all board members at 9.30am.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 11TH DECEMBER, 2023

PRESENT: Councillor A Khan in the Chair

Councillors G Almass, H Bithell, S Firth,
M France-Mir, T Hinchcliffe, R Jones,
W Kidger and E Thomson

51 Appeals Against Refusal of Inspection of Documents

There were no appeals.

52 Exempt Information - Possible Exclusion of the Press and Public

There was no exempt information considered by the Board.

53 Late Items

There were no late items.

54 Declaration of Interests

There were no declarations of interest.

55 Apologies for Absence and Notification of Substitutes

The Board received the following apologies:

Cllr Andrew Carter

Cllr D Chapman

Cllr S Burke (Cllr R Jones attended as substitute)

Cllr A Parnham (Cllr M France-Mir attended as substitute)

56 Minutes - 16 October 2023

RESOLVED – That the minutes of the previous meeting held on 16 October 2023, be approved as an accurate record.

57 Matters Arising

The Principal Scrutiny Adviser highlighted the following areas as matters arising from the 16 October meeting of the Board:

Min 46 – The further updates on employee mental health and well-being to be considered as separate items have been noted as items for future meetings. The ‘you said we are doing’ document has been circulated to members in advance of this meeting.

Min 48 – Following discussion on KPIs under the Best City Ambition item the Performance Report in January will now feature some of the metrics discussed under the OFLOG item considered in September.

58 West Yorkshire Joint Services Update

The Board received a report from the Head of Democratic Services providing an update on the services delivered by West Yorkshire Joint Services (WYJS) in the Leeds District and their broader regional role.

To accompany this item a presentation was made covering the key points of the report and recent developments in terms of WYJS service delivery in Leeds.

In attendance for this item were:

- Cllr Debra Coupar, Executive Member for Resources
- Andy Robson Director of West Yorkshire Joint Services
- Cllr Pauleen Grahame, West Yorkshire Joint Services Committee Member and Leeds Councillor
- Andy Dodman, Chief Officer HR

West Yorkshire Joint Services (WYJS) provide a number of services, some of which are statutory, on behalf of the five West Yorkshire local authorities Leeds, Bradford, Kirklees, Calderdale and Wakefield.

Statutory services included in their activity are Archaeological Advisory Services, Archives, Ecology Services and Trading Standards along with other services such as West Yorkshire Archaeological Services, Asbestos and Calibration Services which provide a commercial resource.

WYJS has a Net Budget of £4.8 million in 2023/24 and also generates income of approximately £5 million which is used to deliver their services. The Leeds City Council contribution to WYJS is £1.6 million in 2023/24 which equates to 35% of Local Authority contributions to them. The cost per head of Leeds population is £2.00.

The Board were presented with the headline activities that WYJS had undertaken in the Leeds District in the last twelve months. Attention was drawn to the partnership approach with other agencies to target crime in the Harehills area and the role played by WYJS, their use of disruption tactics including seizures of illicit tobacco and illegal vapes. The Board were informed of the WYJS activities in respect to the recent challenges of the 'cost of living' crisis. WYJS has focussed their activities on issues in respect to fuel and food businesses in order to protect both citizens and businesses.

The Board heard about the work done by West Yorkshire Financial Exploitation and Abuse Team (WYFEAT). This is aimed at disrupting the activities of those who target and scam vulnerable people and includes investigation of scams, frauds and doorstep crime offences. An important aim of this work done by WYFEAT is to try to ensure that vulnerable individuals can live independently at home for as long as possible to help reduce costs that Local Authorities can incur when providing adult and social care services.

The recent work of the WYJS Archive Service and the West Yorkshire Archaeological Services in the Leeds District were also highlighted. Cllr Grahame and Cllr Coupar both expressed their thanks for the work done by WYJS in Leeds. Cllr Grahame added that the services delivered by WYJS have developed considerably in recent years and that there were many more examples of the good work that they do that could have featured in the agenda pack.

In response to comments and questions from the Board, discussion included the following:

- The Board requested additional information on data to get a clearer idea of case volumes on an annual basis and on comparisons with other Joint Services providers in different areas of the country. It was agreed that this will be provided after the meeting.
- The Board also wanted relevant contact details that could be shared for the reporting of illegal and under-age vape and tobacco sales, this will be circulated to the Board outside of the meeting.
- Board members noted the work done with WYJS on cold calling and the targeting of vulnerable residents through doorstep crime. The Board thought this work was really valuable and wanted to know if more can be done to tackle this crime. The Board heard that work is ongoing to explore the use of doorbell video cameras where possible to prevent doorstep crime. Due to resource issues, it is not possible for WYJS or the five local authorities to provide this to all vulnerable residents. However, the ideal scenario would be to encourage friends and families to be aware of the possibility of doorstep crime and potentially encourage them to fund video cameras to effectively be 'on call' when an incident occurs on the doorstep and to also act as a deterrent.
- Board members encouraged people to visit the Archive Service based in Morley to see the excellent material that is available to view and how interesting the services are.

- In response to a question about how many staff are available to tackle underage or illegal sales of tobacco and vapes the meeting was informed that there are four inspectors working across West Yorkshire to tackle illicit tobacco sales, three staff who work on test purchasing to deal with underage sales and four officers to deal with counterfeiting of food and alcohol products amongst other responsibilities. It was noted that these services do deliver value for money in terms of seizures and enforcement activity given the small size of the team.
- Responding to a question relating to links to the West Yorkshire Combined Authority (WYCA) the Board heard that links have been strengthened and that work is ongoing to strengthen these further around support for start-up businesses, archive services and work on archaeological services.
- The Chair, Cllr Khan, added his thanks for the work done by WYJS in general but particularly related to recent work in Harehills and Burmantofts and Richmond Hill.

Resolved:

The Board noted the content of the report and appendix and the breadth of work undertaken by WYJS in Leeds and raise any questions related to these services in the city.

59 LGA Peer Challenge - Progress Review

The Board received a report from the Head of Democratic Services that sets out progress on the recommendations made in the LGA Peer Challenge inspection conducted in November 2022. This follows consideration and comment on the 15 recommendations by the Board at its meeting in February 2023.

In attendance for this item were:

- Mariana Pexton, Director of Strategy and Resources
- Cllr Debra Coupar, Executive Board Member for Resources
- Cllr Abigail Marshall-Katung, Chair of the Infrastructure, Investment and Inclusive Growth Scrutiny Board

A presentation was made setting out the key points in the report and developments since the Board last considered this item in February.

Cllr Coupar noted the positive progress that has been made against the 15 recommendations particularly when set against the backdrop of the ongoing financial challenge being faced by the Council and the wider cost of living pressures being faced by residents in the city.

In response to comments and questions from the Board, discussion included the following:

- Responding to comments about workforce developments and equal pay claims the Board heard that Leeds does not currently have any outstanding equal pay claims. Leeds has a process of job evaluation in place that guards as far as possible against any equal pay claims. In addition, consideration is being given to doing an Equal Pay Audit in 2024 to ensure that any issues are dealt with.
- The Board heard about recent discussions held at the Infrastructure, Investment and Inclusive Growth Board meeting. That Board has been focusing on assets and how these are linked to elected members and local communities in the city. It was clear that community assets and buildings are an important element of meeting the Council's challenges and delivering against the city's ambitions in terms of making effective use of buildings, meeting the ongoing financial challenges and delivering on the ongoing work on Equality, Diversity and Inclusion.

Resolved:

The Board noted the following:

- a) the findings of the LGA Corporate Peer Challenge Progress Report, following the Peer Challenge team's revisit on 11th September 2023.
- b) the progress made against the original LGA Peer Challenge recommendations from November 2022 and the findings of the peers following their revisit in September 2023
- c) the proposed next steps developed in response to the findings of the peers following their revisit in September 2023.

60 Annual Corporate Risk Report

The Board received a report providing an update on the risks and summary assurances presented in the Annual Corporate Risk Report, which was considered by Executive Board on 20 September 2023.

In attendance for this item were:

- Mariana Pexton, Director of Strategy and Resources
- Tim Rollett, Intelligence and Policy Manager
- Cllr Debra Coupar, Executive Board Member for Resources

A presentation was made to support this item, highlighting the key points in the report and providing a joined up picture of the risk and resilience activities undertaken by the council. This included details on the corporate risk register providing descriptions, risk ratings and the accountable director and portfolio member risk owners. It was also noted that risk management is the responsibility of all staff working for the council and to support that a series of risk workshops have been held to provide more information to staff and to support reporting of risks.

Responding to comments and questions from the Board the following issues were discussed:

- Members sought clarity on an update to the risk register that was referenced in the submitted report. The Board heard that a recent round of risk updates had led to an increase in the risk rating of the medium-term finance risk. This was already a high rated risk but as a result of the update the risk was increased, reflecting the ongoing financial challenge being faced by Leeds and the local authority sector.
- Responding to a question on cyber attacks and cyber security and what might be learned from experiences in other public sector organisations, the Board heard that cyber security is also a high risk area with extensive measure sin place. High profile cyber-attacks at other local authorities such as Hackney and Cleveland and Redcar have raised awareness of these issues and the Council is part of West Yorkshire Resilience Forum which sees the five local authorities coming together to discuss high profile incidents and to share learning on risk mitigation. In recent years this has seen a test exercise conducted to evaluate systems and identify weaknesses. A key learning area from this was a need to ensure that IT systems are kept update with the latest cyber security software. In addition, work is ongoing with colleagues in IDS to ensure greater cyber security and to review the existing cyber controls. It was suggested that feedback could be provided on this once the work is completed.
- The Chair noted that some of the risks in the corporate risk register actually fall into the remit of other boards. It was agreed that the Chair would write to the other scrutiny chairs to highlight these risks and to make a link between risk and performance reporting which all boards consider in June and January, the key point being that if the financial challenge impacts performance in key areas then there could be an impact on risk.

Resolved:

The Board noted the annual risk and resilience report and the assurances given on the most significant corporate risks in line with the council's Risk Management Policy and Strategy and the Board's overarching responsibility for their management, and:

- a) Agreed that the Chair should write to the other scrutiny chairs setting out the corporate risks that sit within their remits and making a link between risk and performance reporting which is considered by all scrutiny Boards in January and June each year.

61 LCC Contact Centre Update

Members received a report from the Director of Strategy and Resources providing an update on transformation work at the Contact Centre and information on work volumes and current performance. This follows previous

interest in the Contact Centre principally through reports considered in the 2021/22 and 2022/23 municipal years.

In attendance for this item were:

- Mariana Pexton, Director of Strategy and Resources
- Cllr Debra Coupar, Executive Board Member for Resources
- Gemma Taskas, Deputy Chief Officer HR and Shared Services
- Elisha Barker, Deputy Head of Shared Services

The Board received a presentation to support the report covering key issues linked to performance and channel shift which is ongoing work to encourage the use of other means to contact the council such as online forms and apps.

It was particularly noteworthy that the average score for general satisfaction was 84%, which is an improvement of 4% compared to the same period in 2022 and that customer satisfaction benchmarking with other local authorities indicates that Leeds is performing well in this area particularly in relation to waiting times.

Responding to comments and questions from Board members the following issues were covered:

- The Board welcomed the improvements in performance at the Contact Centre both in terms of general satisfaction but also on waiting times which have been significantly reduced since the last time this report was considered, by more than half.
- Members wanted more information on the limited comparison available with other local authorities. The reason for this is that local authorities offer a varied range of services through their call centres and along with differing size of authorities it makes comparison difficult. It was also noted that Leeds delivers many of its services in house, including the Contact Centre, as opposed to other areas that use outsourcing for these services. It was agreed that more comparative data, including with regional neighbours, will be shared outside of the meeting but with the important caveat around the difficulty in making accurate comparisons and that this work needs to be proportionate.
- Responding to a question around staff reductions and budget savings and how that might impact upon performance in the future and also retention of staff with skills in customer contact, the Board heard that there are budget savings planned across shared services (totalling just over £2m in 2024/25) and these include the Contact Centre. This will be done through the voluntary leavers scheme, but it is likely that this will impact on the Contact Centre in terms of the total of staff available to take calls. To mitigate against that and potential impacts on performance, increasing the pace of channel shift is an option that could be pursued which would see a reduction in call volumes and more digital means of contact.
- The Board were interested in development of online chat technology, apps and Artificial Intelligence (AI) to reduce waiting times and improve services. In response, the Board heard that the new telephony system

'Genesys' will be deployed from April 2024. This will initially provide improved telephony functionality, with future phase 2 developments that will see the introduction of additional digital technology at the Contact Centre.

- Members were concerned about the March/April 2024 deployment of the new telephony system which is at one of the busiest times of the year. There is an option to retain the current phone system for a further 6 months if the Genesys system is not ready to be deployed in March.
- The Board were keen to draw comparison with some waiting times experienced in the private sector and how good the Council's waiting times are when compared to those with many well into double figures in terms of length of wait.
- The Board asked about the volume of emails received in Leeds over 75,000 over a 6 month period much higher than in other local authority areas and there were concerns about the amount of time it takes to deal with that type of query. In response the board heard that channel shift is the key element in reducing the volume of emails with plans to introduce more self-service options to free up staff time, improve performance and improve the customer experience.
- The Board were concerned about the possibility of digital exclusion for those who are not able to access IT or are not confident in using digital means of contact. The Board heard that an EDI assessment will take place to ensure that people are not excluded and that there is a commitment to always having a phone number available to residents which is also supported by the community hubs that offer face to face services as well.
- Responding to member questions about who to contact when members have concerns about customer contact services the Board were advised to contact senior officers and this will be further supported by a generic email address for members to use when there are service concerns.
- The Board also heard about innovative recruitment approaches which has seen more varied shift patterns offered to staff, for example based around the regular school run which has enabled better deployment of staff. In addition, a programme of training has been developed to upskill the workforce and create more varied expertise amongst staff to enable wider deployment on the various phone lines.
- The Executive Board Member, Cllr Coupar, also welcomed the improvement that has been made in this service and thanked the staff that have contributed towards this, the Chair of the Board, Cllr Khan, supported those comments and added his thanks for the improvements that have been taking place at the Contact Centre. It was agreed that these thanks should be passed on to the teams working in the Contact Centre.

Resolved:

The Board noted the content of the report and the progress that has been made against the actions that were reported to this Board in September 2022.

62 Work Programme

The Board considered the Scrutiny Board's work programme for the 2023/24 municipal year.

In attendance for this item was:

- Rob Clayton, Principal Scrutiny Adviser

The Board were informed of the forthcoming Budget Working Group on 20 December at 10.00AM, this will be a remote meeting through MS Teams.

In addition, the Board were informed of a possible site visit to the Council's Contact Centre to take place in January 2024, which would be opened up to the Board should any members wish to attend. This is linked to the item considered earlier on today's agenda providing an update on service development and performance at the Contact Centre.

Resolved:

The Board noted the Scrutiny Board's work programme for the 2023/24 municipal year.

63 Date and Time of Next Meeting

The next public meeting of the Board will take place on 15 January 2024 at 10.00am. There will be a pre-meeting for all board members at 9.30am.

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Financial Reporting 2023/24 – October (Month 7)

Date: 15 January 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

Scrutiny Board Strategy and Resources has a standing commitment to monitor financial performance throughout the financial year as part of its remit and to identify emerging issues and suggest alternative approaches as appropriate.

The Board is asked to consider the latest iteration of the Financial Reporting series that are considered by Executive Board as part of ongoing financial health monitoring. This report should be viewed in the context of wider discussions about the Proposed Budget for 2024/25 and provisional budgets for 2025/26 and 2026/27 which are considered elsewhere on this agenda, and the wider and ongoing financial challenge being faced by the Council.

In December 2023 the Executive Board received an update from the Chief Officer - Financial Services about the financial health of the Authority both in respect of the General Fund revenue budget and the Housing Revenue Account at Month 7 of the financial year.

The appended Executive Board report (Appendix 1) provides an update on financial performance against the 2023/24 budget, which targeted resources towards priorities set out in the Best City Ambition.

It also sets out some of the specific risks facing the Council as a result of the current financial climate.

Recommendations

- a) Members are asked to consider the relevant information within the attached Executive Board report and provide comment in relation to those service areas that fall within its remit.

What is this report about?

- 1 The Chief Officer Financial Services provides a regular budget report to the Executive Board throughout the year. The latest paper set out the position at the end of October (Month 7) and was considered by Executive Board on 13 December 2023.
- 2 The five scrutiny boards are also asked to consider the latest information on financial health alongside a report that provides detail of service performance in relation to strategic priorities that fall within the respective remits of the Boards, the performance report features elsewhere on this agenda.
- 3 In addition to the June and January meetings Scrutiny Board Strategy and Resources keeps a watching brief of the financial health of the authority throughout the year as part of its specific remit. Key council functions related to finance that fall under the Board's remit include: Setting, supporting and monitoring the Council's policies and procedures for budgets; Ensuring effective financial management and controls; Administering effective financial management and controls and Setting, supporting and monitoring the Council's financial strategy.
- 4 Appendix 1 presents the latest Financial Report. It sets out a projected overspend of £35.3m, equivalent to 6.2% of the net revenue budget for 2023/24, which highlights the budget pressures currently being faced by the council in terms of under-funding and ongoing inflationary pressures. This position takes account of the pre-existing saving requirement for 2023/24 of £58.6m for which the majority of budget action plans have been implemented or mitigating actions found. However, an £11.3m shortfall has been identified, primarily due to the significant pressures within Children's social care. This shortfall is included within the £35.3m overspend figure set out above. The council's Housing Revenue Account (HRA) is projecting an overspend of £1.3m (0.5% of the approved gross HRA expenditure budget), with plans being developed to balance that budget.
- 5 When the Board last considered financial reporting in October (Month 4) a number of pressures were identified that have contributed significantly to the budget pressures faced by the authority. At month 7 these pressures remain and are focussed on increased costs within Children Looked After (CLA) budgets and wider social care costs across both children's and adult's care services, unfunded staff pay rises, energy prices, fuel prices, increased costs of procured goods and commissioned services, higher demand for support and welfare services and reduced income as residents choose to spend their income differently to take account of the cost-of-living crisis.
- 6 At Month 4 of the financial year the Council was projecting an overspend of £33.9m, this position then improved to £30.5m at Month 6 but has since seen a further adverse movement to the position of £35.3m reported today. This is largely due to the increasing cost of social care, particularly within Children's Services. Any use of reserves to balance the budget (a legal requirement) in 2023/24 will have an impact on available resources for future years.
- 7 The overspend should be viewed through the wider national context: local government finances are in a critical state and there is growing concern as an increasing number of councils are reporting overspends in the current financial year and significant estimated budget gaps in future financial years which provide a challenge to their financial sustainability.
- 8 An important element of financial sustainability and robustness is availability of reserves to deal with unexpected events and unplanned expenditure. Following the closure of the 2022/23 accounts, the Council's general fund reserve was £33.2m, the 2023/24 budget assumes a £3m

contribution to this reserve as part of measures taken to ensure financial robustness and sustainability in the future.

- 9 The Strategy and Resources Scrutiny Board will continue to monitor the Council's financial position in 2023/24 and will also focus on specific budget plans for 2024/25 through the Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27 item contained elsewhere on this agenda.

What impact will this proposal have?

- 10 This report is for information and members are asked to provide comment in the context of the wider discussions about performance, considered through the performance report and the Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27.

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 11 Delivery of the priorities identified in the Best City Ambition relies upon the organisation's long-term financial sustainability, with decision makers required to effectively balance the resource implications of the Council's policies against financial constraints. This is the primary purpose of the Medium-Term Financial Strategy, which provides the framework for the determination of the Council's annual revenue budget.
- 12 The appended report is a factual report, which needs to be seen in context of the requirement for the Council to be financially sustainable and deliver a balanced budget position in 2023/24 so that resources can continue to be targeted at the Council's priorities.

What consultation and engagement has taken place?

- 13 Public consultation on the Revenue Budget forms part of the process of setting the budget for the authority each year, that process was followed for the 2023/24 budget.
- 14 Relevant Executive Members and senior officers have been invited to attend today's meeting to discuss the appended report and to address any questions raised by the Scrutiny Board.

What are the resource implications?

- 15 The appended revenue report details all resource implications.

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

- 16 The reported budget position is considered in the context of risk to both the in-year financial position and the potential impact on the Council's Medium Term Financial Strategy. These risks are included on the Council's corporate risk register. Further information surrounding other associated risks is set out in the appended report.
- 17 The appended report is a factual report which needs to be seen in context of the requirement for the Council to be financially sustainable and deliver a balanced budget position in 2023/24.

What are the legal implications?

1. More detail on the legal implications associated with the Executive Board report that is considered in the appendices to this report can be found under the legal implications section of those reports. However, the council has a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year. Section 28 of the Local Government Act 2003 provides that the council has a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has

deteriorated, the authority must take such remedial action as it considers necessary to deal with any projected overspends.

Appendices

- Appendix 1 – Report of the Chief Officer - Financial Services to Executive Board (13 December 2023) on Financial Reporting 2023/24 – October (Month 7).

Background papers

- None

Financial Reporting 2023/24 Month 7 (October)

Date: 13th December 2023

Report of: Chief Officer - Financial Services

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

1. The purpose of this report is to update the Executive Board of the financial position at the end of the first seven months of this financial year. The report comments on performance against the 2023/24 Budget which targets resources in support of the council's strategic priorities as set out in the Best City Ambition, whilst also supporting our ongoing journey to strengthen the authority's financial resilience and sustainability. It also updates the Board on the latest position on the Housing Revenue Account (HRA) and the Council Tax and Business Rates Collection Fund. For full details, please refer to **Appendices A, A1 and A2.**
2. As at the end of October 2023, we are forecasting a General Fund overspend of £35.3m or 6.2% of the 2023/24 approved net revenue budget, an adverse movement from the previous month's £30.5m overspend reported to this Board in November. Where known, pressures have been incorporated into the reported financial position, including those due to increased inflation and the resulting cost of living crisis, demand and demography in social care, and the employer's final pay award for 2023/24.
3. The budget for 2023/24 requires delivery of £58.6m of savings and as at October it is anticipated that most of these budgeted savings will be delivered or mitigating actions found. However, an £11.3m shortfall has been identified, primarily due to the significant pressures within Children's social care. This shortfall is included within the £35.3m overspend being reported today, with further details provided in the appended directorate positions.
4. The overspend needs to be understood within the wider national context: local government finances are in a critical state and there is growing concern as an increasing number of councils are reporting overspends in the current financial year and significant estimated budget gaps in future financial years which provide a challenge to their financial sustainability. The increasing cost of social care, particularly within Children's Services where the significantly higher costs resulting from increasing numbers of children in care, combined with the impact of pay and price pressures which are in excess of the level of government resources provided, has not yet been recognised. As a result, a number of local authorities issuing or raising the possibility of issuing Section 114 notices, effectively giving notice that a council cannot balance its budget. This current and future financial climate for local government represents a significant risk to Leeds City Council's priorities and ambitions.
5. Within Leeds, work continues to review the highest cost / spend areas (notably Children Looked After, Transport and Leeds Building Services) and all services are continuing to explore opportunities to secure in-year savings (such as holding vacancies where this will not have a detrimental effect on critical services and on staff wellbeing) and maximising income. Asset reviews are underway to ensure the council has the right numbers and mix of assets.

6. The freeze on recruitment, agency and overtime spend introduced in 2022/23 within a framework of agreed exceptions remains in place, as does the freeze on non-essential spend, with further controls brought in to strengthen oversight and monitoring. Using our Team Leeds approach, working across the council and with partners, we will continue to take all action necessary to meet our legal requirement to deliver a balanced budget.
7. Any adverse variation to a balanced budget position at the year-end will require further savings to be identified for 2024/25. In addition, any Collection Fund income shortfall arising this year will impact on next year's revenue budget.
8. With regard to the council's Housing Revenue Account (HRA), an overspend of £1.3m (0.5% of the approved gross HRA expenditure budget) is forecast. Further work is required to balance this position.

Recommendations

Executive Board is asked to:

- a) Note that at Month 7 (October) the authority's General Fund revenue budget is forecasting an overspend of £35.3m for 2023/24 (6.2% of the approved net revenue budget) within a challenging national context, and that a range of actions are being undertaken to address this position. However, reserves will have to be used to mitigate any forecast overspend at the year end.
- b) Note that at Month 7 (October) the authority's Housing Revenue Account is forecasting an overspend of £1.3m for 2023/24 (0.5%) of the approved gross expenditure budget.
- c) Note that known inflationary increases, including demand and demographic pressures in Social Care, known impacts of the rising cost of living, including the NJC pay settlement of £1,925 and the JNC pay settlement of 3.5%, have been incorporated into this reported financial position. These pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available. Proposals would need to be identified to absorb any additional pressures.
- d) Note that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the council's wider financial challenge where possible, in line with the [Revenue Principles](#) agreed by Executive Board in February 2023 through the annual Revenue Budget report (details at Appendix 11 of the linked document).

What is this report about?

- 1 This report updates the Board on financial performance against the council's 2023/24 General Fund revenue and Housing Revenue Account budgets for the first 7 months of the financial year. Budget monitoring is a continuous process throughout the year, and this report reviews the position of the budget and highlights potential key risks and variations as at the end of Month 7 (October) 2023.
- 2 Executive Board will recall that the net revenue budget for 2023/24 was set at £573.4m. The Medium-Term Financial Strategy (refreshed for the period 2024/25 to 2028/29 and considered at September's Executive Board meeting) assumes a balanced budget position for 2023/24 after the application of Government funding, the delivery of savings and the utilisation of earmarked reserves.

- 3 Following the closure of the 2022/23 accounts, the Council's general fund reserve stood at £33.2m. The 2023/24 budget assumes a £3m contribution to this reserve as part of measures taken to ensure financial robustness and sustainability in the future.
- 4 At October directorates are reporting an overspend of £35.3m (6.2% of the approved 2023/24 net budget), an adverse movement against the Month 6 position (£30.5m, 5.3% of the net budget) and the HRA is forecasting an overspend of £1.3m. As noted in the summary at the start of this report, this reflects a national picture whereby local government finances are in a critical state.
- 5 Directorate positions are summarised in Table 1:

Table 1: Summary position Month 7 (October), financial year 2023/24

Directorate	Director	(Under) / Over spend for the current period				Previous Reported Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Caroline Baria	(621)	14,593	(14,593)	0	0
Children and Families	Julie Longworth	2,932	37,166	(4,470)	32,696	27,848
City Development	Martin Farrington	(1,009)	(917)	273	(643)	(155)
Communities, Housing & Environment	James Rogers	1,873	16,976	(12,428)	4,547	3,861
Strategy & Resources	Mariana Pexton	6,164	464	3,662	4,126	4,129
Strategic	Victoria Bradshaw	(62)	(5,102)	(300)	(5,402)	(5,184)
Total Current Month		9,278	63,180	(27,855)	35,324	30,499

Previous reported (under)/over spend	6,956	53,898	(23,399)	30,499
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- 6 This position reflects the forecast 2023/24 pay increase and the demand and demographic pressures being experienced in social care. It also reflects the latest projections with regard to known inflationary pressures in respect of the costs of electricity, gas, fuel and the impact of the cost-of-living pressures on our residents and businesses which has significantly affected the cost of goods and services the council procures, demand for support and welfare services the council provides, and the activity levels that support a wide range of income streams. These will continue to be monitored throughout the year, as will any further increases in interest rates and their impact on the council's financial position.
- 7 Four key messages have been reiterated to staff in 2023/24 to remind everyone of the part we all have to play in supporting the financial position:
 1. **Stay within budget** – reduce discretionary spend and minimise recruitment, including agency and overtime.
 2. **Absorb in-year pressures** – directorates required to absorb all in-year pressures.
 3. **Highlight issues early** – use the budget monitoring process to raise issues with Financial Management as soon as possible.
 4. **Robust monitoring is essential** – includes detailed discussion at relevant monitoring meetings.
- 8 In addition, given the significant forecast revenue overspend position reported here, the council's Corporate Leadership Team (comprising the Chief Executive and five directors) agreed to continue the freeze on recruitment, agency and overtime spend introduced in 2022/23 and further strengthen the controls through a post-by-post review to identify which posts meet agreed exceptions and can be

excluded from the freeze. Unless an identified vacancy is for an excluded post, services are required to identify how they will cover the costs of the post.

- 9 It has also been agreed to continue the non-essential spend freeze introduced in 2022/23. The directorate positions reported reflect the impact of an initial review of areas of non-essential spend and further work is expected in this area. Following Executive Board's approval in September through the previous Financial Health report, relevant non-essential spend budgets totalling £1.85m have been moved out of respective Chief Officer budgets to specific strategic cost centres within each directorate to prevent further spend where it has been identified that this reduction in spend is not detrimental to the delivery of services.
- 10 Cross-directorate work continues to support and challenge the highest cost/spend areas, such as Children Looked After, Transport and LBS and all services are continuing to explore opportunities to maximise income. Asset reviews are underway to ensure the council has the right numbers and mix of assets and directorates continue to consider where future year savings options identified as part of the Financial Challenge to meet the MTFs funding gap could be brought forward to generate savings during 2023/24. Updates on further in-year savings to contribute towards reducing the current projected overspend will be incorporated into future Financial Health reports. These will include income generation, additional non-essential spend savings and savings resulting from reviews of key areas of expenditure which will both reduce activity levels and rationalise service provision.
- 11 Financial monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are deemed to be at risk, for example the implementation of budget action plans and those budgets which are subject to fluctuating demand and key income budgets. This is reinforced through specific project management-based support and reporting around the achievement of key budget actions plans. It is due to the robustness of this monitoring that the projected overspend was identified so early in the financial year, enabling action to be taken.

What impact will this proposal have?

- 12 The budget proposals contained in the 2023/24 Budget have, where appropriate, been the subject of the Council's Equality Impact Assessment process and mitigating measures put in place or planned where appropriate. As such, an Equality Impact Assessment was provided at Appendix 6 to the [2023-24 Revenue Budget and Council Tax Report](#).

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 13 The Best City Ambition is the strategic plan which sets out the ambitions, outcomes and priorities for the City of Leeds and for the local authority. The Three Pillars of health and wellbeing, inclusive growth and achieving zero carbon underpin this vision and these can only be delivered through a sound understanding of the organisation's longer-term financial sustainability which enables decisions to be made that balance the resource implications of the council's policies against financial constraints. The Best City Ambition is the strategic plan which sets out the ambitions, outcomes, and priorities for the City of Leeds and for the local authority. The Three Pillars of health and wellbeing, inclusive growth and achieving zero carbon underpin this vision and these can only be delivered through a sound understanding of the organisation's longer-term financial sustainability which enables decisions to be made that balance the resource implications of the council's policies against financial constraints.
- 14 This is the primary purpose of the Medium-Term Financial Strategy which provides the framework for the determination of the council's annual revenue budget. This report needs to be seen in the context of the

requirement for the authority to be financially sustainable and deliver a balanced revenue budget position in 2023/24 so that resources can continue to be targeted at the council's priorities.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 15 This is a factual report and is not subject to consultation. Public consultation on the Council's revenue and capital budget proposals was carried out between December 2022 and January 2023 and is detailed in the [2023-24 Revenue Budget and Council Tax Report](#) presented to this Board in February 2023.

What are the resource implications?

- 16 This is a financial report and as such resource implications are detailed in both the report and the accompanying appendices.

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

- 17 The reported budget position is considered in the context of risk to both the in-year financial position and the potential impact on the Council's Medium-Term Financial Strategy. These risks are included on the Council's corporate risk register, reported to this Board annually. At September 2023 both the risk of the in year financial position being in deficit and the Council being unable to balance the Medium-Term Financial Strategy were rated 'very high', reflecting the wider national context and the uncertainty of funding for future years. It should be noted that a balanced budget position for 2024/25 is being presented to the Board in the 'Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27' report elsewhere on today's agenda.
- 18 Budget management and monitoring is undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget judged to be at risk such as the implementation of budget action plans, those budgets which are subject to fluctuating demand and key income budgets. To reinforce this approach, specific project management-based support and reporting around the achievement of key budget actions plans is in place for 2023/24.

What are the legal implications?

- 19 The council has a statutory duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.
- 20 Section 28 of the Local Government Act 2003 provides that the council has a statutory duty to periodically conduct a budget monitoring exercise of its expenditure and income against the budget calculations during the financial year. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such remedial action as it considers necessary to deal with any projected overspends. This could include action to reduce spending, income generation or other measures to bring budget pressures under control for the rest of the year. The council must act reasonably and in accordance with its statutory duties and responsibilities when taking the necessary action to reduce the overspend.
- 21 In addition, the council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The authority's Chief Finance Officer has established financial procedures to ensure the council's proper financial administration. These

include procedures for budgetary control. It is consistent with these arrangements for Executive Board to receive information about the revenue and capital budgets as set out in this report.

- 22 The monitoring of financial information is also a significant contributor to meeting the council's Best Value legal duty and, therefore, this report also demonstrates compliance with that legal duty.
- 23 Under Section 1 of the Local Government Act 2003 ("LGA") ("Power to borrow"), a local authority may borrow for any purpose relevant to its functions or for "the prudent management of its financial affairs".

Options, timescales and measuring success

What other options were considered?

24 Not applicable

How will success be measured?

25 Not applicable.

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

- 26 Work is ongoing to address the financial challenges outlined in this report and to identify savings to reduce the level of projected overspend. Further updates will be provided in future Financial Health Monitoring reports to this Board.
- 27 The responsibility for identification and actioning of the necessary measures to ensure the delivery of a balanced budget are the responsibility of the Chief Officer - Financial Services, working in conjunction with departmental directors. A balanced budget must be delivered at Financial Outturn 2023/24, with the outturn position due to be reported to the June 2024 meeting of this Board.

Appendices

28 The following appendices are attached to this report:

- **Appendix A – Financial Health Monitoring 2023/24 – Month 7 (October):** detailed narrative regarding the projected financial positions for directorates, Dedicated Schools Grant (DSG) and the HRA, update on Council Tax and Business Rates including collection performance.
- **Appendix A1** – Individual financial dashboards for directorates, DSG and the HRA
- **Appendix A2** – Directorate Budget Action Plans

Background papers

29 None

Financial Health Monitoring 2023/24 – Month 7 (October)

1. Directorate Positions at Month 7 (October)

- 1.1 The major Directorate variations are summarised in **Table 1** and outlined below, with additional detail provided on the Directorate dashboards at **Appendix A1**.

Table 1: Summary position as at Month 7 (October), financial year 2023/24

Directorate	Director	(Under) / Over spend for the current period				Previous Reported Position
		Staffing	Total Expenditure	Income	Total (under) /overspend	
		£000	£000	£000	£000	£000
Adults & Health	Caroline Baria	(621)	14,593	(14,593)	0	0
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Strategic	Victoria Bradshaw	(62)	(5,102)	(300)	(5,402)	(5,184)
Total Current Month		9,278	63,180	(27,855)	35,324	30,499
Previous reported (under)/over spend		6,956	53,898	(23,399)	30,499	

1.2 Adults & Health

Adult Social Care 2023/24 Budget

Budget Overview

At October Adult Social Care is projected to deliver a balanced budget. The Net Managed Budget (NMB) for 2023/24 is £198.8m, comprised of £428.9m Gross Expenditure offset by £230.1m income. Reflected in the 2023/24 budget are Budget Action Plans totalling £16.19m of which £4.1m are still to be delivered; an improvement of £1.0m from Month 6. Significant risks remain to deliver this position and are outlined in Table 2, particularly around the demand budgets for Adult Social Care.

Table 2: Adults & Health 2023-24 Month 7 financial risks potentially impacting on delivery of a balanced budget:

	£'000s	£'000s
<u>Demand:-</u>		
Month 7 reflects rolling 12 month average for OP Residential settings. Should the trend follow 2022-23 then further demand pressure.		2,100.0
Actions plans around demand led pressures still to be delivered in FMS (<i>Relevant BAP owner committed to these actions</i>)		
Mid Price Range Review LD	500.0	
Individualisation of Block Contracts WAA	250.0	
Direct Payment Supported Bank Account	50.0	
Homecare Performance Management	1,500.0	
CHC Eligibility	150.0	
Social Work review (Front Door & Reassessment)	990.0	
Newton Europe Part year saving	500.0	
Develop a Direct Payment Plan	200.0	
Total Demand Budget Actions Plans to deliver		4,140.0
<u>Other</u>		
Passenger Transport costs. Month 5 has a shortfall on the advised pressure from CEL of £1.238m (£7.303m -v- £6.065m budget):-		223.0
Further CEL pressures (Catering, Fleet and Cleaning). Based on previous outturns		150.0
Total Risks		6,613.0

Social Care Grants

Included in the Adult Social Care budget for 2023/24 is additional social care grant funding of £27.6m, as detailed in the Month 4 Financial Health report. On 28th July the DHSC announced £5.04m of new in-year grant funding titled, 'Market Sustainability and Improvement Fund – Workforce Fund Grant Determination (2023 to 24)'. Subject to confirmation later, LCC are in line for further funding for 2024/25 of £2.83m. This funding comes with tight restrictions around use of the grant, with it being targeted specifically at three target areas: -

- Increase fee rates for providers in local areas.
- Increase adult social care workforce capacity & retention.
- Reducing adult social care waiting times.

Reserves

The 2023-24 Budget assumes the use of £4.5m of Adult Social Care & Public Health reserves. At October the directorate is projecting to utilise an additional £6.6m, comprising £2.6m Newton Europe Home First programme, £2m Community Health & Wellbeing Service pilot and £0.8m Leeds Older People's Forum for delivery of the Enhance programme, with all three programmes funded by Health, and £1.2m for investment in additional social work capacity. This brings the total use of reserves to £11.1m.

Budget Action Plans

At October there are concerns around the delivery of five Budget Action Plans with a forecast impact of £0.74m, comprising of £0.29m relating to the strategic review for Social Work due to slippage in recruiting staff, £0.12m relating to slippage in the budget action plan for the refurbishment of the 3 LCC run residential homes and their delayed refurbishment and £0.33m slippage in the delivery of commissioning savings. These are offset by two action plans which are over-recovering: £0.5m homecare commissioning programme and £0.24m additional income from the roll out of 'billing engine' and the recovery of client income contributions.

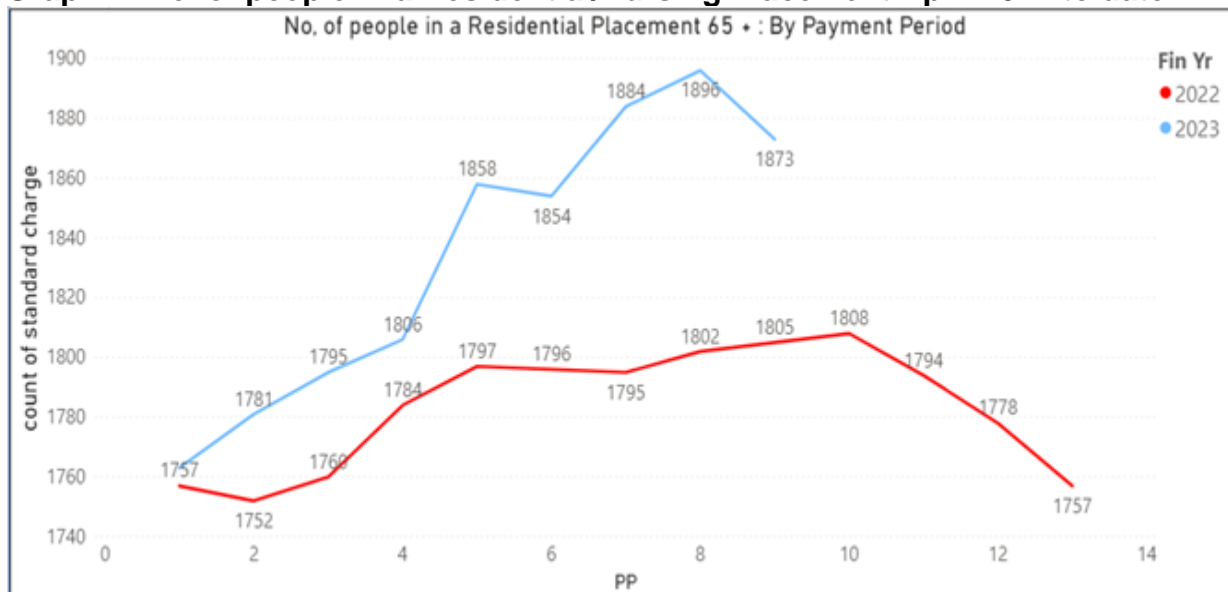
Demand Budgets

The 2023/24 demand related budgets reflect £29.83m additional funding for price, inflation, and demand & demography growth, taking the overall size of the demand led budgets up to £280.17m before reducing to £277.33m after netting off the £2.84m savings target reflected in the delivery of the 2023/24 budget action plans. The October projection is a pressure of £9.4m, a split of £2.6m Learning Disability and £6.8m Older People and Working Age Adults Physical Impairment. This projection assumes delivery of £4.14m of the action plans without which the position will be worse off than outlined above. This is an adverse movement of £1.4m from the Month 6 position, principally in residential settings shown below:

- +£2.1m (+£0.4m from Month 6) Working Age Adults and Learning Disability
- +£10.8m (+£1.2m from Month 6) Residential and Nursing settings.
- -£2.1m (-0.1m from Month 6) Homecare.
- -£1.4m (-£0.1m from Month 6) for Direct Payments and Individualised Care.

This pressure will be covered by staff savings and additional income. It should be noted that the projection for older people residential & nursing settings is based on a rolling twelve-month average. Should trend be in line with 2022/23 then there would be a further in-year pressure of +£2.1m. This will not come through in the data until Month 8 / 9 reporting. See the graph below noting the current high numbers.

Graph 1: No. of people in a Residential/Nursing Placement April 2021 to date



There are further risks around:

- providers challenging the percentage uplift in fees, particularly within the Working Age Adult settings for Learning Disability and Mental Health. This position assumes £0.7m savings on provider inflation uplifts.
- the impact of the Newton Europe Home First programme on demand budgets for both residential and homecare to be quantified.
- increasing numbers and winter pressures in the health system.

The drop in numbers in the last payment run is due to a specific piece of work reviewing Provisional Home Care Individual Service Agreements, PCHISA, claimants, where 97 clients were assessed, with some of the cohort classed as self-funders, thus no longer the financial responsibility of the Council.

Income

At October we are projecting: -

- Additional government grant income £4.4m; utilising £2.9m of the £5.04m Market Sustainability Improvement Fund grant mentioned above.
- Additional Health income £3.2m (of which £5.2m for Newton Europe programme mentioned in 'Other' below).
- Additional Income from Service Users £2.6m; £1.1m additional residential & nursing income (excluded from table below), £1.9m additional community-based income, £0.7m additional Mental Health income, £0.8m shortfall Telecare (offset by staff savings) and £0.3m shortfall Learning Disability income.

Table 3: Income Recovery Highlight Report Month 7 (October)

Income Recovery Board (finance) - highlight report								
Financial position reported : period 7 2023-24								
Description	Previous Year Total	Budget 2023-24	Actual YTD	Projection (period 7 2023-24)	Variance to Budget + pressure/- Saving	Assumption (remaining periods)	Projection (period 5 2023-24)	Movement in projection from previous period
Community Based Income (excluding LD & Telecare)	(11,059,067)	(14,540,000)	(7,003,537)	(10,184,515)	4,355,485	Based on latest period + increase in recovery in 2023-24 based on uplift in rates (FNC)	(11,769,850)	1,585,335
Community Based Income - Billing Engine (Older People & WAA PI)			(1,769,034)	(6,218,200)	(6,218,200)	Action Plan value excluded from projection - overall reported position for community based income to budget.	(4,090,910)	(2,127,290)
Telecare	(577,742)	(2,291,000)	(1,357,911)	(1,486,000)	805,000	Income pressure matched to staffing savings reported. Actual income reduced in latest month due to credit notes	(1,986,000)	500,000
Mental Health	(347,197)	(298,000)	(401,925)	(979,440)	(681,440)	Based on latest periods data.	(929,904)	(49,536)
LD	(8,267,970)	(10,482,000)	(4,792,420)	(10,214,013)	267,987	Based on latest periods data.	(10,258,806)	44,793
Total	(20,251,976)	(27,611,000)	(15,324,827)	(29,082,168)	(1,471,168)		0	(29,035,470)
								(46,698)

Pay

The impact of the 2023/24 pay award is a pressure of £1.1m over and above the 4% pay award built into the 2023-24 pay budget. This will be covered by additional social grant that was not reflected in the 2023-24 Adult Social Care budget.

Adult Social Care at October is projecting pay savings of £0.6m. Leeds City Council employee pay savings (-£6.2m) principally around social worker recruitment & retention reflecting the national position and pay savings in Provider Services. This is offset by additional use of Agency staff (+£5.0m) and Overtime (+£0.6m). Some of the pressures in Agency are covered by income from Health and DHSC grant funding for specific programmes of short-term intervention programmes.

Other staffing issues are around retention payments for Social Workers (£1,220k) to be funded from the DHSC MSIF Workforce Development grant.

Other

Additional CEL charges of £1.3m have been reflected in the October projection – of which £1.0m is for passenger transport, £0.2m for catering charges and £0.1m vehicle hire. Not reflected in this position are £0.2m of October Passenger Transport charges as advised by colleagues within Civic Enterprise Leeds. We are working with CEL to develop action plan to mitigate this over the remainder of the financial year.

The Newton Europe, Home First programme commences in 2023/24. The cost of this programme is £7.8m, £2.6m from Leeds City Council (funded from reserves above) and £5.2m from Health. Within the October projection we are assuming £0.5m of savings from this programme. Significant future savings will be built into the Medium Term 2024-25 to 2029-30 programme.

Leeds City Council is the regional host for the Yorkshire & Humber International Recruitment fund. The grant awarded and received is £1.38m. The majority of funding allocated across the Yorkshire & Humber region is on a relative needs basis and the Leeds allocation is £0.14m.

Public Health 2023/24 Budget

Public Health (PH) Grant funding for 2023/24 is £48.66m; this is an increase of £1.54m from 2022/23 (3.3%). After taking account of the Office for National Statistics population increase for Leeds, the actual percentage increase per head of population for Leeds is 3.1%. This is the first year of an announced two-year grant funding allocation for Public Health. For 2024/25 the Public Health funding increases by 1.3% to £49.31m, which will be a challenge in the current inflationary environment. Public Health grant is a ring-fenced account and limited to specific terms and conditions. At October we are projecting a balanced position.

In 2022/23 Leeds was awarded additional Public Health funding for three years for 'Substance misuse funding for drug and alcohol treatment'. Leeds City Council received £2.79m for 2022/23 and is due to receive £4.45m for 2023/24 £4.445m and £8.45m for 2024/25. 2023/24 is the second year of the programme, and there are specific terms and conditions attached to this grant award.

On 5th October 2023 the Government announced additional investment of £70m per annum to support local authority-led stop smoking services (SSS), covering financial years 2024/25 to 2028/29 (five-years). Leeds City Council will receive additional funding of £985k per annum for the 5-year programme. As part of the conditions existing public health funds earmarked for SSS must continue as well, taking the annual investment up to £1,395k per annum.

1.3 Children and Families – The current year-end forecast for the Children and Families directorate is an overspend of £32.696m. This represents an increase of £5.478m from the position reported at Month 6. The main movements since Month 6 are summarised below:

- CLA External Residential Placements £1.69m
- CLA IFAs £0.33m
- Transport £2.100m
- Additional staffing costs Learning £0.43m
- Non delivery of additional 23/24 savings £0.650m
- Other net movements £0.278m

Overall, the main variations included within the October position are:

	£m
CLA: External Residential Placements	17.190
CLA: Semi Independent / Leaving Care	4.480
CLA: In House Placements	2.048

IFA Placements	3.180
Little Owls Nurseries	1.075
Secure Welfare	0.420
Transport	3.544
Projected Net Staff savings	(1.513)
Cost of additional pay award	1.225
Mitigation of pay award	(1.225)
Social Worker Retention Payment (allowance)	0.881
Learning Inclusion	1.205
Reprofiling of School Balances	(0.500)
Non-Essential Spend Savings	(0.500)
Non-Delivery of Action Plans	0.719
Other Variances	0.467
Total	32.696

As such the October position reflects a continuing increase in the General Fund forecast, now standing at an overall overspend of £32.696m.

The reported position for October includes significant additional challenges around transport costs estimated at £2m. Whilst this reflects additional demand relating from issued EHCP, urgent work is being undertaken to model the impact of the increased demand and additional work will be undertaken on possible mitigation. EHCP demand is also driving increased costs on Educational Psychologist provision which cannot be avoided without risk of non-compliance by the Council. The issues of additional costs relating to EHCPs will be considered as part of the current review processes underway via the PwC supported activity and the DfE supported SEND Change Programme. In addition, additional work is underway around strengthened cost control measures in the Directorate which is hoped may provide additional mitigation. This work will continue to focus on the high spend areas of activity, most notably external residential placement costs.

For the main areas of forecast overspend, an additional commentary is set out below:

External Residential Placements:

The External Residential budget for 2023/24 is £14.617m. Due to known inflation and demand pressures over and above what was assumed in the budget for 2023/24 there is a projected overspend of £17.190m. External Residential placements have increased from 95 at the start of the year to 138 at October. The October position includes a further contribution from DSG of £0.821m to reflect the increased external residential placements and a further £3.238m of 23/24 savings proposals. The projection also assumes the non-delivery of £2.966m of action plan savings against this budget, including a proportion of Turning the Curve and the Commissioning Review which have experienced delays in delivery and a reassessment of potential deliverables.

Care Leavers: Semi-Independent Living:

The budget for Semi-Independent Placements is £6.78m. Currently there are 253 placements, including 113 placements for 16 and 17 year olds, which is an increase from previous years. A continued increase in demand and prices with particular reference to 16/17 year olds requiring higher support packages is seeing a pressure

of £7.1m against this budget. This pressure has been partly mitigated with projected additional UASC income £2.0m and 23/24 saving proposals of £0.468m.

IFA Placements:

The number of Independent Fostering Agency placements have increased from 209 to 221 since the beginning of 2023/24. The October projection assumes that £2m of action plan savings will not be delivered against this budget.

Little Owls Nurseries:

The Little Owls nursery settings are projecting a net pressure of £1.075m, a projected income pressure of £1.992m offset by projected staff savings of £0.917m. The Covid 19 pandemic had a significant impact on all Little Owls nurseries and, whilst settings have reported increased recovery, income levels are still not back to pre-pandemic levels due to the change in working patterns, and a continued reduction in nursery capacity / opening hours due to ongoing staff shortages and recruitment difficulties.

To recognise increased costs, fees for Little Owls did increase by 5% in 2022/23 to £51.70 per day, an increase of £2.50 per day. For comparison, the average market rate in Leeds is between £45 and £58 per day. In addition to the increase in fees there is a more comprehensive review of the Little Owls provision ongoing.

Transport:

Based on recent trends, the overall transport budget is showing a projected overspend of £3.544m due to further increases in inflation and demand.

The increased demand for passenger transport and the increased demand and need for passenger assistants has more than offset the further reduction in the unit cost per young person. Unit costs are now £6,260; the lowest level they have been in recent years (excluding the non-comparable pandemic period). However, as highlighted by national reports on the rising cost and demand for home to school transport, the number of young people for whom we provide transport stands at 3,051 with further applications awaiting assessment and new applications coming in at the rate of about 15 per month. It is anticipated that, year on year, the numbers of young people provided with transport will increase by 15%, compared to the 6% increase originally forecast. We are also seeing a 25% increase in transport awards with a passenger assistant due to a significant increase in complex behavioural and/or medical issues. Given the increase in demand, it has been difficult to offset the cost of the pay award for drivers and passenger assistants which was c9.5% and more than provided in the base budget, representing an unfunded pressure of £471k in the overall projection.

Work continues to review high cost packages, further roll out of personal transport allowances, increase independent travel training, re-tendering routes, reducing fleet downtime, partnership working with special schools and the issues of additional transport costs relating to EHCPs will be considered as part of the current review processes underway via the PwC supported activity and the DfE supported SEND Change Programme.

Learning Inclusion:

Within the Learning Inclusion service there is a projected budget pressure of £1.204m. This pressure includes the Education Psychologist Team £0.526m and SENSAP £0.707m. The Education Psychologists Team has had increased

demands on the statutory service and recruitment difficulties and is projecting a reduction in its trading capacity and so a loss of trading income, in addition to increased locum costs. The SENSAP team has pressure due to additional agency and complaint costs in addition to non-delivery of budget action plans.

Pay Award:

The projected differential between the 4% pay award assumed in the budget and the proposed NJC pay award of £1,925k equates to £1,225k. This pressure will be mitigated from an additional contribution of £1,225k from the Social Care Grant.

Social Care Worker Retention Payment:

The latest estimated cost of the proposed social worker retention payments equates to £0.881m. It should be noted that this October forecast includes this as an allowance as currently no formal decision has been taken on the payment.

Foster Carer Fee Uplift:

The proposed cost of the Foster Carer fee uplift for 2023/24 is £1.833m, based on a fee uplift of 5% fee uplift and 7% allowance uplift. It should be noted that this October forecast includes this as an allowance as currently no formal decision has been taken on the uplift.

Additional Savings Proposals 2023/24:

The October position assumes that the savings proposals as summarised below for 2023/24 will be delivered. The additional savings originally put forward equated to £5.249m of which £0.650m will now not be delivered, £0.200m EHCP review and staffing reductions £0.450m.

		£000s
Social Care costs	Placements - numbers/costs	(2,118)
	Financial support - S17 etc.	(67)
	Emergency accommodation	(50)
Other costs	Restrict budgets: Non-essential spend/transport/misc property budget	(570)
Other costs Staffing/service changes	Partnership contributions	(16)
Staffing/service changes Funding	Restructure (Workforce Development)	(45)
	Service rationalisation (Little Owls)	(100)
	Placements - ICB funding	(1,588)
Funding Total	DSG funding for posts	(95)
		(4,649)

Budget Action Plans

The budget for 2023/24 included action plan savings of £18.486m. The October position assumes that £11.792m of these action plans will not be achieved as below:

- Diversifying Children's Residential and Fostering provision £3.479m: it has been agreed that the slippage in this action plan will be funded corporately and so is not included as a C&F pressure in the October position.

- Review of Placement Commissioning £2.715m: only £1.285m of the £4m action plan savings is currently expected to be delivered, however work continues on this workstream
- Turning the Curve £3m
- Review of Childrens Centres £0.350m
- Review of Contracts £0.369m
- Efficiencies across the directorate £1.556m
- Transport Efficiencies £0.323m

Dedicated Schools Grants

The approved DSG budget for 2023/24 assumed a balanced in year budget. The position at October projects an in-year pressure of £0.924m. This projected pressure is within the high needs block and equates to 0.18% of the total estimated DSG funding.

With regards to the surplus balance brought forward from 2022/23 of £9.010m, proposed options to passport a proportion of this balance back out to schools were considered at the Schools Forum held in July.

A proportion of the surplus came from previous contributions from maintained mainstream schools for de-delegated services. As a result, it was agreed £0.5m would be used to fund de-delegated services, thereby reducing contributions required from those schools. In addition, it was agreed £1.25m would be refunded to maintained mainstream schools pro-rata to their original contributions.

Other options were also considered for increasing school funding by effectively reversing the £3.127m schools block to high needs block transfer in 2022/23, which would need to be actioned within the 2024/25 funding formula.

However, the projected overspend in 2024/25 means that a proposed reversal of the 2022/23 transfer from the schools block is no longer recommended.

Taking into account the proposals for using £1.75m de-delegated contributions, plus the October pressure of £0.924m, DSG reserves at the end of 2023/24 are projected to be a surplus of £6.569m. This comprises £6.136m for general DSG and £0.433m contingency for de-delegated contributions.

- 1.4 City Development** – the financial position for City Development at October is a projected underspend of £0.64m. This position includes the estimated additional cost of the recently agreed local government pay award of £1m (net of amounts charged to capital and grant schemes) as well as other identified service pressures but it also includes additional savings which have been identified as part of the in-year directorate wide savings programme.

There are some areas of risk within individual service areas as described below but it is anticipated that these will largely be mitigated through the development of action plans to achieve the reported position at the year end.

The main variations forecast at this stage of the year are:

- **Active Leeds** – the service is projecting an underspend of £1.2m which reflects the cost of the additional pay award of £0.48m offset by vacancies and expected

running cost savings of £1.6m. In addition, although income receivable is subject to a degree of variability, current projections assume that it will £0.08m above the budget.

- **Arts & Heritage** – the forecast underspend of £0.87m reflects the estimated additional cost of the pay award of £0.27m, as well as projected income shortfalls mainly in respect of Breeze card charges and Pudsey Civic Hall car parking (£0.2m). These are offset by savings from vacant posts (£0.1m), and running cost savings of £1.3m, mainly in respect of refunds received as a result of Business Rates appeals at Heritage sites.
- **Asset Management & Regeneration** – a shortfall to budget of £0.24m is currently projected which mainly reflects pressures in respect of the Strategic Investment Fund (£0.66m) and Estate Rationalisation savings targets (£0.55m), partially offset by staffing savings of £0.3m and other one-off sources of income of £0.7m such as release of restrictive covenants and fees relating to capital receipts.
- **Employment and Skills** – a projected underspend of £0.4m reflects final balances in respect of programmes which have now concluded, vacant posts and further running cost savings.
- **Highways and Transportation** – the overall balanced position includes staffing vacancies offset by the associated loss of income recoveries and additional external spend required to deliver the work programs. In addition, there is an anticipated shortfall in income from operating licences at Park and Ride sites and from the major schemes contractor procurement framework as well as inflationary Plant and Material costs in the DLO and additional fleet costs across the service. However, further savings of £900k in respect of the capitalisation of Highways minor works have been identified as part of the directorate wide savings programme, meaning that the overall reported position for the service is a balanced position.
- **Markets and City Centre Management** – a variation to budget of £0.7m for the Markets service mainly reflects an estimated shortfall of £0.6m in respect of Markets income which reflects vacant units mainly within the Kirkgate and Outdoor markets. In addition, income shortfalls of £0.24m are projected within City Centre Management in respect of city centre advertising income, income from street café licences and from hiring of event spaces in the city centre, partially offset by additional income anticipated from the Christmas market.
- **Planning & Sustainable Development** – the forecast position is an overspend of £1.3m which reflects staffing pressures of £0.47m due to the impact of the pay award and a projected shortfall in meeting the budgeted vacancy factor. In addition, based on income received to date there is a significant risk that the budgeted level of planning fee income will not be achieved due to a reduction in planning applications. The current forecast assumes shortfall of planning fee income of £1m. Although this is partially offset by other sources of income of £0.15m, there are indications that this position could deteriorate further before the year end if current trends continue.
- **Resources and Strategy** – the forecast underspend of £0.63m relates to further savings identified as part of the in-year directorate wide savings programme. This includes £0.53m identified savings in respect of tighter restrictions on non-essential spending across the directorate and £0.1m of anticipated savings from the implementation of tighter vacancy release controls

across the directorate in addition to those already reported in individual service areas.

- **Staffing** – within the overall reported position described above, there is an overall staffing underspend of £1m reflecting vacant posts offset by the additional cost of the pay award.

Budget Action Plans

The 2023/24 budget contained £10.9m of new savings plans. At this stage of the year, it is anticipated that most have been delivered or are on track to be delivered. There remains a risk around the achievement of the £250k savings assumption relating to the national planning fee increase which will take effect from December and with the planned implementation of the Street Lighting adaptive lighting proposal.

In addition, there are also a number of savings plans relating to previous years which need to be delivered, in particular, as referred to above, the existing Strategic Investment Fund, Estate Rationalisation and Highways major scheme procurement framework budget savings plans. Although these may not be achieved within the current financial year as originally envisaged, mitigating savings will be identified where possible to offset these pressures.

- 1.5 Communities, Housing & Environment** - At October, an overspend of £4.547m has been projected for the directorate. This is an £0.7m higher than the position reported at Month 6, primarily due to transport recharges coming in above the budgeted level.

The projected overspend at October includes the anticipated additional cost of the local government pay award which is currently estimated at £3.8m which can be netted down by £1.1m by passing on the impact of the pay award to capital schemes, HRA and grant funding. Other significant pressures have arisen due to changes in Waste Management legislation (+£2.1m) and net cost of Housing Benefits where the Council is unable to claim subsidy (+£2.5m) alongside other inflation and demand led service pressures.

The staffing projections are primarily based on maintaining existing staffing levels with exceptions around the filling of grant funded/income generating posts. Actions over holding posts vacant, reducing non-essential spend (and other line by line savings), additional use of reserves and maximisation of income have been projected to deliver savings of £8.8m and are embedded within the projections for each service area.

The main variations anticipated are:

- **Waste Management +£4.6m** – The service is facing a significant number of pressures, most of which only become known after the 2023/24 budget was approved.

New guidance has been received that the Environment Agency (EA) will regulate the disposal of upholstered furniture that contain POPs. These materials are now required to be separated and disposed of in accordance with the new EA regulations, resulting in significantly higher disposal costs. Higher disposal charges are now being incurred for all collections (typically collections

of bulky waste and the general waste skips at Household Waste sites) that contain any POPs materials. To mitigate the in-year cost to a forecast +£2.2m a temporary sorting solution has been identified.

In late June 2023 the Government announced an intention to remove the ability of Councils to charge for the disposal of inert waste (typically soil and rubble) at Household Waste Recycling Centres, possibly in the winter of this year – although as yet no date has been confirmed. The in-year pressure is projected to be a minimum of £0.1m, with a greater full year effect in 2024/25.

Net income from Green Bin waste is now forecast to be £1.3m lower because the ongoing market price of recycled materials has dropped. Residual and trade waste demand led pressures are expected to be £0.6m for the year based on activity levels during the first four months of the year. An NNDR pressure of £0.1m is anticipated relating to the PFI contract. The impact of the pay award and pressures on staffing is forecast at £1.6m and transport pressures of £0.7m are also anticipated.

Offsetting these pressures is an additional £1.2m income relating to the Veolia RERF contract, £0.3m of which relates to a rebate from 2022/23 following the annual reconciliation of the PFI contract. A further £0.4m can be saved by utilising the Waste Strategy reserve to fund some cost pressures and £0.2m additional recycling income is now expected.

- **Cleaner Neighbourhoods Teams & City Centre +£1.8m.** The variation reflects the impact of the pay award at £0.5m, although there are significant pressures on overtime and achievement of vacancy factor targets within the service. Transport pressures of £0.6m have been identified.
- **Welfare and Benefits +£2.3m.** Pressures arising from placement of people in Supported Accommodation with providers who are not registered and placement of people in temporary accommodation. The forecast subsidy pressure is £4.0m, with assumed one off recovery of benefit overpayment income of £1.3m. Whilst this projection shows the continuing demand pressures on benefits subsidy income, it does reflect the fact the service has already delivered £0.25m of the budgeted action plan saving of £0.6m at Quarter 1, with a full year effect of this action being £0.39m. £0.3m of non-essential spend and income maximisation savings are assumed; along with £0.3m from use of the Homelessness reserve to cover Temporary Accommodation subsidy shortfalls.
- **Climate, Energy and Greenspaces +£0.2m.** The service is experiencing pressures across several areas, which are mitigated by staff savings and non-essential spend savings. The key variances are inflationary pressures of +£0.2m on the cultural events programme, net pressures on estates and attractions +£0.3m, Bereavement services income pressures of +£0.4m, transport pressures of £0.2m and Parks operations income maximisation savings of -£0.3m. Within the figures above, the impact of the pay award is £0.7m, but this can be offset with charges to capital and management of vacancies within the service.

- **Elections, Licensing and Registration and Environmental Health +£0.2m –** Only minor variations are expected across these services. Operational spend savings and additional registrars income are offsetting the impact of the pay award.
- **Car Parking Services -£0.3m.** Income has continued on a recovery trajectory since COVID lockdowns, and at October the projected receipts are now £0.4m better than budgeted. Staffing costs are £0.1m under after pay award and £0.2m of non-pay award related staffing pressures have been identified.
- **Safer Stronger Communities -£1.1m –** Staffing pressures +£0.2m are projected. However, has been fully offset by a combination of additional grant and balances and passporting the pay award on to the HRA/grants.
- **Statutory Housing Services -£1.2m** Staffing savings are projected to cover the cost of the pay award and deliver an overall underspend on employees of £0.5m. It is expected an additional (£0.7m) can be delivered by maximising charges of existing staffing into new grant income, charges to capital and by maximising collection from other income streams.
- **Customer Access -£1.4m –** Review of non-essential spend and grant income maximisation are projected to deliver net savings of £1.7m in 2023/24. NNDR costs are now expected to come in £0.2m below budget. The pay award pressure of £0.4m has been offset by charges to grant/HRA and holding posts vacant.
- **Directorate wide - £0.5m -** A sum of -£538k has been removed from Directorate budgets as part of the review of all non-essential spend items.

Budget Action Plans

£6.6m of budget action plans are being monitored each month with an overall positive variance against the plans reported at October and savings embedded in the projections above. £0.9m of plans have been marked as delivered in full.

- 1.6 Strategy and Resources -** Based on an examination of key risk budgets, the Strategy and Resources Directorate is forecasting a pressure of £4,126k at October. This is summarised into the following areas across the Directorate's services:

Finance £50k

A staffing overspend of £713k (including £208k to reflect the additional unbudgeted pay pressure based on the current offer), is being offset by (£487k) of additional income from the maximisation of grant funding. A £378k increase resulting from a shortfall in Court Fee income primarily due to the cancellation of a court hearing and slight reduction in Business Rate Allowances is offset against (£366k) following a review of chargeable costs to Core Business Transformation, (£125k) of COVID recovery funding and (£63k) savings from across operational budgets.

Integrated Digital Services (£1,352k)

(£147k) of this underspend relates to the net impact of vacant posts savings offset by the cost of contractors for priority projects. Revenue savings of (£1m) have been achieved by the reallocation of equipment costs to the Essential Services Programme capital scheme. The use of unbudgeted capital receipts has offset expenditure on a range of transformational projects. The sum of a number of minor variations to other income and expenditure budgets has resulted in a further (£205k) underspend.

Procurement £66k

Staffing overspends of £66k to reflect the additional unbudgeted pay pressure based on the agreed pay award.

Legal Services £49k

By not recruiting to posts, a staffing underspend of (£273k) is now forecast. An agency locum pressure of £207k, and other additional pressures of £206k are partly offset by additional reimbursement income from a legal case of (£91k).

Democratic Services £40k

Staffing overspends of £53k, including £37k to reflect the additional unbudgeted pay pressure based on the pay award, are being offset by expenditure savings of (£13k).

Shared Services £1,492k

Staffing overspends of £2,556k including the agreed pay award, and income pressures of £180k on electronic goods salary sacrifice scheme, are being offset by income mitigations of (£573k), additional funding of (£250k) and other expenditure savings of (£421k).

Strategy and Improvement (£40k)

A review of staffing has led to a forecast underspend of (£81k), including the pay award pressure. A pressure of £150k of budgeted savings on communications and marketing are being offset by (£109k) savings on expenditure and additional income.

Human Resources £45k

The staffing overspend of £651k includes the provision for pay award. £239k expenditure pressures are being offset by additional funding from Adults and Health for HR support of (£81k), income mitigations of (£367k) and use of reserves of (£397k).

Leeds Building Services (LBS) £1,375k

The pressure reflects the current understanding of the level of work likely to be commissioned by clients (£75.4m) relative to the £80.9m required turnover and the consequent impact on the rate of return.

£147k of the pressure is attributable to a review of the accruals position from the previous two years. Enhanced reporting, developed as a result of the LBS improvement review, has established an additional pressure. This has been partly

mitigated by the service through an improvement in chargeable time as a result of the successful recruitment of skilled operatives and an expected reduction in overheads and efficiencies in waste removal.

There remains a risk that any variance from the current understanding of client budget will impact to the LBS business plan.

LBS are also working to forecast all the inflationary pressures which have been seen throughout the industry which may further adversely impact the position.

Corporate Property Management £512k

The £512k projection reflects pressures from construction inflation, an increased volume of repairs due to a backlog of jobs during COVID-19, a reduced budget and staffing overspends to reflect the additional unbudgeted pay pressure based on the pay award. The service will continue to seek to mitigate the pressure where possible.

School Crossing Patrol (£50k)

Staffing savings of £50k.

Catering £522k

The additional unbudgeted pay pressure based on the agreed pay award results in a projected staffing overspend of £810k, also an increase in food costs of £46k, which the service is partially mitigating through additional income of (£334k).

Cleaning £223k

The additional unbudgeted pay pressure based on the pay award results in a projected staffing overspend of £173k, and an increase in transport charges of £50k. This is the net pressure after actions taken by the service to mitigate the overall pressure through increased charges.

Fleet £650k

The Fleet position reflects the ongoing 2022/23 pressure of an aging fleet consequently, increased demand and inflation resulting in increased occasional hire costs to maintain front line service operations. The use of vehicles across the authority is subject to review.

The 2023/24 Fleet Services budget contains a savings target of £1.3m, the achievement of which has been overshadowed by a combination of the impact of inflation on vehicle parts, fuel, and occasional hire together with the impact of maintaining an ageing fleet. In addition, increased demand for services such as passenger transport has resulted in the requirement for more vehicles and hence greater maintenance costs. Together these factors have impacted on the capacity for directorates to absorb the £1.3m savings target. Executive Board have approved the use of £1.3m from the Strategic Contingency Reserve to address this in year pressure and the reported position reflects this contribution from reserve.

Security £70k

The additional unbudgeted pay pressure based on the pay award results in a projected staffing overspend of £70k.

Presto £240k

Staffing overspends of £20k reflect the additional unbudgeted pay pressure based on the pay award as well as a £120k income pressure on the Meals at Home service; the service is seeing a reduction in demand following an increase during COVID-19. There is a £100k income pressure on the Civic Flavour service.

Facilities Management £234k

Staffing overspends of £74k reflect the additional unbudgeted pay pressure based on the pay award, £75k pressure for additional security, increase of £50k for Static Guard costs and £50k pressure for front of house staffing costs, offset by (£15k) saving due to a reduction in drivers.

Budget Action Plans

A total of £9.2m of budget action plans are being monitored each month. A shortfall of £0.230m is forecast against these plans in respect of; Communications & Marketing synergies £0.15m and BSC Shared Cost Salary Sacrifice £0.08m.

- 1.7 Strategic & Central Accounts** - At October the projection for the Strategic and Central Accounts is an underspend of (£5.4m). This position is primarily due to a projected (£5.1m) savings to reflect corporate actions identified where the incidence across directorates has not yet been determined.

The Strategic and Central Accounts position also includes a projection that the debt budget will underspend by (£0.5m). Although interest rate rises have been higher than was anticipated when the budget was approved, the borrowing requirement has reduced due to anticipated capital programme slippage and the fact that revenue balances have remained robust. This projection assumes that short term borrowing will be obtainable at an average of 5.25% during the year. However, although some recent data on inflation has been encouraging and the Bank of England chose not to raise interest rates at its last two meetings, there does remain a risk that interest rates could peak at a higher rate than this, which could further increase the Council's borrowing costs.

A pressure of £0.3m has been recognised in the levy payable to WYCA (the West Yorkshire Combined Authority). This arises because, although WYCA's overall budget has remained unchanged, the proportion which is charged to the Council has increased due to changes in the relative population sizes of the five West Yorkshire councils. This pressure has been partly offset by the recognition of £0.2m of residual COVID-19 sales, fees and charges compensation grant income, which had previously been uncertain but is now expected to be received during the current year. However, a potential shortfall of £0.1m in S278 income has been recognised as a result of slippage in delivery of the relevant schemes. The position also reflects a projected loss of £2.4m in the net retained income position in relation to business rates, comprising S31 grants receivable less the levy payable to the regional pool. This is to be funded by a transfer from the S31 grants reserve and so has no impact on the bottom line.

1.8 Budget Action Plans

The budget for 2023/24 requires the delivery of £58.6m of savings. In addition, directorates have identified a further £7.2m of savings actions since the Budget was agreed. Detailed budget action plans have been developed to identify how these savings will be achieved and progress against these action plans will continue to be monitored and reported throughout the year. Further detail is provided at **Appendix A2**.

At October it is anticipated that most savings will be delivered in full through the identified saving plans or through mitigating actions identified by directorates, however an overall shortfall of £11.3m has been identified and is reflected in the reported directorate positions except where noted, including:

- Children & Families - £11.8m shortfall on the budgeted level of savings from the following projects: diversifying Children's Residential and Fostering provision £3.479m; review of Placement Commissioning £2.715m; Turning the Curve £3m; review of Children's Centres £0.350m; review of Contracts £0.369m, Transport £0.323m and efficiencies across the directorate £1.556m. More detail is provided at paragraph 1.3, where it is noted that the target for Children's Residential and Fostering provision £3.479m, which is included in the £11.8m shortfall reported, will be funded corporately and so does not appear in the projected October position.
- Strategy and Resources – £0.2m shortfall in the budgeted level of savings from the following projects: £0.15m Communications & Marketing synergies and £0.08m BSC Shared Cost Salary Sacrifice.

As discussed at paragraph 1.6, the Strategy and Resources savings position outlined here reflects the use of £1.3m from the Strategic Contingency Reserve to fund budgeted fleet savings which are not deliverable across the Council in year due to the impact of inflation, costs of maintaining an ageing fleet and increased demand for services, as approved at September Executive Board.

As discussed above, where other directorates have indicated shortfalls in regard to fully meeting their targeted budget action plans, they have identified other mitigating measures to offset these shortfalls.

2. Inflationary Pressures

2.1 At the end of October an overspend of £35.3m is projected against the Council's 2023/24 revenue budget.

2.2 Pay Inflation – The 2023/24 budget allows for £38.9m of pay inflation. The increase provides for the following elements: £18.8m which reflects the Employer's final offer for 2022/23 and which was not agreed until after approval of the 2022/23 budget; £18.2m for an assumed 2023/24 pay award incorporating a 4% pay award for all other staff and the Real Living Wage of £10.90 at pay scale points 1 and 2 announced in September 2022; £0.3m in regard to the pay impact of the additional day of leave included in the 2022/23 pay award to be implemented from 2023/24; and £1.6m for the additional cost of Enhancements. The forecast position reflects the agreed 2023/24 NJC pay award of £1,925 and JNC pay award of 3.5%.

Directorates have included any identified pay award mitigation measures in their 2023/24 budget action plans.

- 2.3 Energy** – The Government’s Energy Bills Discount Scheme, which runs for 12 months from 1 April 2023 to 31 March 2024 for businesses and other non-domestic energy users (including charities and public sector organisations), sets a much higher price threshold above which organisations become eligible for relief than was in effect over the Winter 2022/23, and, for the most part, the Council does not expect to benefit from any discounts based on its forward purchases and current market forecasts. However, the Government has set a lower threshold for relief for what they term as ‘energy trade intensive industries’, which include libraries, museums, historical sites and botanical and zoological gardens, and there may therefore be some eligibility for the Council.

The 2023/24 budget allows for a £10.7m or 53.21% increase in energy costs for gas and electricity. Since the budget was set in February 2023 energy prices have stabilised, with short term commodity prices currently around twice the historical levels prior to the energy crisis on average, which, although still high, are much lower than the extremes seen over the last two years. Advice from the Council’s energy advisors during this time has therefore largely been to hold off temporarily from forward purchasing energy as the markets have continued to ease, and as such the LCC unsecured volume over recent months has been attracting lower spot market prices to the benefit of overall final unit prices (although recent events in the Middle East have introduced a level of volatility in global market prices). Alongside the purchasing strategy, actions continue to be taken to review energy usage and implement measures across the Authority’s estate in order to reduce the pressures associated with increased energy costs.

Whilst acknowledging the ongoing volatility of energy prices, recent forecasts indicate that costs could be as much as £3.2m lower than allowed for in the 2023/24 General Fund budget. At July’s meeting Executive Board approved in principle that any underspend on energy would be transferred to the Strategic Contingency Reserve to support the Council to deal with pressures in other areas.

- 2.4 Fuel** – The average UK pump prices for diesel and unleaded petrol saw decreases of (14.8%) and (7.2%) respectively between October 2022 and October 2023. The 2023/24 budget has allowed for an increase of £1.2m, largely attributable to the significant price increases in 2022/23. Fuel costs will continue to be monitored throughout the year.

- 2.5 Cost of Living Pressures** – Further to the inflationary pressures detailed here, there has been a wider inflationary impact to the Council due to the severity of increased cost of living on our residents and businesses. As expected, we have seen the impact of this in increased costs to the Council for the goods and services that we procure, increased demand for support and welfare services, and reduced income across a range of services as Leeds residents and visitors choose to spend differently. The position will continue to be closely monitored.

3. Reserves

General Reserves

- 3.1** Following the closure of the 2022/23 accounts, the Council's general fund reserve stands at £33.2m. The 2023/24 budget assumes a £3m Strategic Contingency Reserve contribution to this reserve during the current financial year.

Strategic Contingency Reserve

- 3.2** The 2023/24 budget includes use of reserves to support the Council's General Fund, including use of the Strategic Contingency Reserve which was established in 2020/21 to fund future unforeseen budget pressures and to ensure the Council becomes more financially resilient.
- 3.3** The opening balance on the Strategic Contingency Reserve for 2023/24 was £19.9m with budgeted use of the reserve being £14.3m and a further £0.6m committed to support COVID-19 backlog recovery. As discussed at paragraph 1.6, September's meeting of the Executive Board approved the use of £1.3m from this reserve to fund budgeted fleet savings. A further £3.5m has been allocated against slippage in the Children's Residential and Fostering provision action plan and £0.2m will provide Internship funding in Strategy and Resources.
- 3.4** At its meeting of 12th October 2023, the West Yorkshire Combined Authority (WYCA) confirmed a one off refund of transport levy reserves to member authorities aimed at reducing the financial pressures faced in the region, with Leeds to receive £17.7m. As agreed at the October meeting of this Board, this will be added to the Strategic Contingency Reserve. Whilst this would bring the total projected balance on this reserve to £17.7m, these funds are likely to be applied to balance the 2023/24 budget position.

4. Other Financial Performance

4.1 Council Tax

The Council Tax in-year collection rate at the end of October 2023 was 61.17%. Whilst this is a slight decrease from the October 2022 in-year collection rate of 61.76% it should be noted that this can be attributed to application of around £4m in £150 cost of living 'rebates' to Council Tax accounts in July 2022, thereby artificially increasing the amount collected at that point in the year and impacting on the comparison.

The current collection rate is still lower than the October 2019 in-year collection rate of 63.29%, however the profile of taxpayers' payments has changed significantly since the pandemic, with many more residents choosing to pay their council tax over twelve months rather than ten. Due to the challenging conditions following the pandemic, the target collection rate in the fullness of time was reduced for 2022/23 to 98.5%, at a cost to the Council's share of the Collection Fund deficit of £2.0m. It has been assumed collection rates will return to the normal 99% recovery rate from 2023/24 onwards.

The opening deficit on the Collection Fund is £8.901m, which includes the deficit from 2022/23 and the final instalment of the deficit from 2020/21 which the Government mandated had to be spread over three years. At the time of declaration these elements were estimated to be £8.778m and are to be repaid by the Council, the Fire Authority and the Police in 2023/24.

This repayment of the 2020/21 and 2022/23 deficits would be expected to generate a surplus on the collection fund, however current projections, based on historical trends of growth and movements in discounts and local council tax support, are that an in-year surplus of only £6.602m will be generated in 2023/24 leaving of projected closing deficit on the collection fund of £2.298m. Leeds share of this projected closing deficit would be £1.930m, with the remainder being paid by the Fire Authority and the Police.

New charges in addition to the original billing at the start of the year have been lower than assumed in projections. If this trend is repeated throughout the year it will be the most significant underlying cause generating the projected deficit. However, this projected position only reflects six months of data and close monitoring of the growth in council tax liabilities in the city will be required in the coming months.

4.2 Business Rates

The Business Rates collection rate at the end of October 2023 is 65.01% which is significantly higher than the October 2022 in-year collection rate of 61.76% but slightly lower than the October 2019 in-year collection rate of 65.07% before the pandemic. As with Council Tax, the profile of ratepayers' payments has changed after the pandemic with many more local businesses choosing to pay their rates bill over twelve months rather than ten. The budgeted collection rate for business rates is to achieve an in-year collection target of 97.8%, collecting £347.4m of business rates income. The collection rates will continue to be closely monitored in the current year and into future years.

The total rateable value of business properties in Leeds has decreased from £954.44m at the time of the 2023/24 budget to £949.68m as at 29th October 2023, a fall of £4.76m. Around £1.6m of this reduction is due to hereditaments undergoing redevelopment or major works and so it is anticipated that in time the rateable value of these properties will increase. The 2023/24 budget includes an expected increase in Rateable Value of £2.5m for the full year. The size of the Business Rates tax base in Leeds continues to be monitored closely.

Leeds' share of the declared Business Rates deficit from 2022/23 (at 31st December 2022) has been incorporated into the 2023/24 budget. The total declared deficit on the Business Rates Collection Fund was £7.16m. Leeds' share of the unfunded declared deficit from 2020/21 was £36.7m, which has been spread over three years in accordance with Government legislation. The final of the three repayments of £12.2m will be paid in 2023/24 and is fixed and included in the £7.16m declared deficit.

After reassessing the level of the bad debt and appeals provisions for end-of-list appeals and reduction in the multiplier cap compensation, the actual closing deficit for 2022/23 was £9.08m; a worsening of £1.93m from the position declared. This will be carried forward as a loss to the 2024/25 budget.

In 2023/24, an in-year deficit of £1.41m is projected, driven mainly by recent reductions to Rateable Value on the 2017 ratings list, which have resulted in backdated repayments to ratepayers that have exceeded the provisions held for those appeals, although this is partially offset by an improvement in bad debt provisions due to improved collection rates and a reduced demand for Empty Rate Relief compared to the years immediately after the pandemic. When combined with the £1.93m worsening in the closing position for 2022/23 it is currently forecast that there will be a total closing deficit of £5.39m, which will have to be repaid to the collection fund by the Council in 2024/25.

4.3 Business Rates Appeals

The opening appeals provisions for 2023/24 are £36.8m, made up of £4.6m relating to appeals received against the 2010 ratings list and £32.3m estimated costs in relation to the 2017 ratings list. Under 50% Business Rates Retention, Leeds' budget is affected by 49% of any appeals provision made in this year.

On 31st October 2023, there were 10 appeals outstanding against the 2010 ratings list and 48 appeals relating to 2010 have been settled in this financial year. No new appeals have been received in 2023/24.

Before the COVID-19 public health crisis, the introduction of the new Check Challenge Appeal system on 1st April 2017 saw a significant reduction in the number of appeals submitted by ratepayers against their Rateable Value on the 2017 ratings list compared to the 2010 ratings list. Only thirteen appeals have so far been submitted to the Valuation Tribunal, the final stage of the new process.

The 2017 ratings list came to an end on 31st March 2023. In most cases this sees the end of the ratepayers' right to appeal against their Rateable Value on that list. As such the number of Checks received by the Valuation Office Agency increased significantly in the last few months of 2022/23. The increase was even greater than expected and, although an allowance had been included in the forecast of the declared deficit, further provisions were made to outturn at an additional cost of £4.2m to the General Fund and a £1.93m worsening against the position projected at declaration.

As at 31st October 2023, the Council is providing for a net of 545 Checks and Challenges against the 2017 ratings list. The position will be monitored closely over the coming months to ensure that the Council's provisions for the 2017 list remain adequate. There are also 246 Checks and Challenges against the new 2023 ratings list. It is anticipated that because of the move to 3 yearly revaluations from 2023 (previously 5 years) the valuation lists will necessarily be more representative of the current commercial property market, and it is expected that there will be fewer challenges to the lists going forward. The level of appeals against the 2023 ratings list, and the losses incurred, will also continue to be closely monitored in the coming months.

In addition, the Authority has made provisions for specific issues such as expected reductions to hospitals, ambulance and fire stations and expected reductions to several GP surgeries which will be reassessed quarterly. However, in October 2023 the Council received notification that two appeals on the two large hospitals in Leeds had been resolved. Historical evidence suggested that provision for a 10%

reduction was reasonable but unfortunately one of the appeals saw a 23.5% reduction in Rateable Value backdated to 1st April 2017. The combined impact of these appeals was a refund of £4.0m. The Council held provisions of only £2.8m, resulting in the Collection Fund being adversely impacted by £1.2m. The impact on the Council's 2024/25 General Fund will therefore be approximately £0.6m.

4.4 Impact of COVID-19 and cost of living on the Collection Fund in 2023/24 and beyond

Collection of Business Rates can be seen to be improving following the lifting of restrictions in place due to the COVID-19 crisis. However, the pressures of the cost of living crisis and the long-term impact on collection rates and the tax base will require close monitoring.

5. Housing Revenue Account (HRA)

5.1 At October the HRA is projecting a pressure of £1.259m or 0.5% of gross budget.

As a result of significant pressures on the repairs budget a virement was input at Month 3 to reduce the capital investment programme in 2023/24 to fund these pressures.

At this stage the HRA is not able to produce a balanced budget. The position on repairs and capital budgets is being closely monitored and an action plan will be worked up to bring the budget into balance should this position remain.

5.2 The key projected variations are:

- Dwellings Rent £782k – a forecast reduction in rental income due to the number of void properties being higher than budgeted and an increase in the projected number of Right to Buy sales compared with the budget.
- Service Charges (£103k) – an additional £103k mainly reflecting the impact of Gascoigne House.
- Employees Net £19k - there is a forecast underspend against the employee budget of (£1,111k) due to vacant posts, this position includes a projection for the pay award. However, this underspend on employee costs is offset with a reduction in capitalised salaries of £942k and a £188k pressure regarding internal services for recharged staff in the Council House Growth Programme.
- Repairs to Dwellings £717k - reflects the forecast pressure on the repairs budget.
- Premises (£144k) – reflects the projected costs of utilities following recent reductions in energy costs.
- Internal Services (£88k) – This pressure reflects the impact of the pay award of £1925 per FTE on charges from internal LCC services and savings on the discretionary housing payments.

- Contribution to the capital programme £157k – the current forecast level of overprogramming on the capital programme 2023/24.

Overall Summary Sheet

Month 7 (October 2023)

Financial Dashboard 2023/24 Financial Year

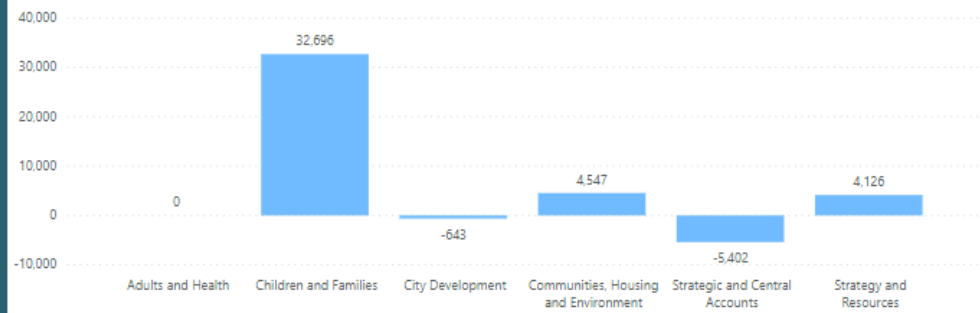


Budget Variation £000s

35,324

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	537,154	545,988	8,835
Premises	65,436	65,518	81
Supplies and Services	260,302	263,355	3,053
Transport	54,029	58,663	4,633
Internal Charges	92,093	96,287	4,194
Third Party Payments	499,737	545,080	45,343
Transfer Payments	181,573	188,605	7,031
Capital	91,351	91,757	406
Transfer to/from Reserves	-22,813	-33,210	-10,397
Internal Income	-340,414	-341,035	-622
External Income	-845,091	-872,325	-27,233
Total	573,358	608,682	35,324

Directorate	Change in Variance £000s
Adults and Health	0
Children and Families	4,848
City Development	-488
Communities, Housing and Environment	686
Strategic and Central Accounts	-218
Strategy and Resources	-4
Total	4,825

Financial Dashboard 2023/24 Financial Year

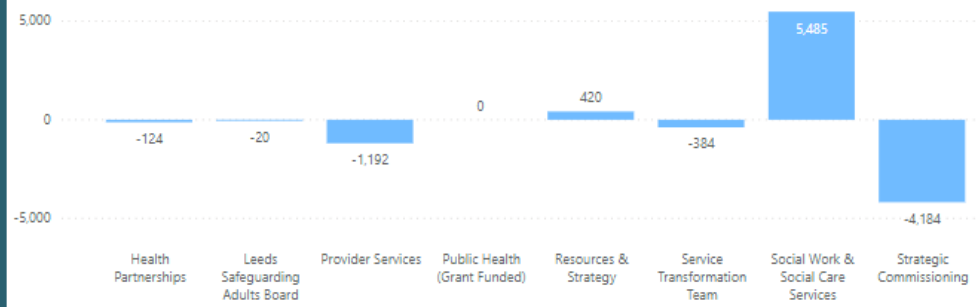


Budget Variation £000s

0

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	70,508	69,887	-621
Premises	1,381	1,290	-91
Supplies and Services	7,524	15,193	7,668
Transport	1,011	867	-144
Internal Charges	14,404	15,599	1,194
Third Party Payments	325,165	339,747	14,582
Transfer Payments	13,488	12,041	-1,447
Transfer to/from Reserves	-4,521	-11,069	-6,548
Internal Income	-4,989	-4,818	171
External Income	-225,139	-239,903	-14,764
Total	198,832	198,832	0

Directorate	Change in Variance £000s
Adults and Health	0
Total	0

Financial Dashboard 2023/24 Financial Year

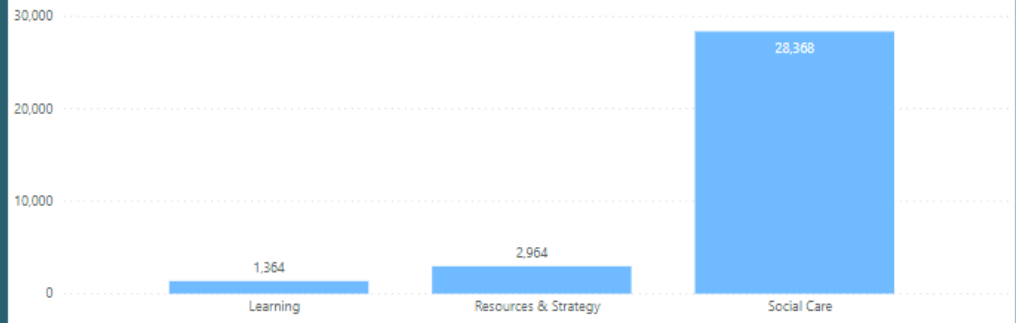


Budget Variation £000s

32,696

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	110,978	113,467	2,489
Premises	4,734	4,686	-48
Supplies and Services	65,667	66,627	960
Transport	11,794	12,522	728
Internal Charges	36,206	39,383	3,177
Third Party Payments	113,911	144,434	30,524
Transfer Payments	3,882	3,526	-356
Capital		0	0
Transfer to/from Reserves	-819	-1,127	-308
Internal Income	-35,773	-36,241	-468
External Income	-169,214	-173,216	-4,002
Total	141,365	174,061	32,696

Directorate	Change in Variance £000s
Children and Families	4,848
Total	4,848

Financial Dashboard 2023/24 Financial Year

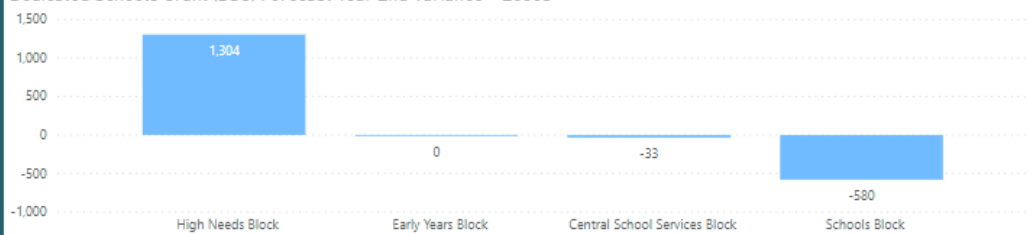


DSG Variation £000s

691

Overspend (+) / Underspend (-)

Dedicated Schools Grant (DSG) Forecast Year End Variance - £000s



Net Variations against the Approved Budget

DSG Block	Income Budget	Income Projection	Income Variance	Expenditure Budget	Expenditure Projection	Expenditure Variance	DSG Budget (LE)	DSG Projection	DSG Variance
Schools Block	-341,721	-339,322	2,399	341,721	338,742	-2,979	0	-580	-580
High Needs Block	-117,035	-117,171	-136	117,035	118,475	1,440	0	1,304	1,304
Early Years Block	-57,538	-61,989	-4,451	57,538	61,989	4,451	0	0	0
Central School Services Block	-5,106	-5,106	0	5,106	5,073	-33	0	-33	-33
Total	-521,400	-523,588	-2,188	521,400	524,279	2,879	0	691	691

DSG Reserves

Reserve Type	Balance b/fwd	Net contribution to(-)/from (+) balances	Budgeted Deficit (+) / Surplus (-) c/fwd	Projected in year under(-)/over(+) spend	Planned use of reserves	Projected Deficit (+) / Surplus (-) c/fwd
De-delegated	-1,950	500	-1,450	-233	1,750	-433
General	-7,060	0	-7,060	924	0	-6,136
Total	-9,010	500	-8,510	691	1,750	-6,569

Financial Dashboard 2023/24 Financial Year

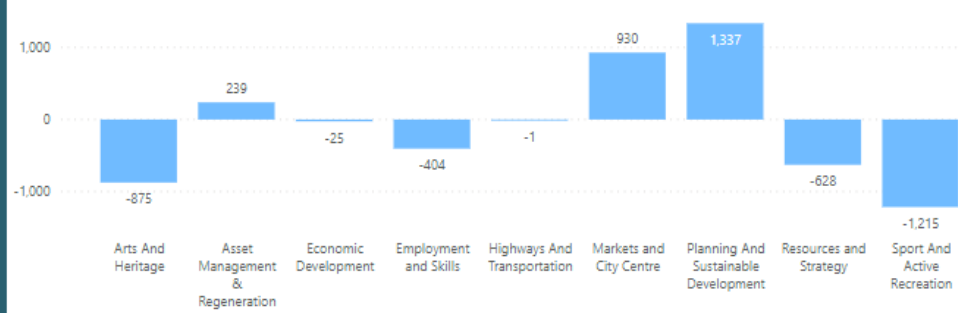


Budget Variation £000s

-643

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	75,764	74,755	-1,009
Premises	31,520	31,484	-35
Supplies and Services	50,065	48,986	-1,079
Transport	6,827	8,609	1,782
Internal Charges	10,566	10,967	401
Third Party Payments	215	215	0
Transfer Payments		0	0
Capital		0	0
Transfer to/from Reserves	-3,695	-4,671	-977
Internal Income	-46,465	-47,430	-965
External Income	-83,924	-82,686	1,238
Total	40,873	40,230	-643

Directorate	Change in Variance £000s
City Development	-488
Total	-488

Financial Dashboard 2023/24 Financial Year

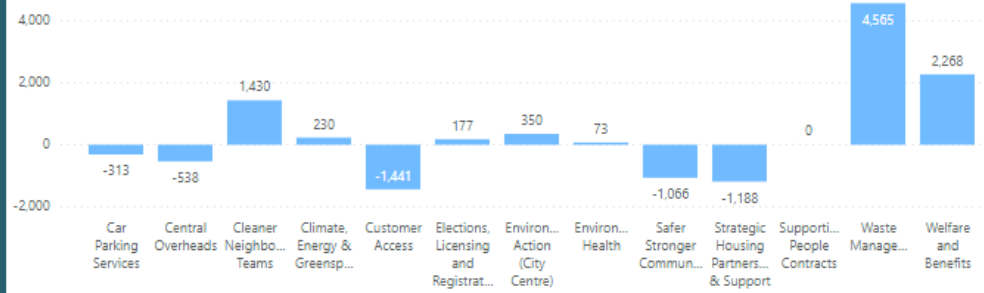


Budget Variation £000s

4,547

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	108,694	110,567	1,873
Premises	11,824	11,510	-314
Supplies and Services	69,927	75,209	5,282
Transport	11,315	13,106	1,791
Internal Charges	21,024	20,628	-395
Third Party Payments	23,212	23,147	-65
Transfer Payments	163,007	171,949	8,942
Capital		0	0
Transfer to/from Reserves	-1,768	-1,906	-138
Internal Income	-45,274	-46,541	-1,266
External Income	-267,851	-279,012	-11,162
Total	94,110	98,657	4,547

Directorate	Change in Variance £000s
Communities, Housing and Environment	686
Total	686

Financial Dashboard 2023/24 Financial Year



Surplus (-) / Deficit (+) £000s


1,259

HRA Income	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▲				
Dwelling Rents	-230,240	-229,458	782	73
Non Dwelling Rents	-3,347	-3,305	42	-5
Service Charges	-9,551	-9,654	-103	7
Internal Income	-9,349	-8,459	890	8
Grants	-21,385	-21,385	0	0
External Income	-1,778	-1,778	0	-100
Total	-275,650	-274,039	1,611	-18

HRA Expenditure	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▲				
Disrepair Provision	4,000	4,000	0	0
Repairs to Dwellings	65,103	65,820	717	717
Employees	33,708	32,597	-1,111	-36
Premises	11,732	11,588	-144	17
Supplies and Services	5,185	5,149	-36	-76
PFI Unitary Charge	12,662	12,783	122	0
Transport	304	295	-9	-9
Internal Services	39,815	39,915	100	-218
BITMO Management Fee	3,524	3,524	0	0
Provision for Doubtful Debts	1,136	1,136	0	0
Capital Charges	46,666	46,640	-26	0
Contribution to Capital Programme	51,891	52,048	157	-1,023
Total	275,726	275,495	-231	-628

Surplus (-) / Deficit (+)	Budget (LE) £000s	Projection £000s	Variance £000s	Change in Variance £000s
▼				
Net Position	76	1,457	1,381	-646
Appropriation: Sinking Funds	-326	-448	-122	0
Appropriation: Reserves	250	250	0	0
Total	0	1,259	1,259	-646

Financial Dashboard 2023/24 Financial Year

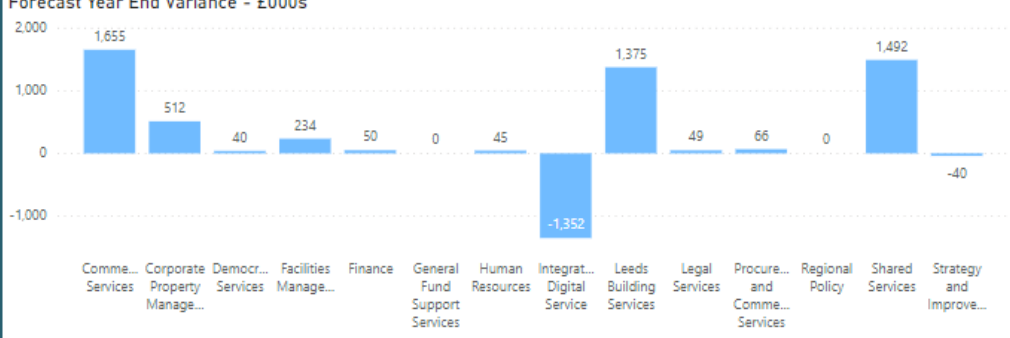


Budget Variation £000s

4,126

Overspend (+) / Underspend (-)

Forecast Year End Variance - £000s



Department	Variance (£000s)
Comm... Services	1,655
Corporate Property Manage...	512
Democr... Services	40
Facilities Manage...	234
Finance	50
General Fund Support Services	0
Human Resources	45
Integrat... Digital Service	-1,352
Leeds Building Services	1,375
Legal Services	49
Procure... and Comme... Services	66
Regional Policy	0
Shared Services	1,492
Strategy and Improve...	-40

Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	166,480	172,644	6,164
Premises	15,977	16,547	570
Supplies and Services	63,445	57,684	-5,761
Transport	23,083	23,559	476
Internal Charges	4,931	4,689	-242
Third Party Payments	28	28	0
Transfer Payments	66	66	0
Transfer to/from Reserves	-74	-817	-743
Internal Income	-172,741	-169,228	3,513
External Income	-16,488	-16,339	149
Total	84,707	88,833	4,126

Directorate	Change in Variance £000s
Strategy and Resources	-4
Total	-4

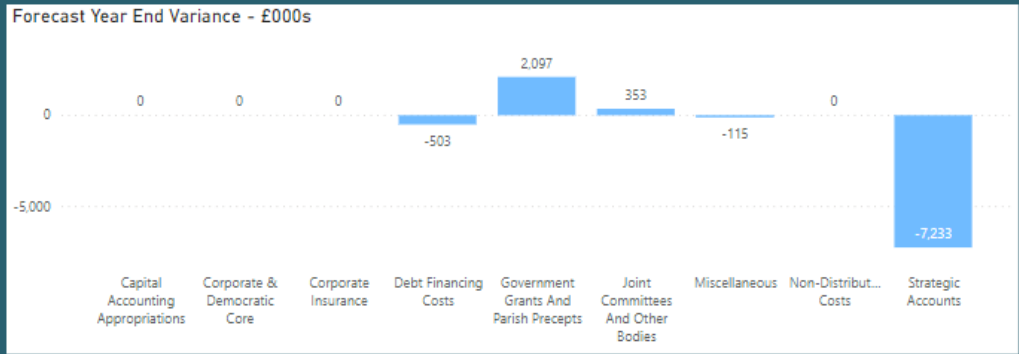
Financial Dashboard 2023/24 Financial Year



Budget Variation £000s

-5,402

Overspend (+) / Underspend (-)



Expenditure Type	Budget (LE) £000s	Projection £000s	Variance £000s
Employees	4,729	4,667	-62
Premises		0	0
Supplies and Services	3,675	-343	-4,018
Internal Charges	4,962	5,022	60
Third Party Payments	37,207	37,508	302
Transfer Payments	1,130	1,023	-107
Capital	91,351	91,757	406
Transfer to/from Reserves	-11,936	-13,619	-1,683
Internal Income	-35,171	-36,778	-1,607
External Income	-82,476	-81,168	1,307
Total	13,471	8,069	-5,402

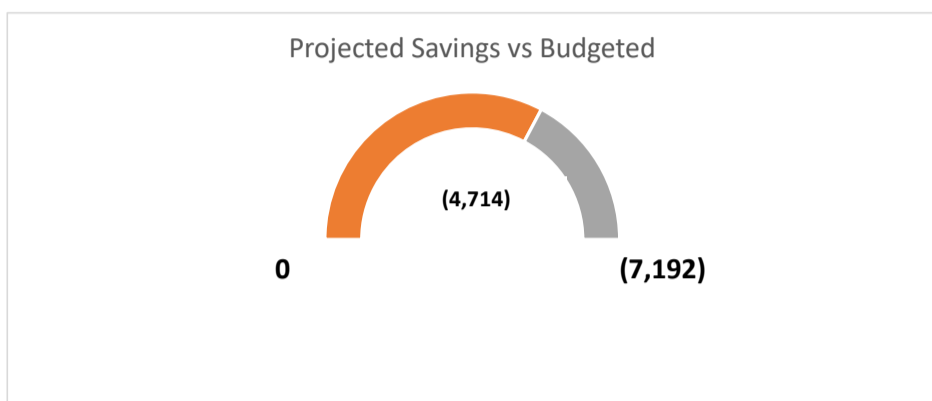
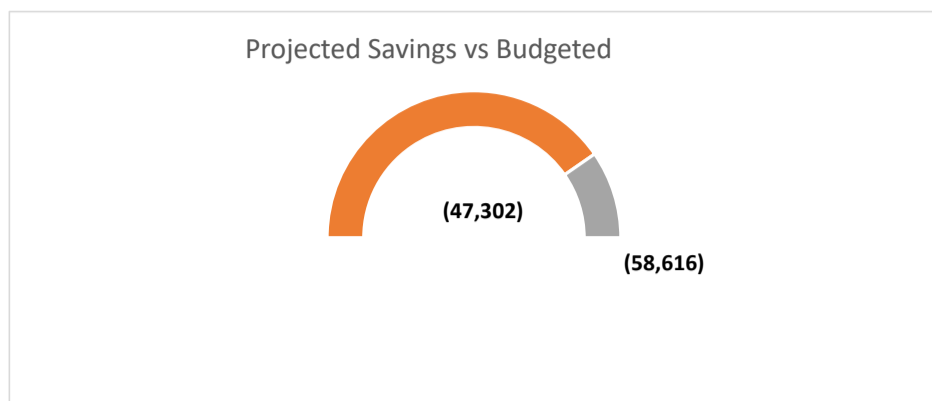
Directorate	Change in Variance £000s
Strategic and Central Accounts	-218
Total	-218

LEEDS CITY COUNCIL - SUMMARY

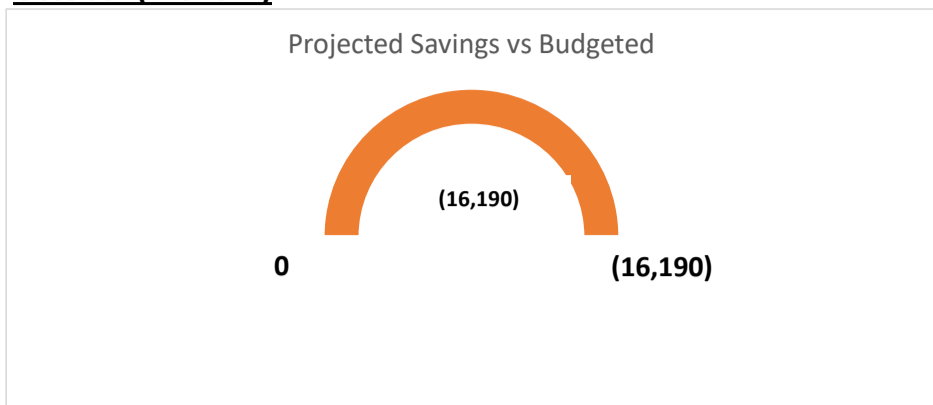
RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(14,423)	(14,573)	(150)
On track, no issues	(16,063)	(17,976)	(1,913)
Some risk	(12,222)	(11,644)	578
High risk	(15,908)	(3,109)	12,799
Cancelled	0	0	0
Total	(58,616)	(47,302)	11,314

LEEDS CITY COUNCIL - Other Savings Measures

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track, no issues	(4,545)	(4,545)	0
Some risk	0	0	0
High risk	(2,647)	(169)	2,478
Cancelled	0	0	0
Total	(7,192)	(4,714)	2,478



October (Month7)



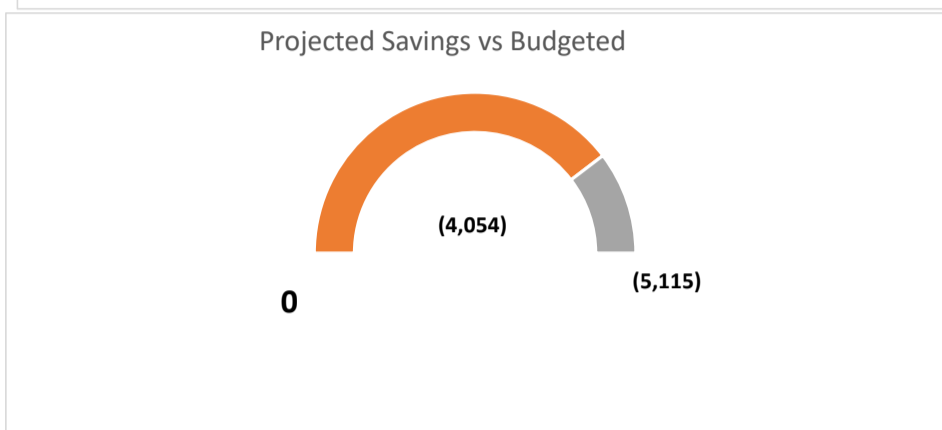
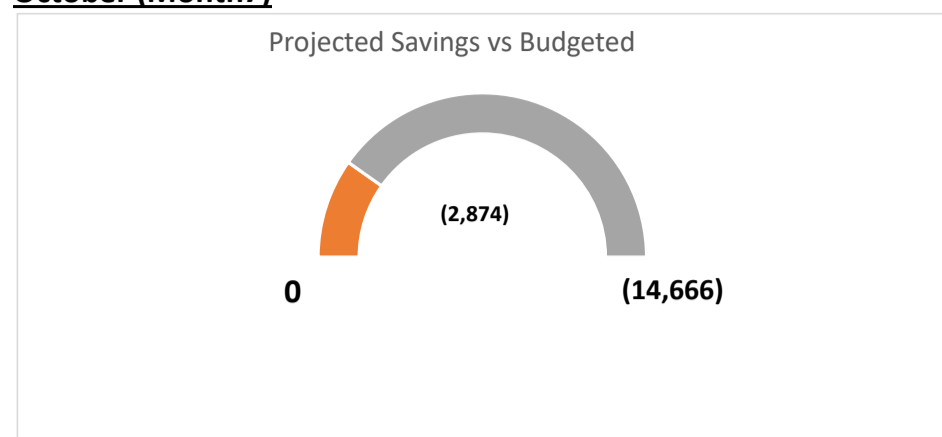
ADULTS & HEALTH - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(9,685)	(9,685)	0
On track, no issues	(2,475)	(2,710)	(235)
Some risk	(2,150)	(2,625)	(475)
High risk	(1,880)	(1,170)	710
Cancelled	0	0	0
Total	(16,190)	(16,190)	0

Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted Savings	BAU	Enhance awareness/desirability of in-house provision to encourage attendance and reduce external procurement (against fixed running cost)	Shona McFarlane	High risk	(160)	(40)	120	LBS struggling to let contracts re low interest. One of three properties will have f.y.e. one, half year effect and one little impact next year. Detailed action plan can only be completed once details of works have been obtained. Shortfall will be contained within budget or via reserves as this is slippage and not non-delivery (JC 15/2/23). Spring Gardens complete Q1 23-4. Dolphin & Knowle Manor still to start but both will commence at the same time. Final quotes received and on-line with approved budget. Complete late autumn.
Budgeted Savings	BAU	Impact of telecare growth plan	Shona McFarlane	Some risk	(200)	(200)	0	0
Budgeted Savings	BAU	Invest to save proposal for Direct Payments Audit team	John Crowther	Some risk	(100)	(100)	0	only risk is seen as recruitment to the role. DDN approved and recruitment on-going.
Budgeted Savings	BAU	Invest to save proposal for Deputy and appointeeship's team	John Crowther	Some risk	(50)	(50)	0	only risk is seen as recruitment to the roles. DDN approved and recruitment on-going.
Budgeted Savings	SR	Strategic Review of Adult Social Work provision	Shona McFarlane	High risk	(1,120)	(830)	290	risk associated with social work and OT recruitment and therefore f.y.e. Aiming for new model to start May. Potential to be impacted by getting the service ready for the CQC inspection. At Q1 assume 25% non-delivery but in all likelihood could be more.
Budgeted Savings	BAU	Review mid-price range Learning Disability packages	Shona McFarlane	Some risk	(500)	(500)	0	0
Budgeted Savings	BAU	Develop a direct payment plan that is easy to administer for social workers to become the default option; will improve client contributions and reduce instances of incorrect billing	Shona McFarlane	Some risk	(200)	(200)	0	Plan shared with Max & Nyoka. Target setting session with front line social work and targets set for each team.
Budgeted Savings	BAU	Review of mental health placements (s117 health contribution)	Caroline Baria	Some risk	(100)	(75)	25	Alternative savings of £65k identified, Touchstone and their outreach offer which is expensive. WRAP?
Budgeted Savings	BAU	Individualisation of block contracts	Caroline Baria	High risk	(500)	(250)	250	Slow progress re individualisation of block contracts with Aspire and LYPFT. Assume 50% non-delivery Q1.
Budgeted Savings	BAU	Invest to save proposal for Home care - performance management	Caroline Baria	Some risk	(1,000)	(1,500)	(500)	Report approved to recruit 2 new staff. Expected to overachieve against BAP. Awaiting delivery from DIS of software to analyse Home Care provider data.
Budgeted Savings	BAU	Review supported bank account contract (direct payments)	Caroline Baria	High risk	(100)	(50)	50	contract renewal late than originally thought. Sum will be contained within budget - or use of reserves as this is slippage and not non-delivery

October (Month7)



CHILDREN & FAMILIES - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track, no issues	(212)	(212)	0
Some risk	(1,396)	(723)	673
High risk	(13,058)	(1,939)	11,119
Cancelled	0	0	0
Total	(14,666)	(2,874)	11,792

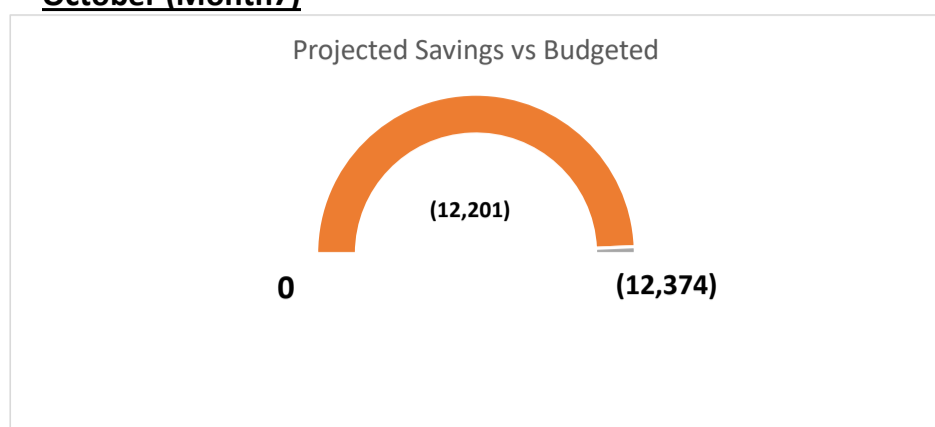
CHILDREN & FAMILIES - Other Savings Measures

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track, no issues	(3,915)	(3,915)	0
Some risk	0	0	0
High risk	(1,200)	(139)	1,061
Cancelled	0	0	0
Total	(5,115)	(4,054)	1,061

Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted	SR	Diversifying children's residential and fostering provision	Farrah Khan	High risk	(3,479)	0	3,479	While the project still delivers savings over the longer term, the timing has changed and the original 23/24 savings are likely to be delivered later. This is to be cashflowed to reflect change in phasing of savings.
Budgeted	SR	Contracts: reduce costs and build on LCC's regional 'lead' role to maximise opportunities for income generation through additional investment in commissioning, contract management and placement reviews.	Phil Evans	High risk	(4,000)	(1,285)	2,715	Original savings plans assumed delivery of £4,750k savings with £750k investment in staffing. Savings plans are in place. However significant risk for delivery due to scale of savings and likely lead in period for delivery.
Budgeted	SR	Turning the curve – range of workstreams to reduce the forecast increase in Children Looked After number	Farrah Khan	High risk	(3,000)	0	3,000	Original plans required investment in an Edge of Care service to deliver the net savings of £3,000k. However this savings target overlaps with the fostering and residential plans, so is not expected to lead to additional savings in 23/24.
Budgeted	BAU	Transport: Including independent travel training, personal transport allowances, use of private hire, commissioning an external review	Tim Pouncey	some risk	(946)	(623)	323	High risk budget due to level of control over demand and inflation and data available for projections. Therefore savings could be overtaken by additional costs. However progress is being made by C&F and CEL on implementation of savings proposals.
Budgeted	SR	Review of Children's Centres and Commissioned Family Services	Farrah Khan	some risk	(450)	(100)	350	Unlikely the full £450k will be achieved in 23/24.
Budgeted	SR	Efficiencies in commissioned services through review of a range of contracts.	Phil Evans	High risk	(500)	(131)	369	Work ongoing to identify further savings
Budgeted	SR	Efficiencies across the Children & Families directorate, potentially including staffing reductions	Julie Longworth	High risk	(1,710)	(154)	1,556	Details being worked through, including a review of vacant posts
Budgeted	BAU	Staffing efficiencies: Social Care - Attendance and performance management	Farrah Khan	high risk	(369)	(369)	0	Reduced use of agency staff
Other	0	Little Owls	Farrah Khan	High risk	(1,200)	(139)	1,061	Review ongoing to identify savings

October (Month7)

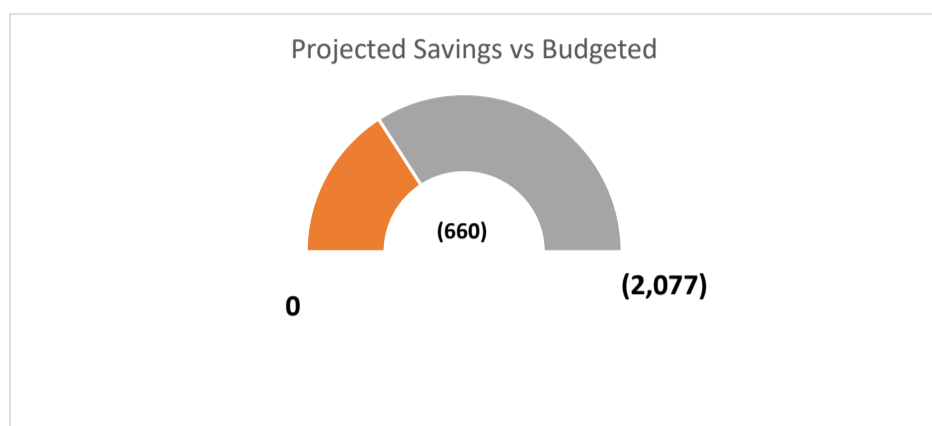


CITY DEVELOPMENT - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(3,760)	(3,760)	0
On track, no issues	(7,206)	(7,206)	0
Some risk	(1,408)	(1,235)	173
High risk	0	0	0
Cancelled	0	0	0
Total	(12,374)	(12,201)	173

CITY DEVELOPMENT - Other Savings Measures

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track, no issues	(630)	(630)	0
Some risk	0	0	0
High risk	(1,447)	(30)	1,417
Cancelled	0	0	0
Total	(2,077)	(660)	1,417

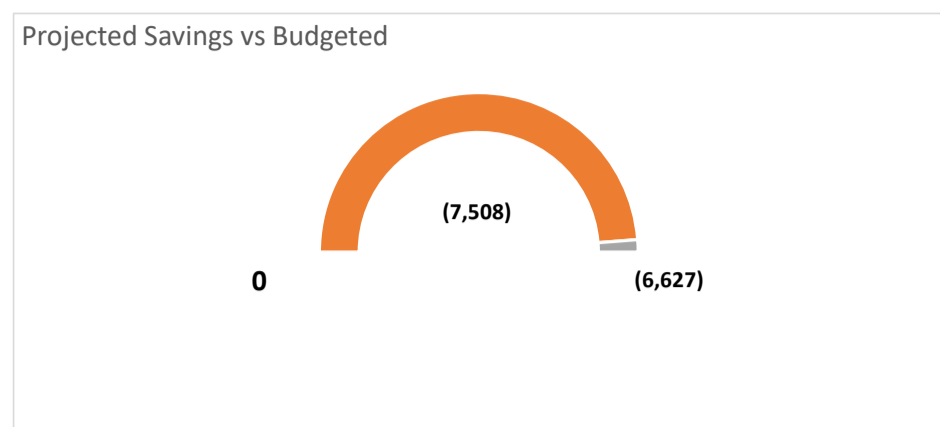


Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted	BAU	1% increased vacancy provision	Phil Evans	Some risk	(677)	(677)	0	0
Budgeted	SR	Leeds Museums & Galleries Invest to Save: relocation of Café	Eve Roodhouse	Some risk	(90)	(67)	23	0
Budgeted	BAU	Additional income from new contractor framework implemented in 22/23	Gary Bartlett	Some risk	(25)	(25)	0	0
Budgeted	SR	Street Lighting: Adaptive lighting via a Central Management System (CMS)	Gary Bartlett	Some risk	(166)	(166)	0	0
Budgeted	BAU	Development Management - generation of additional income from pre-app advice service	David Feeney	Some risk	(100)	(50)	50	0
Budgeted	BAU	Strategic Planning - consultancy advice (e.g. to other local authorities)	David Feeney	Some risk	(50)	0	50	0
Budgeted	BAU	Building Control - additional income through providing expert technical services to other local authorities	David Feeney	Some risk	(50)	0	50	0
Budgeted	BAU	Planning & Levelling Up Bill: National fees	David Feeney	Some risk	(250)	(250)	0	0
Other	BAU	Estate Rationalisation	Angela Barnicle	High risk	(583)	(30)	553	0
Other	BAU	Strategic Investment Fund	Angela Barnicle	High risk	(664)	0	664	0
Other	BAU	Contractor Procurement Framework	Gary Bartlett	High risk	(200)	0	200	0

October (Month7)

COMMUNITIES, HOUSING & ENVIRONMENT - SUMMARY

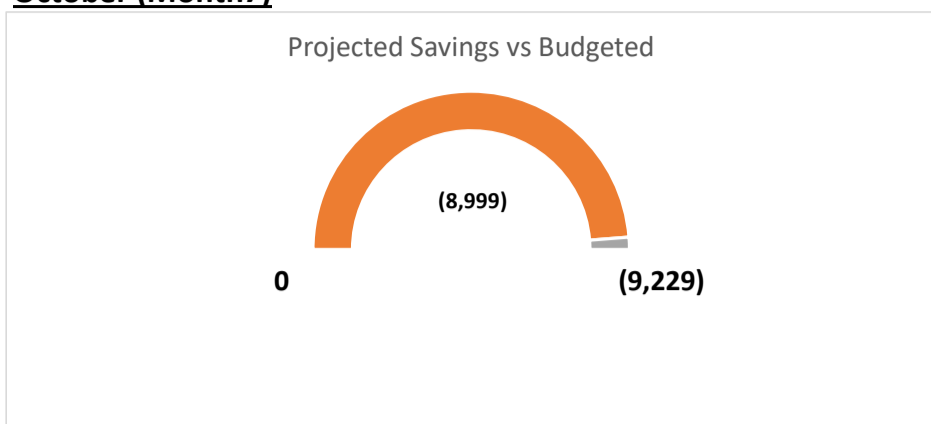


RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(863)	(1,013)	(150)
On track, no issues	(3,747)	(5,425)	(1,678)
Some risk	(1,277)	(1,070)	207
High risk	(740)	0	740
Cancelled	0	0	0
Total	(6,627)	(7,508)	(881)

Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted	BAU	Parks attractions income	John Mulcahy	Some risk	(170)	(140)	30	Price increase came into effect Jan 23 and income will be monitored. Further DDN approved September 23 for price increase to come into effect Jan 24. On street income is projecting to be down £128k against the budget but this is compared to £268k down in 22-23.
Budgeted	BAU	Benefits - Subsidy - target Supported Accommodation	John Mulcahy	Some risk	(134)	(90)	44	Free ULEV permits ceased April 23 and income in WHLCP will be monitored. DDN approved September 23 for price increase to come into effect Jan 24 for WHLCP. Income at WHLCP is approx £700k down against budget compared to £790k last year
Budgeted	BAU	Community Centres - strategy to reduce the current subsidy to nil	Polly Cook	Some risk	(192)	(192)	0	Attractions income is trending towards a pressure at Lotherton where £100k of budgeted savings targeted. However café income is projected to exceed the budget at the three sites with attraction income.
Budgeted	BAU	Recycling Disposal costs	Lee Hemsworth	Some risk	(600)	(600)	0	Action plan in place with the aim is to reduce or maintain existing pressure. However this is dependent on scale of new growth in legitimate supported accommodation claims. £300k delivered at period 6. Assumed remaining 50% will be achieved Sept - Mar
Budgeted	BAU	Review existing fees and charges beyond those assumed within the MTFS: Increase charge for replacement bins and Weighbridge	Lee Hemsworth	Some risk	(32)	(32)	0	Amended charges have been approved - one major client (LCHT) and dependant upon them accepting the increase. Working towards implementation 1/12/2023

October (Month7)



STRATEGY & RESOURCES - SUMMARY

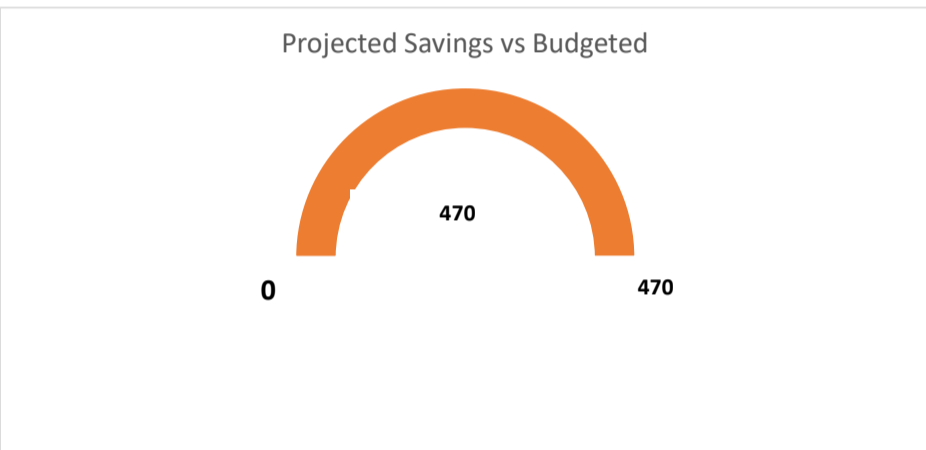
RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	(115)	(115)	0
On track, no issues	(2,893)	(2,893)	0
Some risk	(5,991)	(5,991)	0
High risk	(230)	0	230
Cancelled	0	0	0
Total	(9,229)	(8,999)	230

Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s	Including mitigating actions for Reds & Ambers
Budgeted	BAU	Additional LBS turnover as a result of capital work in the civic estate	Sarah Martin	Some risk	(1,500)	(1,500)	0	Will need to ensure future years' capital programme provision is recurrent in order to sustain the surplus.
Budgeted	BAU	Corporate Property Management - Various initiatives including: maximising Salix funding & review of building maintenance funding.	Sarah Martin	Some risk	(250)	(250)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Cleaning / Facilities Management/Security: Review of cleaning materials procurement, pricing, Presto offer and insourcing.	Sarah Martin	Some risk	(200)	(200)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Catering: Before and After School Clubs, target increased take up, review high school offer to include cross border training, procurement.	Sarah Martin	Some risk	(165)	(165)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Fleet Services' efficiencies: including reduction in maintenance spend, introduction of new vehicle types, greater utilisation of existing fleet and an enhanced focus on supplier spend and emerging markets.	Sarah Martin	Some risk	(488)	(488)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	CEL Increased Productivity	Sarah Martin	Some risk	(345)	(345)	0	0
Budgeted	BAU	Cleaning/Facilities Management/Security - Increased productivity	Sarah Martin	Some risk	(30)	(30)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Civic Flavour - Armley Sports Centre Café	Sarah Martin	Some risk	(20)	(20)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Civic Flavour - Weddings	Sarah Martin	Some risk	(20)	(20)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Staffing efficiencies: CEL: Corporate Property Management / Facilities Management	Sarah Martin	Some risk	(163)	(163)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Commercial Services: Improving attendance	Sarah Martin	Some risk	(225)	(225)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Passenger Transport: Improving attendance	Sarah Martin	Some risk	(110)	(110)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Passenger Transport: Review all routes to ensure contracted hours aligned with routes to give maximum efficiency	Sarah Martin	Some risk	(75)	(75)	0	To be regulary reviewed as part of ongoing internal budget strategy review.
Budgeted	BAU	Staffing efficiencies: Finance	Victoria Bradshaw	Some risk	(414)	(414)	0	0
Budgeted	BAU	Staffing efficiencies: Human Resources	Andy Dodman	Some risk	(440)	(440)	0	0

Budgeted	BAU	Staffing efficiencies: Integrated Digital Services: additional 2% vacancy factor	Leonardo Tantari	Some risk	(500)	(500)	0	Both IDS DAPs to be consolidated into one.
Budgeted	SR	Review of Network Management Centre	Leonardo Tantari	Some risk	(370)	(370)	0	This is a full year's cost - any delay will be mitigated by further IDS vacancy factors.
Budgeted	BAU	BSC Shared Cost Salary Sacrifice- This would generate Employer NI savings (as well as savings for the individual).	Andy Dodman	High risk	(80)	0	80	0
Budgeted	BAU	Staffing efficiencies: Business Support Centre	Gemma Taskas	Some risk	(276)	(276)	0	0
Budgeted	BAU	Staffing efficiencies: Contact Centre	Gemma Taskas	Some risk	(125)	(125)	0	0
Budgeted	BAU	Staffing efficiencies: Business Administration Service: additional 2% vacancy factor	Gemma Taskas	Some risk	(275)	(275)	0	0
Budgeted	BAU	Communications & Marketing: Synergies from a co-ordinated approach to marketing and promotion	Jane Maxwell	High risk	(150)	0	150	0

October (Month7)



STRATEGIC - SUMMARY

RAG Status	Budgeted Savings £'000s	Year End Projected Savings £'000s	Shortfall/ (Surplus) £'000s
Achieved	0	0	0
On track, no issues	470	470	0
Some risk	0	0	0
High risk	0	0	0
Cancelled	0	0	0
Total	470	470	0

Amber & Red Risk Areas

Budgeted savings / Other savings measures	Service Review / Business as Usual	Savings title	Accountable Chief Officer	RAG Status	Budgeted Savings £'000s	Achieved Savings to date £'000s	Savings Achieved %	Including mitigating actions for Reds & Ambers

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

Date: 15 January 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- In accordance with the Council's Budget and Policy Framework, the Executive Board's Proposed Budget for 2024/25 and provisional budgets for 2025/26 and 2026/27 is submitted to Scrutiny for consideration and comment. The formal referral to scrutiny took place at the Executive Board meeting on [Wednesday 13 December 2023](#).
- Once Scrutiny Boards have considered the budget proposals, they will be required to provide a summary of their deliberations for consideration at the meeting of the Executive Board on 7 February 2024.
- [The Proposed Budget 2024/25 and Provisional Budgets for 2025/26 and 2026/27 report](#) should be read in conjunction with two further reports – both entitled Revenue Savings Proposals. The first of those was considered by Executive Board on [18 October 2023](#) and the second was considered on [13 December 2023](#), these can be found in Appendix B to this report.
- During the 2021/22, 2022/23 and 2023/24 budget consultation processes, an enhanced consultation programme was adopted, which incorporated the use of private working groups. These informal working groups enabled scrutiny board members to receive an initial introduction to the savings proposals that fall within the remits of their respective boards, providing members with more time to consider the detail of saving proposals. This enabled greater input into the budget setting process. The same approach has been taken for the savings proposals for 2024/25 to 2026/27 and informal working groups took place for all Scrutiny Boards during December 2023. As noted above, a composite report summarising the outcome of all those deliberations will be submitted to Executive Board on 7 February 2024.
- This report provides some brief contextual information by way of introduction to the Scrutiny Board's consideration of this matter.

Recommendations

Board members are asked to note the following:

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

What is this report about?

1. This report sets out the context for consultation on the Executive Board's proposed budget relating to services that fall within the remit of the Scrutiny Board (Strategy & Resources).
2. Services that sit within the Board's remit from a budgetary perspective are:
 - **Resources Directorate** – Strategy and Improvement Service, Finance, Human Resources, IDS, Procurement and Commercial Services, Legal Services, Democratic Services, Contact Centre and Digital Improvement, Shared Services and Civic Enterprise Leeds.
 - **Strategic and Central Accounts** – All services
 - **Communities, Environment and Housing** – Elections, Licensing and Registration, Communities (limited to equalities)
 - **City Development** – Arts and Heritage
3. Details of the specific budget proposals in these services can be found in Appendix B on pages 162, 166 and 167 for Strategy and Resources Directorate, page 162 for Strategic and Central Accounts (directorate savings on support services including finance), page 166 for Elections, Licensing and Registration and Communities and pages 159 and 165 for Arts and Heritage. These should be viewed in conjunction with the service reviews impacting on this Board's remit that are highlighted in paragraph 17.
4. The wider context and forward planning of the council's budgetary position is delivered through [The Medium-Term Financial Strategy 2024/25-2028/29](#) (MTFS) which is the authority's key strategic financial planning document. The MTFS identified an estimated General Fund budget gap of £251m for the five-year period of which £59.2m relates to 2024/25, a further £56.6m for 2025/26 and £47m for 2026/27 (£162.8 over the next three years). For the Housing Revenue Account (HRA) there is a cumulative deficit of £16.6m to 2028/29 of which £1.9m relates to 2024/25. Subsequent to the MTFS publication in September 2023 the budget gaps have been revised with the three-year gap now £160.7m: £58.4m in 2024/25, £57.8m in 2025/26 and a further £44.6m in 2026/27, before the savings proposals are applied (see paragraph 16 and accompanying table for more detail.)
5. The December iteration (Month 7) of the [Financial Reporting updates](#) considered by Executive Board regularly throughout the municipal year sets out the impact of inflation and cost of living pressures on the Council's in year budget position. As a result of continuing increases in the cost of commissioned services, increasing costs for social care particularly within Children Looked After (CLA) budgets, an unfunded staff pay award and the cost of energy and fuel, this report identified an in year pressure of £35.3m in 2023/24, approximately 6.2% of the net revenue budget and above any previous projections at this time in the financial year. The

Council is legally required to set and deliver a balanced budget and any use of reserves to meet the in year deficit in 2023/24 will have an impact on available resources in future years to meet the estimated budget gaps set out in the MTFS. More detail on the in year budget position can be found at item 7 of this agenda pack.

6. Since 2010/11, the Council has faced a reduction in core Government funding and significant demand-led cost pressures, especially within Adult Social Care and Children's Services. To date, the Council has responded successfully to that challenge through a combination of leading and/or supporting interventions to stimulate good economic growth, managing demand for services, increasing traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies, including reducing staffing levels since 2011 by 2,500 FTEs (full time equivalents) up to 31 October 2023.
7. Nationally, council finances are in a critical state and there is growing concern with regard to an increasing number of councils reporting both overspends in the current financial year and significant estimated budget gaps in future financial years which provide a challenge to their financial sustainability.
8. The increasing cost of social care, particularly within Children's Services where Government has to date failed to recognise the significantly higher costs resulting from increasing numbers of children in care, combined with the impact of pay and price pressures which are in excess of the level of resources provided for by Government in the annual local government finance settlements, has resulted in a number of local authorities either issuing or raising the possibility of issuing Section 114 notices, which give notice that a Council cannot balance its budget.
9. Of the Councils that have indicated that they are under significant financial pressure Birmingham City Council and Nottingham City Council are perhaps the most notable. Birmingham issued a s114 notice in September 2023 and Nottingham did so in early December 2023.
10. The financial challenge now facing the Council is to manage these pressures alongside the significant impact caused by the current cost of living crisis, increased inflation and higher interest rates, within a backdrop of global economic issues. The needs of the communities served by Leeds City Council have already increased and will continue to do so, and the various funding streams that support local government will undoubtedly be affected by longer-term economic impact of the cost of living crisis. As disposable income becomes further reduced, the Council's traded and commercial income is expected to suffer. With stretching budgets, retention and recruitment pressures within the Council the ability to identify sufficient resources to support service transformation remains challenging.
11. The Council continues to work to ensure that the organisation is as efficient and productive as possible, but there is also recognition that in the longer-term there is a need to reset the role of the council within the financial envelope available. This may mean looking at further service modernisation and improvement through enhanced use of automation and ongoing reviews of the authority's estate to ensure buildings are being effectively utilised, to deliver capital receipts and to achieve revenue maintenance savings to support the in-year and future year financial pressures.

Savings Proposals

12. As in previous years, revenue savings proposals are categorised as either 'Business as Usual' (BAU), which can be implemented within the council's delegated decision-making framework and without consultation, or 'Service Reviews' which may require meaningful consultation with relevant stakeholders prior to any decisions being taken.
13. In previous budget consultations, scrutiny boards requested that information relating to BAU savings be published in the same way as information relating to service reviews. This was to enable members to fully understand where individual BAU proposals will deliver a material saving, and the cumulative impact of the overall savings anticipated to be delivered through the BAU programme. This year, BAU savings have been published via the Executive Board in October and December. Service Reviews have been published through the December Executive Board agenda.
14. In October 2023, the Chief Officer - Financial Services provided a revenue savings proposals report to the Executive Board that presented £13.4m of Business as Usual (BAU) savings for 2024/25. Some of these savings are one-off savings which creates a net pressure of £2m in 2025/26 and £1.6m in 2026/27.
15. The December proposals contained £45m of net savings through both BAU and Service Review proposals impacting on all directorates over the next three financial years. When considered with the October proposals totalling £13.4m this breaks down as: £58.351m in 2024/25 and net pressures of £2.815m in 2025/26 and £1.570m in 2026/27. The impact of the October and December savings proposals, broken down by directorate, are as follows:

Combined October & December Executive Board directorate savings

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

16. These proposals have an impact on the projected budget gap figures set out above and show how the budget gap and challenge have been met since the Medium-Term Financial Strategy was published in September. The following table illustrates this and includes the impact of the net pressures on the budget gaps for 2025/26 and 2026/27:

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

17. Within the December savings proposals are 25 service reviews which as noted above can be subject to further consultation with relevant stakeholders before implementation. Details on the specific service reviews can be found in Appendix B – ‘Revenue Savings Proposals for 2024/25 to 2026/27’ starting at page 168 of this agenda pack, these also include Equality, Diversity, Cohesion and Integration Screening documentation. Service Reviews that are relevant to the remit of this Board can be found on page 247 - Thwaite Mills – Closure of the facility and surrender of the lease, page 256 - Pudsey Civic Hall closure and potential sale, page 313 – Strategy and Resources Directorate Savings: Support Services, page 321 - Strategy & Resources directorate Savings: Shared Services and page 327 - Civic Enterprise Leeds Business Planning Proposals.
18. In terms of the impact on staffing, on 10th October 2023 the Council issued a Section 188 notice to collectively consult with the recognised Trade Unions to avoid, reduce and mitigate the potential risk and consequences of compulsory redundancies. The serving of a Section 188 notice is a legal requirement and is normal practice for employers, including local authorities, where reductions in the workforce may be necessary.
19. Paragraph 6, above, notes the reduction in staffing that has taken place since 2011 as a result of the ongoing budget challenge, the savings proposals being considered today continue the trend of reduced staffing within the Council. The following table sets out the net impact of the proposals on budgeted full time equivalent posts (FTEs) in 2024/25:

Net impact of savings proposals on budgeted FTEs 2024/25

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

20. The proposals published in the October and December savings proposals reports impact on all five scrutiny board remits and where service reviews are proposed more detail is provided in Appendix B to this report. This includes an executive summary, details of who additional

consultation will be with, equalities diversity, cohesion and inclusion screening and the level of projected savings for each service review proposal.

21. All five scrutiny boards held working groups in December, at those debate and discussion was limited to the remit of the respective Scrutiny Boards. This item will follow the same approach and if questions arise that sit outside of the remit of the Strategy & Resources Board, these will be referred to the relevant Scrutiny Board via the appropriate Chair.
22. As noted above services that sit within the Board's remit from a budgetary perspective are:
 - **Strategy and Resources Directorate** – Strategy and Improvement Service, Finance, Human Resources, IDS, Procurement and Commercial Services, Legal Services, Democratic Services, Contact Centre and Digital Improvement, Shared Services and Civic Enterprise Leeds.
 - **Strategic and Central Accounts** – All services
 - **Communities, Environment and Housing** – Elections, Licensing and Registration, Communities (limited to equalities)
 - **City Development** – Arts and Heritage
23. As noted at Paragraph 3, details of the specific budget proposals in these services can be found in Appendix B on pages 162, 166 and 167 for Strategy and Resources Directorate, page 162 for Strategic and Central Accounts (directorate savings on support services including finance), page 166 for Elections, Licensing and Registration and Communities and pages 159 and 165 for Arts and Heritage. To provide a full overview of services within the Board's remit that are impacted by the savings proposals these should be viewed in conjunction with the service reviews that are highlighted in paragraph 17.

What impact will this proposal have?

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

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

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

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

Have ward members been consulted? Yes No

What consultation and engagement has taken place?

28. This item provides consultation with scrutiny on the Proposed Budget for 2024/25, in accordance with the Budget and Policy Framework of the authority.
29. Where Service Reviews are being implemented these may require meaningful consultation with relevant stakeholders prior to any decisions being taken. Those savings proposals that are classed as ‘Business as Usual’ (BAU) do not require consultation to implement, though where voluntary measures have a modest and/or residual impact on the workforce, local / BAU consultation would be expected.
30. Consultation with Leeds residents on the budget proposals commenced following consideration at Executive Board on 13 December 2023 and runs for four weeks.

What are the resource implications?

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

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

32. This report has no specific risk management implications in itself however, the proposals contained within the appendices to this report provide information on the risks associated with them.

What are the legal implications?

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

Options, timescales and measuring success

What other options were considered?

35. The budget consultation process has been developed in conjunction with elected members and relevant senior officers.
36. An enhanced process of consultation is intended to add value by allowing greater capacity for members to consider the detail of budgetary proposals.
37. Consideration was given to only carrying out consultation with scrutiny through the public meeting cycle in January and not conducting the December working groups. However, this approach would risk delivering less detailed input and member oversight from scrutiny members and was discounted on those grounds.

How will success be measured?

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

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

40. The Executive Board formally referred the proposed budget to Scrutiny at its meeting on 13 December 2023.
41. Scrutiny Boards then conducted a series of working groups in December 2023 and this agenda item provides the formal public element of the consultation with scrutiny on the budget proposals. An approach that will be replicated by the four other scrutiny boards throughout January 2024.
42. A summary of the deliberations of Scrutiny will be submitted for consideration by Executive Board on 7 February 2024 before the final budget proposals are referred for consideration by full Council on 21 February 2024. Working with elected members and Scrutiny Board Chairs this is the responsibility of the Council's scrutiny function.

Appendices

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

Background papers

45. None

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

Date: 13th December 2023

Agenda Item 11A

Report of: Chief Officer – Financial Services

Report to: Executive Board

Will the decision be open for call in?

Yes No (Rec. d only)

Does the report contain confidential or exempt information?

Yes No

Brief summary

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

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

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

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

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

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

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

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

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

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

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

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

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

In respect of the Council's Ringfenced Accounts:

Dedicated Schools Grant

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

Housing Revenue Account

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

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

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

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

Recommendations

Executive Board is recommended to:

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

What is this report about?

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

What impact will this proposal have?

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

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

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

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

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

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

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

What are the resource implications?

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

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

- 17 The Proposed Budget 2024/25 and the provisional budgets for 2025/26 and 2026/27 need to be seen in the context of significant inherent uncertainty for the Council in terms of future funding and spending assumptions.
- 18 The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way, in that the Council cannot balance its Revenue Budget, is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review.
- 19 Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best Council Plan ambition to tackle poverty and reduce inequalities.
- 20 Financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach will continue to be included in the in-year financial reports brought to Executive Board.
- 21 In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required.

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

What are the legal implications?

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

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

Options, timescales and measuring success

What other options were considered?

34 Not applicable.

How will success be measured?

35 Not applicable.

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

36 Not applicable.

Appendices

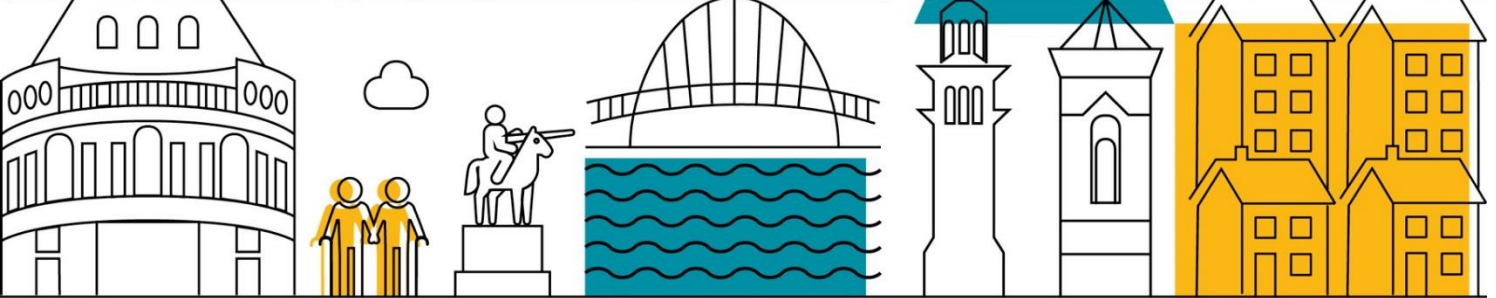
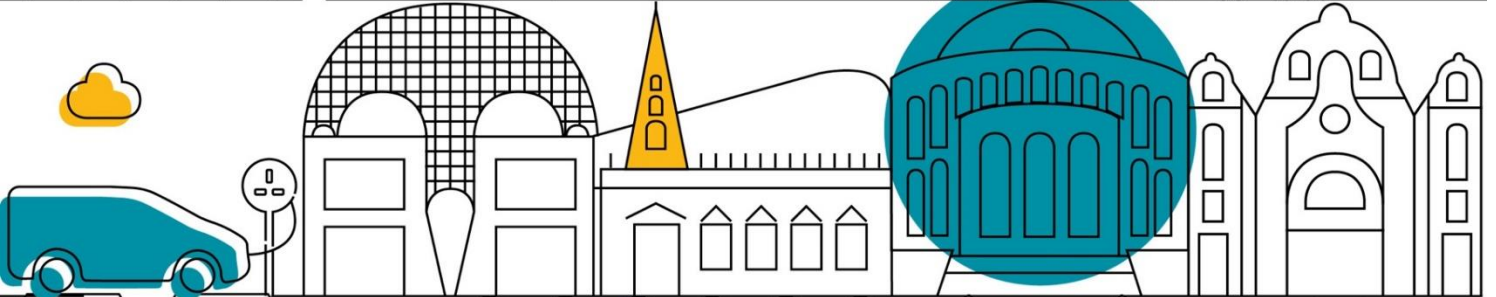
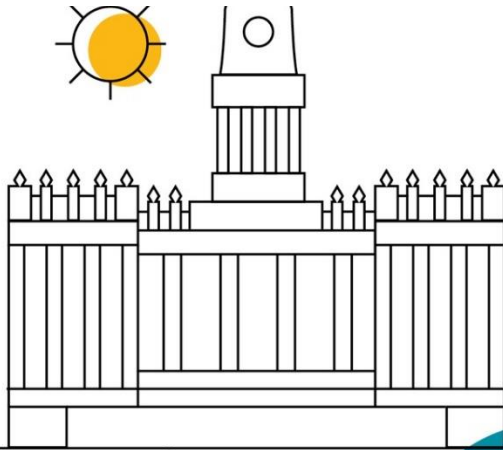
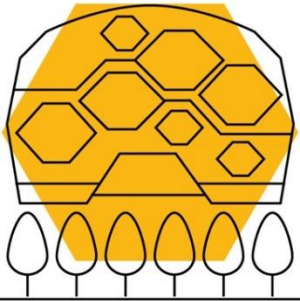
- 37 Appendix 1: Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27
Appendix 2: Net Managed Budget by Directorate 2024/25
Appendix 3: The 10 Year Capital Programme
Appendix 4: Equality, Diversity, Cohesion and Integration Screening

Background papers

38 None.



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



Appendix 1:

Introduction

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

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

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

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

Part 1: Context and Scene Setting

Part 2: Summary Changes since the MTFS

Part 3: Changes in Resources and Funding

Part 4: Cost Pressures, Budget Growth and Adjustments

Part 5: Addressing the Budget Gap

Part 6: Summary Proposed Budget 2024/25

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

Part 8: Ringfenced Budgets

Part 9: Capital Programme

Part 10: Management of Key Risks



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

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

Influences affecting the Proposed Budget

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

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

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

1.5 The Economy

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



1.6 Annual Government Announcements – 2023 Autumn Statement

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



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

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

1.8 National Policy

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

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



About Leeds: Socio-economic context

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

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

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



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

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



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

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



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

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

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

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



Part 3: Changes in Resources and Funding

3.1. Summary Changes in Resources and Funding

Table 2 - Changes in Resources and Funding 2024/25

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

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

3.2. Estimating the Net Revenue Budget

Settlement Funding Assessment – decrease of £2.1m

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

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

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



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

Table 3 – Settlement Funding Assessment

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

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



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

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

Table 4 – Grants Rolled into the Settlement Funding Assessment

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

3.3. Business Rate Retention

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

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



- 3.3.1. Leeds is the most diverse of all the UK's main employment centres and has seen the fastest rate of private sector jobs growth of any UK city in recent years. Yet this apparent growth in the economy has not translated into business rate growth; in fact, the business rates income available to the Council declined from 2015/16 to 2017/18, only returning to 2014/15 levels in 2018/19 with the introduction of the 100% Business Rates Retention pilot. The effect of the Coronavirus crisis reversed this growth again with in-year income levels from the Business Rates Retention (BRR) Scheme (i.e., excluding the exceptional effects of the Collection Fund deficits from 2020/21 and 2021/22) declining below 2015/16 levels in 2021/22 and not projected to recover to budgeted 2020/21 levels, set before the impact of the COVID-19 crisis, until 2025/26.
- 3.3.2. The projected total rateable value of businesses in Leeds on the 2023 ratings list as at 1st April 2024 will be £953.88m, which would generate gross business rates income of £475.99m. It is projected that there will be some modest growth in gross business rates of £3.95m in 2024/25 which is approximately three quarters of the growth trend prior to the COVID-19 pandemic. As shown in Table 5, the impact of a range of business rate reliefs (see paragraph 3.4) and statutory adjustments reduces this to a net income figure of £355.83m.
- 3.3.3. Under the 50% BRR scheme, Leeds City Council's share of this income is £174.35m (49%). The Authority then pays a tariff of £11.44m to Government because Leeds is assessed to generate more business rates income than it needs.
- 3.3.4. Leeds must also meet its share of the business rates deficit created in 2023/24, which totals £1.25m. This is comprised of a deficit carried forward from 2022/23 of £1.9m, which occurred after the deficit was declared due to an influx of appeals at the close of the 2017 ratings list and is partially offset by an in year surplus of £0.7m, mainly due to a reduction in the demand for Empty Rate Relief as the commercial property market appears to be recovering post-pandemic.
- 3.3.5. As shown above, business rates income is shared between local and central government. Under the 50% BRR scheme local authorities experiencing business rates growth are able to retain 49% of that growth locally, but also bear 49% of the risk if business rates fall or fail to keep pace with inflation, although a safety net mechanism is in place to limit losses in-year.
- 3.3.6. In particular, BRR exposes local authorities to risk from reductions in rateable values. The system allows appeals if ratepayers think rateable values have been wrongly assessed or that local circumstances have changed. One major issue is that successful appeals are usually backdated to the start of the relevant valuation list, which means that for every £1 of rateable value lost on the 2010 list, growth of £6 would be necessary to fund the cost. The 2010 list is closed for new appeals and the backlog of appeals has reduced greatly. At the end of October 2023 there were 10 outstanding appeals against the 2010 ratings list in Leeds, and the Council holds provisions of £0.9m against the risk that these will result in reductions.



- 3.3.7. The 2010 ratings list was based on rental values in 2008, just before the ‘financial & economic crisis’ but came into effect after that crisis, when property values had greatly reduced. Appeals submitted against the new 2017 list can be backdated to 1st April 2017, and, together with the impact of the ‘check, challenge, appeal’ appeals process also introduced in April 2017. In the early years of the list this appeared to have reduced the number of business rate appeals and the resultant volatility going forward when compared with the 2010 list. However, as the list closed in 2023 the number of appeals greatly increased and sufficient provisions for these appeals had to be made. As at 31st October 2023 there were 545 Checks and Challenges plus specific provisions made for classes of properties currently being subject to reductions in Rateable Value such as hospitals, GP surgeries and ATMs within other buildings such as supermarkets. The Council currently holds total provisions for these appeals of £30.6m.
- 3.3.8. Since 2013/14 the total amount repaid by way of business rate appeals is £219.7m, at a cost to the Council’s General Fund of £113.3m. The provision for business rate appeals within the Collection Fund has been reviewed and recalculated to recognise new appeals and the settlement of existing appeals. The 2024/25 Proposed Budget provides for an additional £6.1m contribution from the General Fund to fund this provision.
- 3.4. **Small Business Rates Relief and other mandatory reliefs**
- 3.4.1. Before the pandemic almost 12,600, about 30%, of business properties in Leeds paid no business rates, of which just over 9,700 receive 100% Small Business Rates Relief. From April 2017, Government increased the rateable value threshold for small businesses from £6,000 to £12,000 and the threshold above which businesses pay the higher national business rates multiplier from £18,000 to £51,000. As a result, an additional 3,300 small businesses in Leeds immediately paid no business rates at all. Whilst Small Business Rates Relief and other threshold changes reduce the business rates income available to Leeds, the Authority recovers 69.1% of the cost of the relief through Government grant. A fixed grant of £0.8m is paid by Government for the changes to the multiplier threshold and a further £8.9m is recovered through the ratepayers in more valuable properties who pay rates based on the higher business rates multiplier. The overall proportion any individual authority recovers depends on the mix of large and small businesses in that area.
- 3.4.2. Unlike Small Business Rates Relief, in 2023/24 Leeds will bear 49% of the cost of other mandatory business rate reliefs such as mandatory charity relief and empty rate relief but has no control over entitlement and no powers to deal with their use in business rates avoidance. Costs of mandatory reliefs have increased significantly since the introduction of BRR, further reducing Leeds’s retained business rates income: in real terms mandatory charity relief alone has increased by almost 30%, from approximately £22.6m in 2012/13 to a projected £32.6m in 2024/25 costing the Council an estimated £4.9m more in lost income under 49% retention in 2022/23.



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

3.5. Business Rate Retention and the Proposed Budget

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

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

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

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



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

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

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

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



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

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

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

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

3.7. Council Tax

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



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

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

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



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

Table 10 – Proposed 2024/25 Leeds Council Tax

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

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

Table 11 – Estimated Council Tax Income in 2024/25

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

- 3.7.7. The Settlement Funding Assessment includes an element to compensate parish and town councils for losses to their council tax bases arising as a result of Local Council Tax Support (LCTS). As this amount is not separately identifiable it is proposed, as in previous years, that LCTS grant should be pro-rated in line with the assumptions for Leeds's overall change in the Settlement Funding Assessment. The value of this increase, if any, will be confirmed at the provisional Settlement.



3.8. Adult Social Care Precept

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

3.9. The Net Revenue Budget 2024/25

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

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

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

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



Table 13 – Increase in the Funding Envelope

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

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



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

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

3.10.1. As explained in **paragraph 1.8**, two pieces of legislation have been enacted in October 2023 that impact the council tax and business rates that may be generated in the city of Leeds.

3.10.2. The **Levelling Up and Regeneration Act 2023** contained two provisions that may impact the level of council tax in the city. The first provision, the changes made to the Long-Term Empty Premium, could raise £1.6m in 2024/25 if Full Council were to approve the change to the premium at the time of approving the Council Tax Base in January 2024. The second provision of the Act, the introduction of a 100% premium on Second Homes, could raise up to an additional £3.5 million from 2025/26 if Full Council were to approve its application before 31st March 2024.

3.10.3. The **Non-Domestic Rating Act 2023** implements the Government's proposals put forward in the Fundamental Review of Business Rates consultation process carried out from 2020 onwards. The most significant change from the perspective of a billing authority such as Leeds City Council is the provision that gives ministers the power to increase the Small Business Rates Multiplier and higher National Multiplier independently, and at the Autumn Statement 2023, the Government announced that this would happen from 2024/25. This has important implications for the Business Rates Retention Scheme, as explained at paragraph 3.9.3, and for the compensation local authorities receive for the capping of the Multipliers in 2024/25 and previous years, as explained in paragraph 3.11.28. In late September 2023 the Government issued a technical consultation but the impact of the proposals will not become clear until the Provisional Local Government Finance Settlement, expected in late December 2023.

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

3.11.1. The changes in local funding, detailed in paragraphs 3.2 – 3.10, change the Council's Net Revenue Budget and form part of the funding envelope available to the Council.

3.11.2. Other movement in the Council's available resources are shown in paragraphs 3.11.3 – 3.11.32.

Movement on the use of Reserves £3.2m

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



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

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

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



Changes in Grant Funding (£25.1m)

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



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



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

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



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

Other Changes in Resources (£0.95m)

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



Part 4: Cost Pressures, Budget Growth and Adjustments

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

Table 14 – Cost Increases 2024/25

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

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



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



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

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



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



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

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



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

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



Part 5: Addressing the Budget Gap – Savings Options

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

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

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



Bridging the Revised Gap – the Corporate & Directorate Savings Programme

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



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



Part 6: Summary Proposed Budget by Directorate

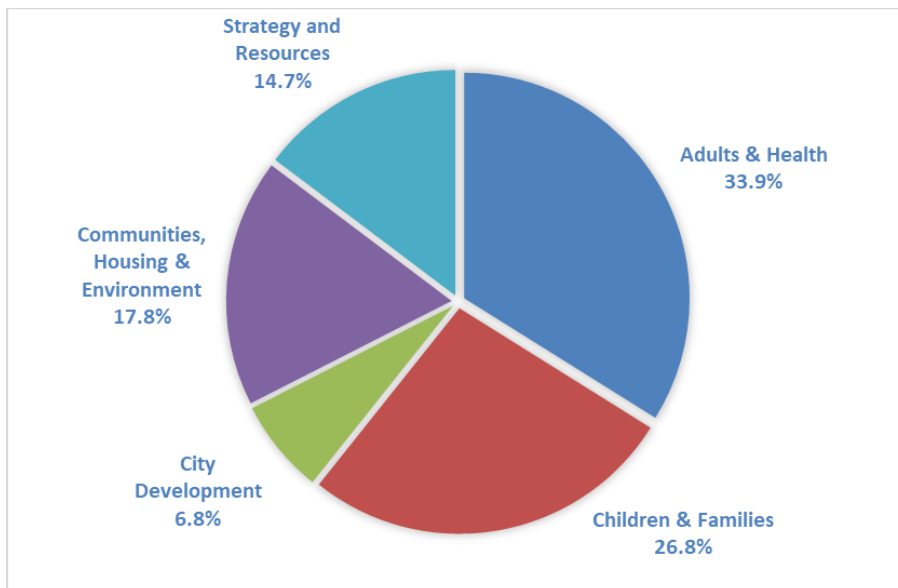
6.1. Table 16 summarises the changes identified above by Directorate.

Table 16 – Proposed Budget by Directorate

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

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

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



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

Impact of proposals on employees

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



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

General Reserve

- 6.11. Under the 2003 Local Government Act (Part II) Section 25, the Council's Statutory Financial Officer is required to make a statement to Council on the adequacy of reserves as a part of the annual budget setting process. It is also good practice for the Authority to have a policy on the level of its general reserve and to ensure that it is monitored and maintained.
- 6.12. The purposes of the general reserve policy are to help longer-term financial stability and mitigate the potential impact of future events or developments which may cause financial difficulty. General and useable reserves are a key measure of the financial resilience of the Council, allowing the Authority to address unexpected and unplanned pressures.
- 6.13. The general reserve policy encompasses an assessment of financial risks both within the Medium Term Financial Strategy and also the annual budget. These risks should include corporate/organisation wide risks and also specific risks within individual directorate and service budgets. This analysis of risks should identify areas of the budget which may be uncertain and a quantification of each "at risk" element. This will represent the scale of any potential overspend or income shortfall and will not necessarily represent the whole of a particular budget heading. Each assessed risk will then be rated and scored in terms of impact and probability.
- 6.14. The Proposed Budget for 2024/25 assumes a general reserve balance of £36.2m will be brought forward from 2023/24. This Proposed Budget for 2024/25 continues the base budget contribution of £3m to the General Reserve.
- 6.15. Whilst the Council maintains a robust approach towards its management of risk and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other comparable local authorities of a similar size. However, the Council has made provision over the life of the Medium Term Financial Strategy to address this position while having minimum impact on front line services.
- 6.16. The Medium Term Financial Strategy recognises the requirement to keep the level of the Council's reserves under review to ensure that they are adequate to meet the identified risks. Grant Thornton's Auditor's Annual Report 2021/22, received at Corporate Governance and Audit Committee on 20th March 2023 noted that "the Council should continue to consider the adequacy of its current level of General Fund Reserves and Balances to ensure that these remain adequate for its needs and potential unforeseen events." This Proposed Budget report provides for a £3m annual contribution to the General Reserve and as a



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

Table 17 – General Reserve

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

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



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

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



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

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

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

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



Part 8: Ring Fenced Accounts

Dedicated Schools Grant

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

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

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

The grant received will continue to be based on participation. The actual grant received during 2024/25 depends on pupil numbers in the 2024 and 2025 January censuses. The early years pupil premium is also included in this block and is payable to providers for eligible 3 and 4 year-olds. In addition, there is a Disability Access Fund for eligible Children. The grant value shown in Table 20 is based on the actual pupil numbers in January 2023 using the increased funding rates from September 2023 detailed in Table 19 as the final January 2024 pupil numbers have not yet been confirmed.

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



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

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

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



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

- 8.1.8. At the end of 2023/24 it is projected that there will be a surplus balance of £6.136m on general DSG compared to a surplus balance of £7.060m at the end of 2022/23. The balance will be carried forward into 2024/25 and used to offset pressures forecast in future years.
- 8.1.9. Funding for post-16 provision is allocated by the ESFA. Funding for high need post-16 pupils is no longer to be part of this grant and is now included in the DSG High Needs Block totals. Funding for 2024/25 will be based on 2023/24 lagged student numbers.
- 8.1.10. Pupil Premium grant is paid to schools and academies based on the number of eligible Reception to year 11 pupils on the school's roll in January each year. The rates for 2024/25 have not yet been confirmed but are expected to remain at: primary £1,455, secondary £1,035, for each pupil registered as eligible for free school meals (FSM) at any point in the last 6 years and £335 for children of service families. The pupil premium rate for children looked after and children who have ceased to be looked after by a local authority because of adoption, a special guardianship order, a child arrangements order or a residence order is also expected to remain the same at £2,530.
- 8.1.11. The PE and Sport premium for primary schools grant will be paid in the 2023/24 academic year to all primary schools at a rate of £16,000 plus £10 per pupil. It is expected that these rates will remain the same for 2024/25.
- 8.1.12. A grant for the universal provision of free school meals for all pupils in reception, year 1 and year 2 was introduced in September 2014. Funding for the 2023/24 academic year is based on a rate of £2.53 per meal taken by eligible pupils, giving an annual value of £480.70. Data from the October and January censuses will be used to calculate the allocations for the academic year.
- 8.1.13. The funding for the additional teachers' pay costs from 1st September 2018 and September 2019 is now fully assumed within base funding for all settings. However, a new teachers pay grant was announced from September 2023 which is expected to continue until March 2025, at which point it is assumed the funding will become part of the settings' base funding. The figures in Table 20 assume that this grant continues for 2023/24 and 2024/25.
- 8.1.14. A further grant in relation to additional costs incurred in respect of increases in the teacher's pension scheme from September 2019 is also now being paid to schools and high needs settings through the National Funding Formula (NFF) instead of being paid as separate grants. This grant is now fully assumed within



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

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

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

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

Schools funding summary

Table 20 – The Estimated Schools Budget

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



8.2. Housing Revenue Account

- 8.2.1. The Housing Revenue Account (HRA) includes all expenditure and income incurred in managing the Council's housing stock and, in accordance with Government legislation, operates as a ringfenced account. The key movements in 2024/25 are detailed in Table 21.

Table 21 – HRA Provisional Budget 2024/25

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

Income

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

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

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



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

Table 22 – Average rental increase per week 2024/25

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

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

Expenditure

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



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

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



planned investment in new homes. The costs associated with servicing the HRA's borrowing include the planned increase in borrowing to support the £337.6m Council's Housing Growth programme which will see 197 new build properties start on site and 40 new build properties and 85 acquisitions planned to be delivered in 2024/25.

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

Table 23 – Council House Growth Programme

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

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



Table 24 – Housing Leeds Capital Programme

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

Table 25 – Housing Leeds REEMA programmes

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

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

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



Part 9: The Capital Programme

Table 26 – Revised Capital Programme

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

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



schemes.

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



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

- 10.1.1. The Council's current and future financial position is subject to a number of risk management processes. Not addressing the financial pressures in a sustainable way, in that the Council cannot balance its Revenue Budget, is identified as one of the Council's corporate risks, as is the Council's financial position going into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the Council's risk-based reserves policy. Both these risks are subject to regular review and reporting.
- 10.1.2. Failure to address these issues will ultimately require the Council to consider even more difficult decisions that will have a far greater impact on front-line services including those that support the most vulnerable and thus on our Best City Ambition in respect of Health and Wellbeing, Inclusive Growth and meeting our zero carbon target.
- 10.1.3. Financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk, for example the implementation of budget action plans, those budgets which are subject to fluctuating demand, key income budgets, etc. This risk-based approach will continue to be included in the in-year Financial Health reports brought to Executive Board.
- 10.1.4. In addition, risks identified in relation to specific proposals and their management will be reported to relevant members and officers as required. Specific risks relating to some of the assumptions contained within this Proposed Budget are identified below.
- 10.1.5. The impact of COVID-19 on the Council's budget has been significant and the receipt of specific financial support from the Government was necessary to deliver balanced budget positions. The Proposed Budget for 2024/25 does not provide for any ongoing impact of COVID-19 and it is assumed that income from sales, fees and charges is comparable with pre-COVID levels. Any ongoing impact of COVID will require contingency actions to be identified and implemented. The more significant current risk to both costs and income in this Proposed Budget is in regard to the impact of cost of living as discussed at paragraphs 10.1.17 and 10.1.18.
- 10.1.6. As detailed in the MTFs and the 'Revenue savings proposals for 2024/25 to 2026/27' reports considered by this Board at its October meeting and today, the Proposed Budget for 2024/25 assumes the delivery of £65.8m of budget savings proposals, including some that are subject to consultation. There remains a risk that there is slippage in the implementation of these proposals or that the assumptions contained in these proposals change as a result of the consultation exercises. This could lead to a variation in the assumed level of savings. Should this be the case, in accordance with the updated Revenue Budget principles agreed at Executive Board in February 2023 through the 2023/24 Annual



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

Risks to Funding

- 10.1.7. The Government's current Spending Review covers the three years until the end of this Parliament in March 2025. Whilst the Autumn Statement on 22nd November 2023 provided assurance that the Spending Plans in the Spending Review would be honoured, these have not yet been ratified by Government through the annual budget process.
- 10.1.8. Further to this, we await the Provisional Local Government Finance Settlement which is anticipated to be published in late December. Whilst the Spending Review 2021 and Autumn Statement 2023 provided details of the Government's spending plans for 2024/25, the provisional Local Government Finance Settlement in each year will confirm these details. There remains a risk that the more detailed funding assumptions contained in the provisional Settlement are different to the assumptions contained in the Spending Review and Autumn Statement and this could have implications for the level of resources available to the Council in 2024/25.
- 10.1.9. The 2024/25 budget submission contains a number of assumptions about the level of resources receivable through some specific grants. Where the Government has yet to announce or finalise how much grant will be receivable in 2024/25 then a number of assumptions will be made in the determination of the budgeted figures receivable. Where the grant received is less than assumed in the Budget then, as per the Revenue Budget Principles approved at Executive Board in June 2019, the directorate concerned will need to manage the reduction in both expenditure and income through the identification and implementation of an exit.
- 10.1.10. Under the Business Rates Retention Scheme the Council's local share of business rates is exposed to risks both from collection and from reductions in rateable values. Since 2013 two trends have become clear: firstly, that there is a lag between gradual economic recovery and significant volumes of business new-builds in Leeds, with little growth in aggregate Rateable Value in Leeds until 2018/19, and secondly, that business rates growth that does occur has been offset by successful appeals and other reductions to the rating list - either through closure or Valuation Office reviews.
- 10.1.11. The level of business rates appeals continues to be a risk. The 2010 ratings list is now closed and appeals against that list are no longer possible. There are only 10 appeals remaining outstanding against the 2010 list. The 2017 list remains open only to those ratepayers who already have lodged a Check (the first stage of the appeals process) against that list. They may subsequently present a Challenge (the second stage of the process) to their Rateable Value on that list. As the 2017 list has not been applicable since 31st March 2023, towards the end



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

- 10.1.12. Subject to its application to Government being approved, for 2024/25 Leeds will again be part of the Leeds City Region Business Rates Pool. As with previous years' Pools, there remains a risk that if a member authority becomes entitled to a safety net payment, because its retained income has fallen dramatically, then that safety net payment will no longer be received from the Government but will have to be met by other members of the Pool. This will represent a loss of income to the region.
- 10.1.13. The level of council tax collected could be affected by the increase in the council tax base being less than assumed, collection rates being below budgeted assumptions, Council Tax Support claimant requirements being greater than budgeted or a mixture of the above.
- 10.1.14. Business rates and Council Tax income continues to be a significant risk, however any losses greater than those assumed in setting the budget will materialise through a Collection Fund and will not impact in the current year, although this will be an issue in future financial years.

Key risks to cost and income assumptions

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



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

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



- 10.1.22. There are a number of risks that are specific to the Housing Revenue Account. These include CPI being lower than the percentage figure assumed in the calculation of the rent increase in this Proposed Budget. Every 0.1% variation equates to a reduction of £0.24m in the level of resources available to support the services provided to Leeds tenants.
- 10.1.23. There is a risk within the HRA and within the General Fund Capital Programme that continued inflationary pressures may impact on the timing of the delivery of capital schemes given the overall funding available.
- 10.1.24. A full analysis of all budget risks will continue to be maintained and will be subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks and budget variations are contained in the in-year financial health reports submitted to the Executive Board.



2024/25

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

TOTAL FUNDING AVAILABLE (Forecast Net Revenue Charge)

609.81

GAP

0.00

10 Year Capital Programme

Annual Programme

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Total
	£000,	£000,	£000,	£000,	£000,	£000,	£000,	£000,	£000,	£000,	£000,
Highways Maintenance	13,000.0	13,000.0	13,000.0	10,889.1	13,000.0	13,000.0	13,000.0	13,000.0	13,000.0	13,000.0	127,889.1
Highways Maintenance - supported by external funding	13,262.5	12,506.2	11,028.2	10,005.0	11,369.3	11,369.3	11,369.3	11,369.3	11,369.3	11,369.3	115,017.7
Highways Maintenance Capitalisations	3,700.0	2,800.0	1,800.0	900.0							9,200.0
Highways Bridges & Structures Maintenance	1,273.3	1,600.0	500.0	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0	2,000.0	17,373.3
Highways Bridges & Structures Maintenance - supported by external funding	6,239.6	4,205.1	4,205.1	3,428.9	4,205.1	4,205.1	4,205.1	4,205.1	4,205.1	4,205.1	43,309.3
Highways Section 278	2,550.0	2,350.0	1,400.0	700.0							7,000.0
Highways Section 278 - external contributions / supported by external funding	0.0	5,038.4	1,814.2	3,350.0	3,500.0	3,500.0	3,500.0	3,500.0	3,500.0	3,500.0	31,202.6
General Capitalisation	3,300.0	2,700.0	1,800.0	900.0							8,700.0
Childrens Centres	146.4	90.0	50.0	90.0	50.0	50.0	50.0	50.0	50.0	50.0	676.4
Vehicle Programme	10,189.6	18,815.3	13,241.0	39,038.0							81,283.9
Vehicle Programme - supported by external funding	582.9										582.9
Adaptation to Private Homes	646.6	470.0	470.0	470.0	470.0	470.0	470.0	470.0	470.0	470.0	4,876.6
Telecare ASC	600.0	1,116.7	600.0	600.0	600.0	600.0	600.0	600.0	600.0	600.0	6,516.7
Library Books	450.0	300.0	200.0	100.0							1,050.0
Sports Maintenance	137.2	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	1,037.2
Project Support Fund (Groundwork)	0.0	0.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	70.0	560.0
Project Support Fund (Groundwork) - supported by external funding	70.0	70.0		70.0							210.0
Essential Services Programme	6,622.5	3,100.0	1,700.0	800.0							12,222.5
Digital Development	4,620.0	3,000.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	2,500.0	27,620.0
Corporate Property Management	8,849.3	11,500.0	6,500.0	11,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	47,349.3
Capital Programme Management	541.4	541.4	541.4	542.8	541.4	541.4	541.4	541.4	541.4	541.4	5,415.4
Demolition Programme	400.9	500.0	500.0	0.0	500.0	500.0	500.0	500.0	500.0	500.0	4,400.9
Capitalisation of Interest	600.3	500.0	400.0	300.0	200.0	200.0	200.0	200.0	200.0	200.0	3,000.3
Climate Emergency	258.6	600.0	600.0	600.0	600.0	600.0	600.0	600.0	600.0	600.0	5,658.6
Climate Emergency - supported by external funding	795.9	250.0	300.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	3,795.9
Transformational Change to LCC (excl Core Systems Review)	14,567.8	10,503.9	11,607.2	10,471.2	10,471.2	10,471.2	10,471.2	10,471.2	10,471.2	10,471.2	109,977.3
PFI Lifecycle Capitalisations	11,980.0	12,895.0	13,395.0	13,895.0	14,395.0	14,895.0	15,395.0	15,895.0	16,395.0	16,895.0	146,035.0
Total Annual Programmes	105,384.8	108,552.0	88,322.1	113,670.0	66,422.0	66,922.0	67,422.0	67,922.0	68,422.0	68,922.0	821,960.9

23/24 - 26/27 Required Annual Programme Injections:

Transformational Change	0.0	0.0	1,226.8	10,471.2							27/28 Annual Programme Injections	66,422.0
PFI Lifecycle Capitalisations	0.0	0.0	0.0	390.7							23/24 - 26/27 Annual Programme Injections	12,646.4
Capitalisation of Interest	0.0	0.0	257.7	300.0							Total Injection	79,068.4
Total Annual Programmes Variance	0.0	0.0	1,484.5	11,161.9								

Equality, Diversity, Cohesion and Integration Screening

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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

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

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

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

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

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

Appendix 4

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

Appendix 4

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

• Key findings

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

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

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

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

• Actions

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

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

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

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

Date to scope and plan your impact assessment:

Appendix 4

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

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

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent: 4.12.23
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Revenue savings proposals for 2024/25 to 2026/27

Date: 13th December 2023

Report of: Chief Officer Financial Services

Agenda Item 11B

Report to: Executive Board

Will the decision be open for call in?

Yes No

Does the report contain confidential or exempt information?

Yes No

Brief summary:

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

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

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

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

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

Recommendations

Executive Board is requested to:

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

What is this report about?

Background

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

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

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

Savings proposals

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

Table 1 – Service Review savings proposals

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

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

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

12 Table 2 presents the financial impact for each council directorate of this meeting's savings proposals.

Table 2 – December Executive Board directorate savings

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

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

Table 3 – Combined October & December Executive Board directorate savings

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

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

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

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

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

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

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

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

What impact will this proposal have?

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

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

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

What consultation and engagement has taken place?

Wards affected:

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

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

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

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

What are the resource implications?

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

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

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

What are the legal implications?

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

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

- 38 Notice of any decision which is “Key” will be published on the list of forthcoming decision not less than 28 clear calendar days in advance of the date of the proposed decision.
- 39 As a decision of Executive Board, the recommendations in this report are eligible for call-in.
- 40 The Equality Act 2010 requires the council to have “due regard” to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay “due regard” be demonstrated in the decision-making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show due regard.
- 41 The council is fully committed to ensuring that equality and diversity are given proper consideration when developing policies and make decisions. In order to achieve this, the council has an agreed process in place and has particularly promoted the importance of the process when taking forward key policy or budgetary changes. Equality impact assessments also ensure that we make well informed decisions based on robust evidence.
- 42 Due regard to equalities will be given to any decisions taken via the delegated decision process on the savings proposals presented in this report. Equality impact screenings have been included at Appendix 3 for each of the ‘Service Review’ savings proposals put forward in this report, and equality impact assessments will be carried out where appropriate as part of the decision-making process.

Options, timescales and measuring success

What other options were considered?

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

How will success be measured?

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

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

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

Appendices

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

Background papers - None

- 48 None

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

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

Adults & Health (A&H) Directorate

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

Adults & Health (A&H) Directorate

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

Children & Families (C&F) Directorate

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

Children & Families (C&F) Directorate

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

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City Development (CD) Directorate

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

City Development (CD) Directorate

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

City Development (CD) Directorate

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

Communities, Housing & Environment (CH&E) Directorate

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

Communities, Housing & Environment (CH&E) Directorate

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

Strategy & Resources (S&R) Directorate

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

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

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

Children & Families (C&F) Directorate

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

City Development (CD) Directorate

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

Communities, Housing & Environment (CH&E) Directorate

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

Communities, Housing & Environment (CH&E) Directorate

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

Strategy & Resources (S&R) Directorate

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

Strategy & Resources (S&R) Directorate

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

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

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

Report of: Director of Adults and Health

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

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

Does the report contain confidential or exempt information? No

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

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

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

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

Executive Summary

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

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

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

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

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





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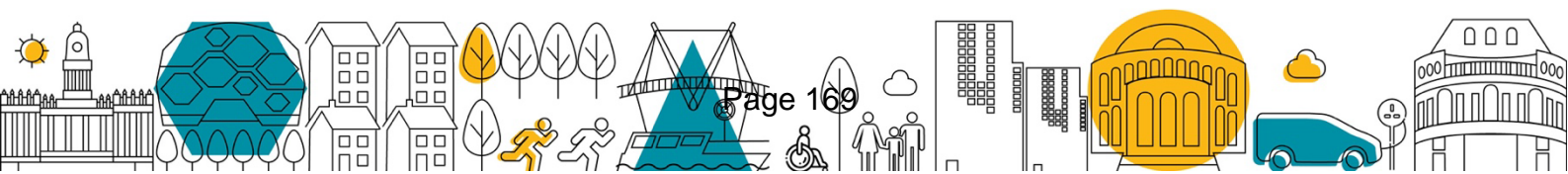
these contracts in order to ensure that the contract reflects utilisation and that any charges applied to the recipient of care reflects the actual cost of care. There is the potential that some services may cease or change their ways of working which could potentially release building assets as part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

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

Recommendations

Executive Board is requested to:

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



Equality, Diversity, Cohesion and Integration Screening



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

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

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

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

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

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

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

- **Key findings**

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

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

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

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

6. Governance, ownership and approval

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

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

7. Publishing

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

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

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

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

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

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

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

Report of: Director of Adults and Health

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

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

Does the report contain confidential or exempt information? No

Proposal title:	Review of In-House Care Homes
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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





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

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

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

Knowle Manor

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

Proposed Option

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

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

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





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

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

Dolphin Manor

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

Proposed Option

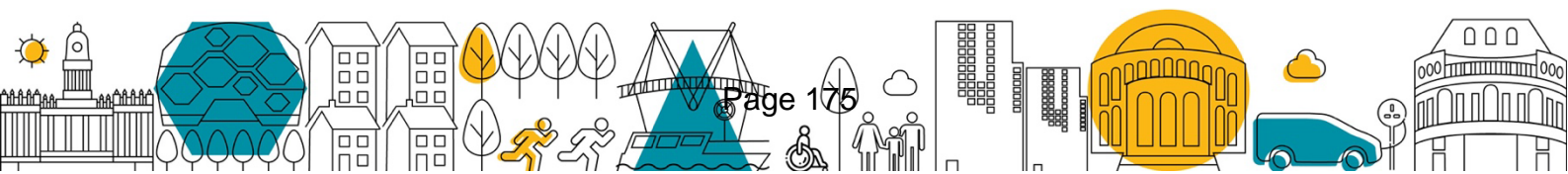
To build upon the Home First Strategy further in addition to the above model and commence engagement with the Integrated care Board and partners within Leeds Community Healthcare NHS Trust to review the potential to repurpose Dolphin Manor to better meet the commissioning requirements that support people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

Impacts of proposal

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

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

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





Recommendations

Executive Board is requested to:

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



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

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

1. Title: Review of In-House Care Homes

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

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

This EDCI is screening the request to Executive Board to:

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

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Key findings**

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

Full EDCI to be carried out.

- **Actions**

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

Full EDCI to be carried out.

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

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

6. Governance, ownership and approval

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

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

7. Publishing

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

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

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

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

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

Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2013

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

Report of: Director of Adults and Health

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

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

Does the report contain confidential or exempt information? No

Proposal title:	Review of existing charges and introduction of new charges for adult social care activities
------------------------	--

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	



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

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

Recommendations

Executive Board is requested to:

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

As a public authority we need to ensure that all our strategies, policies, service, and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion, and integration impact assessment.

This form:

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

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

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

2. Members of the assessment team:

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

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

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

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

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

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

4a. Strategy, policy, or plan

(please tick the appropriate box below)

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

Please provide detail:

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

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

The charging framework is based upon the following principles:

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

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

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

These are:

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

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

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

Authority.

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

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

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

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

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

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

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

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

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

Benchmarking

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

Are there any gaps in equality and diversity information?

Please provide detail:

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

Action required:

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

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

Policy to be shared with:

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

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

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

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

Yes No

Please provide detail:

Consultation is planned via the LCC Website.

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

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

Action required:

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

7. Who may be affected by this activity?

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

Equality characteristics

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

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

Please specify:

Mental Health:

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

Stakeholders

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

Potential barriers

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

Please specify

Information and Communication:

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

Cost:

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

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

8. Positive and negative impact

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

8a. Positive impact:

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

8b. Negative impact:

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

Action required:

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

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

Yes No Unknown

Please provide detail:

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

Action required:

Monitor feedback.

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

Yes

No

Please provide detail:

Action required:

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

Yes

No

Please provide detail:

Action required:

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

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

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

13. Governance, ownership, and approval

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

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

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

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

15. Publishing

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

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

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

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

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



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

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

Report of: Director of Children and Families

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

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

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

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

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

Executive Summary

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

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

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





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

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

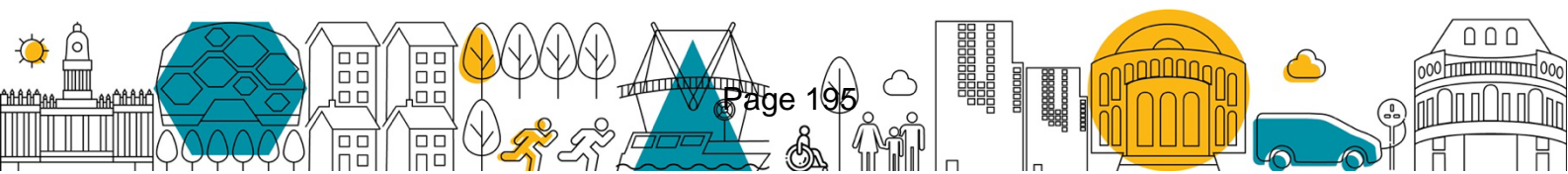
The Children and Families Directorate employs 2,485 staff on a headcount basis and 2,155 staff on an FTE basis. The Directorate's overall spend on employees (including on-costs, overtime and agency spend) is £103,416,000. Using an average employee cost (including direct on-costs) as a basis it is expected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

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

Recommendations

Executive Board is requested to:

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



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) screening



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

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

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

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal - Staffing Reductions (C&F)
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The reduction in staffing across the Directorate to deliver financial savings.

<p>3. Relevance to equality, diversity, cohesion and integration 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:

Strategy / Policy
 Service / Function
 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:

Strategy / Policy
 Service / Function
 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.





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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>
--

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

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.





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.

<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 Multi Systemic Therapy focussed on Child Abuse and Neglect. The work of the team delivering this activity is very specific and focuses on intensive activity with small cohorts of families. The intention is that the activity currently undertaken by this particular team will be signposted and referred to other more universal services within the Directorate and if appropriate to partners. There is an EDCI impact given that the team focuses on a particular co-hort of families.

The staffing reductions associated with this proposal will be made in accordance with the Council's established and agreed Managing Staff Reductions Policy and will seek to avoid, reduce and minimise compulsory redundancies. It is believed that the application of corporate policies will minimise any direct EDCI implications arising from staff reductions.

- **Key findings**

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

The proposal, if approved, could give rise to impacts on the particular cohort of children and families who are in receipt of the current service. These changes may have a differential impact on certain equality characteristics including disability and age.

- **Actions**

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

It will be important that should the service change be approved that the signposting to alternative services within and outside the Council and appropriately managed. Any impact in terms of increased capacity demands in other areas will need to be monitored as part of ongoing managerial activity.

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

Date to scope and plan your impact assessment:	December 2023
Date to complete your impact assessment	Late December 2023/Early January 2024
Lead person for your impact assessment (Include name and job title)	Phil Evans Chief Officer Transformation and Partnerships

6. Governance, ownership and approval

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

Name	Job title	Date
Phil Evans	Chief Officer Transformation and Partnerships	24 th November 2023
Date screening completed		24 th November 2023

7. Publishing

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

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

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

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

For Executive Board or Full Council – sent to Governance Services	Date sent: 24 th November 2023
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Phil Evans, Chief Officer Service Transformation & Partnerships, and Farrah Khan, Deputy Director

Report of: Director of Children and Families

Executive Portfolio(s): Children's Social Care and Health Partnerships (Cllr Venner)

Scrutiny Board(s): Children and Families

Does the report contain confidential or exempt information? No

Proposal title: Ceasing of Caring Dads Service

Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-230	0	0

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

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

Executive Summary

Given the difficult financial situation, the Directorate is having to consider making reductions in front line activity. This proposal is to cease one element of current delivery: Caring Dads Support.

The Caring Dads Programme is a structured, multi-agency approach to addressing men’s abusive behaviours within families. It is based on a model developed in Canada and has been adopted in numerous countries across the globe. The intervention helps men to examine and address their behaviour and improve their relationships with their children. This evidence-based programme is informed by research which indicates that men are more likely to engage with services to address their behaviour if they think it will benefit their relationship with their children.

Whilst there is obvious value in the Caring Dads workstream, it is felt that support can be provided which will allow activity to support this particular cohort of Service Users to be delivered using existing resources.

Ceasing the specific function will give rise to staffing implications. The proposal, if approved, would require staffing reductions given the service would cease. This would be managed in accordance with the council’s agreed Managing Staff Reductions Policy, which seeks to avoid, reduce or mitigate the need for compulsory measures. The service consists of 5.5 full time equivalent posts, though not all posts are currently filled.





Recommendations

Executive Board is requested to:

- Consider the proposal to cease the Caring Dads Service, provide support to this particular cohort of service users using existing resources, and deliver a saving to the Council of approximately £230,000 per annum;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Children and Families will be responsible for implementation.



Appendix 1 Equality, Diversity, Cohesion and Integration (EDCI) screening



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

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

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

Directorate: Children and Families	Service area: Children and Families
Lead person: Phil Evans	Contact number: 0113 378 2542

Title: Savings Proposal – Ceasing of Caring Dads Service
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
And a reduced number of routes. If other, please specify

2. Please provide a brief description of what you are screening
The ceasing of a specific element of Multi Systemic Therapy focussed on Child Abuse and Neglect.

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

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.





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.





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. <i>Reduces in-year revenue pressure and would generate capital receipt</i>
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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.





MEETING OUR FINANCIAL CHALLENGE

Recommendations

Executive Board is requested to:

- Consider the proposal to review the fees and pricing for the hiring of Community Centres;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing & Environment will be responsible.



Equality, Diversity, Cohesion and Integration Screening



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

Directorate: Safer Stronger Communities Team	Service area: Communities
Lead person: Liz Jarmin	Contact number: 07891 278078

1. Title: Community Centres: fees and pricing review
Is this a:
<input checked="" type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
This proposal relates to the pricing policy for the hiring of 29 community centres vested with the Safer Stronger Communities service within the Communities, Housing and Environment Directorate. The current pricing policy allows rentals at three rates: Commercial, Community and Discounted depending on the nature of the letting and the status of the hirer. The discounted rate is 25% of the community rate and is assessed against a criteria and is approved at the discretion of local ward members, all of whom have receive regular equality training. The tiered approach (commercial, community and discounted) is designed

to ensure community centres are facilities that are accessible to all as is reasonably possible. From time to time, and inline with external pressures including those of an inflationary nature, it has been necessary to increase charges whilst retaining the three separate charging categories. This EDCI screening document reflects the latest proposed change to charging and has been applied in a proportionate way to ensure that the facilities are still viable and available to the wider community. The most recent prices increase prior to this proposed increase occurred in April 2017. Since 2017, the CPI increase annual increase has risen by over 20% aggregated over 5 years, with a significant increase predicted in-year (2023/24), which necessitates this review of pricing. Furthermore, currently 36% of users receive a free let, the majority of which are either council services or service commissioned by the council.

It is therefore proposed to:

- f) Increase the discounted rate for the hiring of community centres by 50% of the current (23/24) pricing from 1st April 2024.
- g) Increase the community rate for the hiring of community centres by 25% from 1st April 2024.
- h) Increase the commercial rate for the hiring of community centres by 25% from 1st April 2024.
- i) Review all hirers currently benefitting from the discounted rate to ensure that they meet the criteria for this subsidy: e.g. must be not for profit, free for all, not a commercial organisation.
- j) Review the arrangements for free lettings, ensuring they meet the refreshed Pricing and Lettings Policy.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	

Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		X

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

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

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

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

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

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

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

The Community Centre Pricing and Lettings policy has not been reviewed since 2017 and since this time, there has been no increase in charges, meaning that those hiring centre space have benefitted from charges well below the current market value for some time. Given the limitations on funding locally and nationally, any increase is likely to impact on the 3rd sector in particularly, who are already subject to budget cuts in relation to grants and other funding sources. This proposal is being considered alongside other proposals that could have the potential to impact on the 3rd Sector so that the overall impact is understood, considered and balanced, having regard for the financial constraints impacting on the Council and the need to ensure community facing facilities such as community centres, continue to be available. Having looked at a range of options, increasing charges will support the centres sustainability, as the vast majority of centre do not cover their own costs, and without some type of minimal increase in charging, there is a risk that a large number of centres will need to close.

Increasing the charges as per the proposal outlined, will help support the centre running costs, which at present are heavily subsidised by the Council, and will bring the current pricing structure more inline with the hire of other non-Council assets. However, even with the increases, the costs to hire centre in all categories, still offer value for money and remains extremely competitive when compared with the hire of other community based spaces.

There is a risk that uninformed increases in cost, will mean that some groups can no longer afford to hire space, but efforts have been taken in regard to this proposal to ensure that these risks are mitigated. The current Pricing and Lettings policy continues to allow us to provide discounted lettings at a significantly reduced cost, especially with regards to individuals, families, groups, and organisations providing support to those that are located within the city's most disadvantaged communities where a significant amount of structural inequality already exists.

Communication and Community Engagement Plans

Subject to approval, a consultation strategy will take place to consult with Ward Members, service users and key partners.

Identify potential barriers on who may be affected

The main barrier, will be the increased costs associated with securing space in community centres. The pricing categorisation arrangements are designed in such a way to ensure that a lack of funds to ensure that this barrier does not prevent activity from taking place in community centres in so far as that is possible, and the community impact assessment, would indicate that the price increase are marginal and proportionate with regards to affordability.

• **Key findings**
(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)
 Community centres provide value local spaces where grass group organisations can deliver activity to local people. The centres are low cost and offer good value for money and the pricing increases proposed will continue to offer good value for money in comparison to other local community facilities. The increases will also contribute to the centres sustainability and prevent the need for large scale centre closure.

• **Actions**
(think about how you will promote positive impact and remove/ reduce negative impact)
 We will provide advice and guidance to centre users to help them to address any funding gaps as a result of the increase in charges.

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

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

6. Governance, ownership and approval

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

Name	Job title	Date
Paul Money	Chief Officer Safer Stronger Communities Team	1 st December 2023

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screening's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	1 st December 2023
If relates to a Key Decision - date sent to Corporate Governance	
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	



Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): Head of Safer Neighbourhoods and ASB, Claire Smith

Report of: Chief Officer, Safer Stronger Communities, Paul Money

Executive Portfolio(s): Resources (Cllr Coupar)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title: Removal of the Out of Hours Noise Witnessing Service

Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-35	-72	0

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

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

Executive Summary

The request is to consider the removal of the council funded Out of Hours noise witnessing capability for domestic and commercial properties. This forms part of the council’s wider response to complaints of noise nuisance and sits within LeedsWatch. Complaints are currently received when noise is emanating from a domestic or commercial property that complainants feel is excessive. On receipt of the call an assessment is made which is based on severity and on occasions does lead to officers being dispatched to abate the noise.

The Council’s statutory obligation is to investigate complaints about issues that could be a statutory nuisance (a nuisance covered by the Environmental Protection Act 1990). If it is evident that a statutory nuisance is happening, has happened or will happen in the future, councils must serve an abatement notice based on evidence.

The operational view is that the loss of the noise witnessing service subject of this proposal will have minimum impact on how we respond to complaints of noise nuisance. The LeedsWatch Control Room will still be able to receive calls and report through to the daytime Leeds Anti-Social Behaviour Team for investigation and appropriate action. The Leeds Anti-Social Behaviour team is working with and dependent upon Integrated Digital Services (IDS) delivering an IT solution to modernise the way we capture and respond to noise nuisance complaints.

This proposal would not impact upon what is known as the Dedicated Service, which is a project that is fully funded by the two main universities in Leeds. This service responds to noise complaints in areas where the behaviour is being caused by a resident who is also a University Student and it is in





MEETING OUR FINANCIAL CHALLENGE

these circumstances where most complaints emanate from, hence protecting this arrangement cognisant of the fact it is partner funded

Recommendations

Executive Board is requested to:

- Consider the option to remove the Out of Hours Noise Witnessing Service and approve the development of a new operating model to support the delivery of a financial saving and the refocusing of the service to ensure it continues to be fit for purpose and that it effectively delivers against its key objectives;
- Approve this proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Communities, Housing and Environment will be responsible.





Equality, Diversity, Cohesion and Integration (EDCI) screening



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

Directorate: Communities, Housing and Environment	Service area: Safer Stronger communities' team.
Lead person: Kevin Brighton	Contact number: 0113 3780542

1. Title: Removal of the Leeds city council out of hours noise witnessing service

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

LeedsWatch provide an out of hours noise witness & response service between the hours of 5:00pm – 03:30am. Regarded as a premium service, Council Officers receive calls from residents and attend domestic and commercial properties out of hours and ask for the noise to be abated, reporting those who do not comply. The service is not a statutory service, but the Council is required in statute to investigate noise. This can be





delivered in a different way through other processes as describe below. This will bring LCC in line with other Councils service offers regarding out of hours noise.

The proposal is to remove this service and reinvest some of the savings into the protect aspect of the service which aims to keep the communities of Leeds and assets safe from harm.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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





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

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

The Leedswatch out of hours noise nuisance service is available to every community within Leeds district. The removal of this service will affect all residents within Leeds District. There are no indicators that this will adversely affect any particular section of the communities or persons with a protected characteristic.

However, it must be recognised that whilst the service receives a high volume of calls for service, resources only allow attendance to a small number of these calls.

Most customers are signposted to the day time LCC call centre or advised to complete the online reporting form. This will remain and will be strengthened through scripts available to call takers, offering to complete the online form with callers.

At this time there has been no consultation with the Communities or work force.

Leedswatch do provide a funded service to the Key Universities within Leeds where there is evidence that Students in off campus residencies do cause noise nuisance to the detriment to a section of the Community within Leeds west. This Service will remain so long as funding is available from the Universities.

The Service has a diverse staff group which includes those from protected characteristic groups. The service aims to reinvest some savings into the protect aspect of the service which will ensure job losses are kept to a minimum, however some posts available will be at a lower grade.

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

As noted above, the service is currently providing a bespoke out of hours service to the main Universities in Leeds. This is funded by the University and was negotiated over a three-year term. The third year began in August 2023 and is due to end July 2024. The Universities have indicated that they would like to review this if there are any changes to the City Wide service.

There is potential that the withdrawal of the service may increase community tensions between permanent residents and student residents in this area. Safer Leeds will continue to monitor tensions and react appropriately to provide advice, assistance including targeted patrols, through working with Police partners. Work with Universities





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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.**





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

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)
------------------------	--

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:	
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Date to complete your impact assessment	
---	--

Lead person for your impact assessment (Include name and job title)	
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6. Governance, ownership and approval

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

Name	Job title	Date
Mark Jefford	Service Manager	21 November 2023

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screenings should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	21 November 2023
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If relates to a Key Decision - date sent to Corporate Governance	
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Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	
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Service review savings proposal

Report to: Executive Board

Date of meeting: 13th December 2023

Report author(s): John Woolmer, Chief Officer of Environmental Services

Report of: James Rogers, Director of Communities, Housing and Environment

Executive Portfolio(s): Climate, Energy, Environment and Green Space (Cllr Rafique)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Retain free collection of Bulky Waste for first collection each year (five items) and introduce charges for repeat collections (excluding those in receipt of Council Tax Support)
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Projected savings / additional income (net of investment)

Year	2024/25	2025/26	2026/27
Saving / £'000s	-169	0	0

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

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

Executive Summary

This proposal is to reintroduce a charge for the collection of unwanted bulky household items from domestic properties for repeat bookings only. This will help cover the admin, collection and disposal costs.

The collection will still be free for the vast majority of bookings made. A free collection will still be made if any of the following criteria apply to a booking:

- a. it is the first collection of the municipal year for that property; or
- b. the household is in receipt of council tax support; or
- c. 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.



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**.

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

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

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



Service review savings proposal

Report to: Executive Board

Date of meeting: 13 December 2023

Report author(s): Polly Cook, Chief Officer Climate, Energy & Green Spaces

Report of: Director of Communities, Housing and Environment

Executive Portfolio(s): Climate, Energy, Environment and Green Space (Cllr Rafique)

Scrutiny Board(s): Environment, Housing and Communities

Does the report contain confidential or exempt information? No

Proposal title:	Introduction of car parking charges at Middleton, Roundhay and Temple Newsam sites
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Projected savings / additional income (net of investment)			
Year	2024/25	2025/26	2026/27
Saving / £'000s	-163	-203	0

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

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

Executive Summary

Proposals on introducing car park charges at Golden Acre Park and Otley Chevin Forest Park have recently undergone public consultation with plans underway to implement these in late spring 2024. Other major parks at Middleton Park, Roundhay Park and Temple Newsam do not make a charge for entry, and the existing infrastructure needs improvement and/or development to enable better car parking provision. Some car parking provision at these locations is currently unmarked, poorly surfaced, and often does not maximise use of the available space. These parks including the car park at the Leeds Urban Bike Park (Middleton), Roundhay and Temple Newsam golf courses could be considered for the introduction of a modest charge for car parking which would enable improvement works to be carried out as well as meet costs associated with maintaining car park areas.

Drivers would pay a charge for each visit, with a season ticket option to be introduced for those who regularly visit. A range of payments methods would be offered including card, mobile phone, or cash for pre-paid tickets. 'Blue Badge' holders would be exempt from paying car park charges.

Initial consultation with stakeholders (including businesses affected) and members of the public as to the general principle of introducing the above parking charges, requires to firstly be undertaken. Due regard to representations received will need to take place, prior to a decision being taken whether to proceed with the formal advertising of off-street car parking charges by way of a Traffic Regulation Order. If a decision is taken to proceed with a Traffic Regulation Order, the relevant





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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





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).





MEETING OUR FINANCIAL CHALLENGE

This Directorate level proposal does not include the separate proposals (Shared Services and Civic Enterprise Leeds), but does cover a range of savings proposals to achieve staffing reductions and efficiencies totalling £4.509m across the Support Services within the Directorate.

As the overall council reduces in size in line with the reset and prioritisation agenda to meet our financial envelope and the broader reshape and organisational design work is progressed as part of the Financial Challenge programme, this context provides opportunities to reshape and redesign the Support Services functions across the Directorate.

In addition, new technology brings greater opportunities for efficiencies and rationalisation of processes meaning some roles over time, will no longer be required. For example, the Core Business Transformation programme which is in its initial phase will be replacing the council’s finance and core HR systems and modernising the underlying processes.

To ensure the delivery of the identified £4.509m 2024/25 savings, a programme reviewing non-pay budget streams (for example growing income opportunities where benefits will be realised in 2024/25, efficiencies and transformation) will be undertaken across the Support Services functions. Alongside this, through a mix of workforce measures including the Voluntary Leavers Scheme to avoid where possible Managing Staff Reductions, the number of FTE within Support Services functions will be reduced, reflective of the wider organisation reductions.

Details of savings to be achieved split by support service function are as follows, although given the ambition of a more integrated approach, the overall savings might be achieved through a slightly different balance:

Service area	Savings / £'000s	FTE (approx.)
HR (excluding Health and Safety)	489	9.7
Finance	436	9.3
Procurement	92	0.9
IDS	2,988	44.9
Strategy & Performance	504	5.8
Total	4,509	70.6

No savings targets for 2024/25 have been attributed to the following functions within Strategy and Resources Directorate: Legal and Democratic Services and the Health and Safety team within HR in line with the reset and prioritisation exercise as described in the December Executive Board Revenue Savings cover report. However, these service areas will ensure staffing reductions, digital efficiencies and savings are identified to contribute to the overall Directorate efficiency programme.

To ensure the organisation critical support functions that provide a convening and professional expertise and support for the organisation, an Integrated Support Services model will be adopted through:

- Modification or reduction of the support service offer reflecting the reshape of the organisation with reduced or stopped services and fewer staff, using an increased risk-based





approach to support services delivery, for example focus on highest areas of sickness/financial risk.

- A review of support service work programmes and resource arrangements against the broader organisation reprioritisation programme, to determine future resource and capacity requirements, for example business partnering models and helping to prioritise digital projects.
- Bringing together transformation capacity from across the Directorate (including from Integrated Digital Service and Shared Services) to work differently on a clearer set of priorities & focused on the Organisational Plan and Financial Challenge. This will be progressed cognisant of the council-wide Transformation review being undertaken as part of the broader organisation design work.
- Developing a single work programme and business partnering model with accountable lead professionals and teams brought together around issues.
- Ensuring greater focus and pace of delivery of Automation and AI and fewer transactional processes to help reduce the cost base.
- Maintaining investment and support where it prevents costs: for example, improved contract management, productivity, Be Your Best manager development programme.

The proposals within this report will be supported by service specific budget action plans to ensure that the overall Directorate and service level savings are achieved, and any risks identified and mitigated at the earliest opportunity.

Consultation and Engagement

Consultation and engagement with the council's recognised Trade Unions and staff within the Directorate on the proposed Strategy and Resources 2024/25 savings measures will be undertaken at a Directorate and individual service level. This follows the council's Managing Staff Reductions Policy and the principle of seeking wherever possible to avoid, reduce and mitigate the need for compulsory redundancies.

Following the launch of the targeted Voluntary Leavers' Scheme (VLS), engagement with Trade Unions and staff in some service areas where exits from the Directorate could be supported, commenced in November 2023.

Consultation and engagement on the Integrated Support Services model, given the broader impact across the organisation, will be undertaken with Executive Members, Directors and Chief Officers as the model develops.

Recommendations

Executive Board is requested to:

- Consider the proposal to progress a directorate-wide service and staffing review process with a view to consulting on proposals to deliver savings of up to £4.509m in 2024/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2024/25 Budget; and
- Note that the Director of Strategy & Resources will be responsible for implementation.



Equality, Diversity, Cohesion and Integration (EDCI) screening



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

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

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

Directorate: Strategy and Resources	Service area:
Lead person: Alexandra McEwan-Hannant	Contact number: 37 88650

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.



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:



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

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:

Performance Report

Date: 15th January 2024

Report of: Director of Strategy and Resources

Report to: Strategy and Resources Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides a summary of performance against the Organisational Plan for the areas relevant to the Strategy & Resources Scrutiny Board and in line with the [Best City Ambition](#). Appendix 1 includes the latest available performance information. Performance was previously reported to the Board in June 2023.

This report also includes a summary of the measures, contained in the council's report to the Office of Local Government (OFLOG), that relate to the remit of this Board. This initial group of eight indicators are all contained in the Financial Services section of this report and begin at point 10 of the report.

Recommendations

Members are recommended to:

- a) note the performance information contained Appendix 1, and the issues which have been highlighted, and consider whether they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

What is this report about?

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

What impact will this proposal have?

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

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 3 This report supports the Council's three pillars by providing performance information for Strategy & Resources that relates to the economic growth of a healthy city with high quality services. It demonstrates what action is being taken to affect performance (where relevant) and to allow the board to challenge the same and consider whether any further focus should be given to any particular area in supporting these pillars. The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions for the city by 2030. All services across the council will be involved with efforts to achieve this ambition, but none of the performance information contained in this report is directly linked to actions taking place to address the climate emergency and, therefore, will not feed into an assessment of how on track the council is in achieving the target.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

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

What are the resource implications?

- 5 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.
- 6 However, the current financial challenge does carry with it resource implications and the potential for impact on performance is covered further in the key risks section below at point 10.

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

- 7 There is a comprehensive risk management process in the council to monitor and manage key risks that could impact on delivery of the aims set out in the Best City Ambition. The provision of accurate and timely performance information assists the risk management process in functioning effectively, with some of the KPIs acting as 'early warning indicators' that a risk may be increasing in significance or about to occur.
- 8 Without a comprehensive set of performance indicators, regularly reported to the right stakeholders within the council, there is a risk that poor performance may not be identified, and corrective action not taken to address them. This could result in problems with service delivery and an adverse impact against the Best City Ambition.
- 9 The council's Corporate Risk Register includes five risks directly linked to one or more of the KPIs summarised in this report:
- In-year budget
 - Medium-term financial strategy
 - Health & Safety failure
 - Information Management and Governance
 - Workforce planning

10 The current financial challenge does present resource implications and there is potential for impact on our KPIs both in terms of a negative impact on performance and in officer ability to respond to additional requests around the provision of performance information. We will continue to review our framework and processes to identify any efficiencies and ensure we are able to carry on providing a robust performance management framework, focussing on the provision of quality data and information.

What are the legal implications?

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

Options, timescales and measuring success

What other options were considered?

12 N/A

How will success be measured?

13 N/A

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

14 N/A

Appendices

- Appendix 1 – Performance Summary

Background papers

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Organisational Plan

The 21 Organisational Plan KPIs, which relate to the portfolio of the Strategy & Resources Scrutiny Board, are drawn from six service areas:

- Human Resources
- Financial Services
- Customer Relations
- Shared Services
- Information Management & Governance
- Procurement & Commercial Services

A further eight indicators taken from the OFLOG submission are included within the Financial Services section.

Human Resources:

There are eight KPIs within this portfolio area:

1 Representative workforce

Demographic comparison of the council workforce against the Leeds working age population from Census 2021	Census Data March 2021	LCC Workforce Data June 2023	LCC Workforce Data September 2023
Female	50.1%	60.5%	60.4%
Aged 41 and over	45.2%	65.1%	64.7%
Ethnically diverse	26.6%	15.3%	15.5%
Disabled	16.7%	6.0%	6.1%
Carer	8.0%	8.9%	8.8%
Lesbian, gay, bisexual or other sexuality	4.6%	3.8%	3.9%
Not living in the gender assigned at birth	0.2%	0.3%	0.3%

Council wide workforce representation levels are very static, as you would expect, and our degree of representation varies amongst the protected characteristics. In the case of female staff and staff aged 41 or over, our workforce contains considerably greater proportions than the population as a whole, whereas we have far smaller numbers of ethnically diverse or disabled staff, than are present in the general population. Finally, there are three characteristics – carers, LGB+, and people not living in the gender assigned at birth – where our workforce is reasonably representative.

Key

	Target has been met
	Target has not been met
	No comparison to target

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

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

There are outside factors which could lead to some of these differences. For example, the large number of full-time students in the city, who are of working age but not fully economically active, would lead to a younger demographic in the population compared to our workforce. Likewise, some working-aged, disabled people are unable to work due to their disabilities, whereas the council can clearly only employ disabled people who are able to work.

Although the demographics of our workforce change very slowly, we are actively working to promote a better understanding of Equality, Diversity and Inclusion within the workplace. This includes initiatives focusing on five EDI themes:

- Recruitment
- Progression
- Training
- Speaking up and zero tolerance
- Data monitoring.

Within the last quarter we launched an Aspiring Leaders programme. This development scheme is a positive action to support staff from under-represented groups to gain leadership experience. We are also sharing a Managers EDI dashboard giving a better insight on workforce diversity profiles.

It is also noted that LCC will be reducing its work-force head count to meet current financial challenges. Specifically, a flexible retirement scheme has been launched to allow experienced staff to transition to part-time work whilst retaining skills and experience within the organisation. In some services staff are also being asked to consider leaving under a voluntary leavers scheme. We are expecting an FTE reduction of up to 750. Decisions on exiting staff will be closely monitored to see how this affects our profile.

2 Happy and Engaged Workforce

Indicator	Target	2019 staff survey	2023 staff survey	Change
Average score out of ten – “how likely would you be to recommend working for Leeds City Council?” *	Increase	7.5 out of 10	7.4 out of 10	=

* When the score out of ten is not available, an alternative measure may be provided

Despite the disruption caused by the pandemic and other economic pressures, the most recent staff survey, carried out during June and July 2023, revealed continuing positive feedback. There was almost no change in the likelihood that staff would recommend working for the council to others since the previous survey carried out four years earlier in 2019.

Most of the period covering the two surveys was taken dominated by the Covid-19 pandemic, during which staff satisfaction was measured through a series of Pulse surveys that consistently indicated approximately 60% of staff were feeling fairly or very happy at work.

Key

	Target has been met
	Target has not been met
	No comparison to target

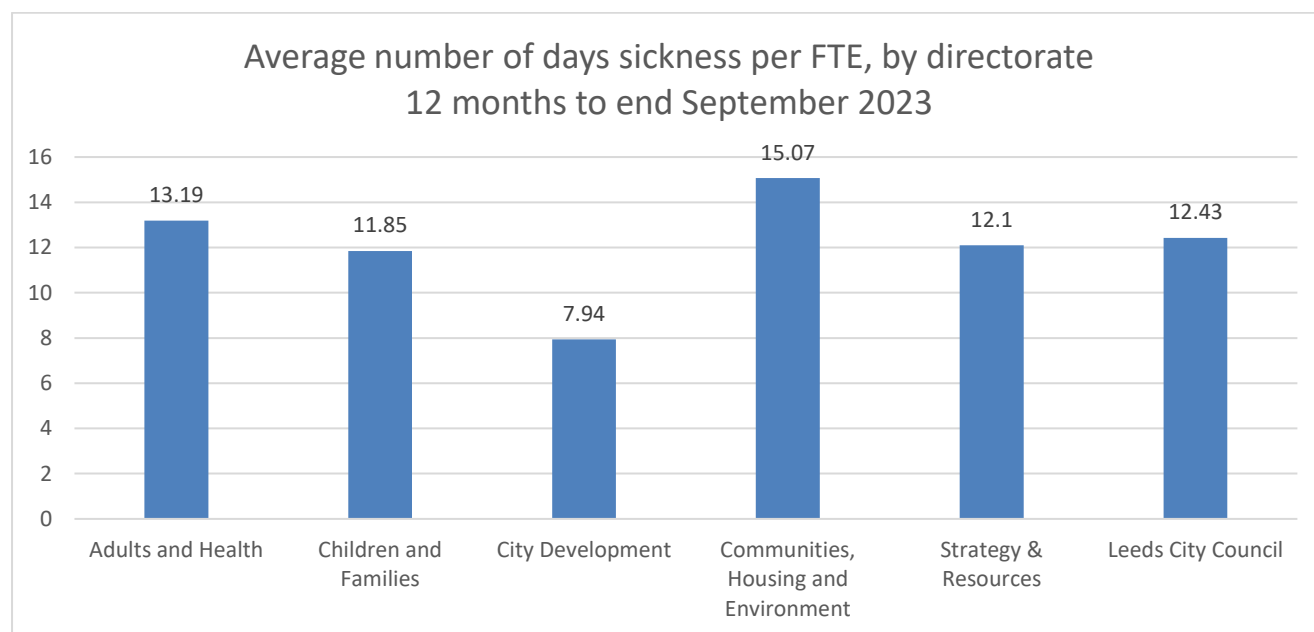
	Change in the right direction
	Change in the wrong direction
	No change or no material change

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

3 Healthy Workforce

Average number of days sick per FTE	Target	12 months to end June 2023	12 months to end September 2023	Change
Leeds City Council staff	10 days	12.44 days	12.43 days	-0.01 days
Schools staff	10 days	9.31 days	9.06 days	-0.25 days
Combined	10 days	11.12 days	10.97 days	-0.15 days

Average levels of staff sickness increased considerably during the pandemic, peaking at 13.65 days per FTE in July 2022. This has now been reduced to an average of 10.97 days by the end of September 2023. This is a major turnaround of over 2 days. Nevertheless, this improvement conceals variations across the organisation. First, whilst average sickness for staff working in schools is now well within the current target of 10 days per FTE, sickness for staff working within council directorates remains higher. Moreover, as can be seen in the table below, there is variance amongst council directorates



Human Resources provide enhanced levels of advice and support to those services with the highest levels of absence, which have also made some of the highest reductions in the last 12 months. Sickness rates are monitored closely and reported monthly to CLT. HR also continue to implement various initiatives including reviewing long term absence casework and promoting wellbeing programmes.

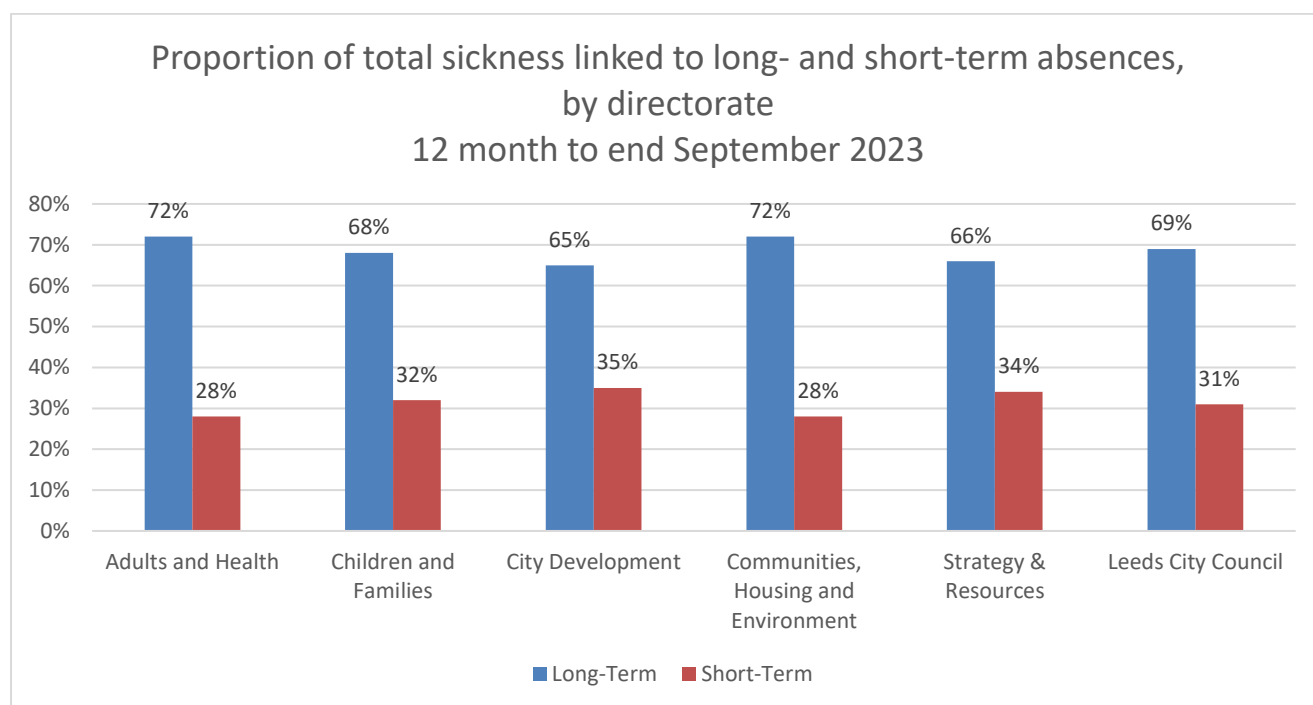
The table below illustrates that, across the council, between 65% and 72% of all sickness is linked to long-term cases.

Key

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**Appendix 1 – Performance summary for the
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In the year to the end of September 2023, sickness attributed to key conditions is shown below:

Condition	Total days	Days per FTE	Proportion of total
Mental Health	55,042.58	4.49	36.12%
Musculo-Skeletal / Back & Neck	26,032.82	2.12	17.08%
Coronavirus	8,109.63	0.66	5.32%
Heart & Blood Pressure	6,672.39	0.54	4.38%

The total number of days lost due to each condition remains steady, except for coronavirus which has shown a noticeable decrease.

4 Good Management

Indicator	Target	2019 staff survey	2023 staff survey	Change
Percentage of council staff who feel their manager looks out for their general health and wellbeing *	Increase	77%	76%	=

* When the specific measure is not available, an alternative may be provided

The most recent full staff survey, conducted during June and July 2023, indicates that the percentage of staff who feel their line manager looks out for their general health and wellbeing is virtually unchanged, at 76%, compared to before the pandemic. A full staff survey was not conducted in the intervening four years, but a series of five wellbeing surveys carried out during that time also revealed that just over three quarters of staff were happy with the amount of support they received.

Key

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	Target has not been met
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

5 Gender Pay Gap

Gender pay gap across council staff	Target	31 March 2021	31 March 2022	Change
Mean hourly rate *	5%	4.9%	3.8%	-0.9%
Median hourly rate *	N/A	9.5%	9.4%	-0.1%

* Only the mean hourly rate is used for monitoring purposes and reported as the KPI result

There are no new results in this report as this measure is reported annually. A new result will be provided in the next report.

6 Opportunities to Develop

Indicator	Target	2021/22	2022/23	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 93.55% Year-end: 89.72%	Mid-year: 92% Year-end: TBC	N/A
Percentage of staff who agree there are opportunities to progress their career	TBC	New indicator	54% 2023 staff survey	N/A

The full staff survey, conducted in June and July 2023, for the first time included a question relating to opportunities to progress within the council. This revealed that 54% of staff agreed that there are opportunities for them to progress their careers.

At the time of writing, we await a figure for the percentage of year-end appraisals for 2022/23 that were completed before the deadline.

7 Workplace Safety

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
LCC: Specified (major) injuries	Decrease	1	1	=
LCC: Over 7 days injuries	Decrease	4	2	-2
LCC: Reportable diseases	Decrease	0	0	=
Schools: Specified (major) injuries	Decrease	3	0	-3
Schools: Over 7 days injuries	Decrease	0	0	=
Schools: Reportable diseases	Decrease	0	0	=

This indicator records the number of both 'Specified' injuries (major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated, and any lessons learned are shared and remedial actions taken, such

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as a review of the risk assessment, further training where necessary, or a review and changes to safe working procedures.

Members are asked to note that often there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year. However, the number of cases of reportable injuries and illnesses remains low.

Financial Services:

There are four KPIs within this portfolio area and a further eight measures that the Office for Local Government (OFLOG) requires all local authorities within England to report:

8 Budget Management

Indicator	Target	Quarter 1 2023	Quarter 2 2023	Change
Percentage of budget overspend	Balanced budget	4.97%	5.17%	Worsening
Percentage of directorate budget action plans delivered	100% delivery of budget action plans*	78.05%	79.40%	Improving

*Or alternative mitigating savings

Full details are contained in “Financial Reporting 2023/24 Quarter 2”, presented to Executive Board on 22nd November 2023, which can be found [here](#).

As at the end of September 2023, we are forecasting an overspend of £30.5m for the General Fund (5.3% of the 2023/24 approved net revenue budget), an adverse movement from the previous month’s £29.6m overspend. Where known, pressures have been incorporated into the reported financial position, including those due to increased inflation and the resulting cost of living crisis, demand and demography in social care, and the employer’s final pay award for 2023/24 (the NJC offer having been accepted on 1st November 2023).

9 Income Collection Rates

Indicator	Target	Quarter 2 2022	Quarter 2 2023	Change
Council tax collected	96.11% by year-end	53.11%	52.58%	-0.53% points
Business rates collected	98% by year-end	53.11%	55.82%	+2.71% points

The council tax collection rate is half a percentage points lower than last year and almost two percentage points lower than before the pandemic which is a significant difference. However, the comparative collection rate for 2022/23 was distorted by the award of £7.8m in respect of the Council Tax Energy Rebate scheme which was effectively an upfront payment. The impact of this on comparative collection rates will not unwind until the end of the financial year.

There is also a lag in the comparative collection rates due to the increasing number of households opting for 12 rather than 10 monthly instalments, which will again not unwind until the end of the financial year. The cost of living crisis is also impacting on the current collection

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rate as payment arrangements have to be extended beyond those previously accepted to reflect people’s ability to make the payments.

Finally, we are still feeling the effects of the freeze on recovery action during 2020/21, as we are focused on catching up and collecting more previous years’ debt, at the expense of the current year. Both the number of liability order hearings available and the number of cases that can be presented at each hearing are limited and this prevents us from collecting debts more quickly.

The collection rate for business rates has risen by almost three percentage points compared to last year and is now consistent with that immediately pre-pandemic. However, the level of relief currently available for small businesses in the retail and hospitality sectors is 75% compared to 33% in 2019/20 and this may be to a degree alleviating the impact of the current economic situation.

Measures required by OFLOG:

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

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

Amongst the initial list of indicators were eight relating to Financial Services which, therefore, fall within the remit of this Board:

10 Non-ringfenced Reserves

The size of our non-ringfenced reserves, that is money that is not being saved for a specific purpose, compared to our annual net revenue expenditure and service spending, provides an indication of how resilient the council would be in the face of unexpected additional expenditure. The table below shows that our traditionally low levels of non-ringfenced reserves have been increased considerably in recent years.

Non-ringfenced reserves as percentage of:	2017/18	2018/19	2019/20	2020/21	2021/22
Net revenue expenditure	12.2%	14.4%	14.0%	34.2%	27.8%
Service spending	10.5%	12.2%	11.7%	25.8%	21.1%

However, in 2021/22 our non-ringfenced reserves stood at a lower level than all comparable local authorities in England, in some cases at a considerably lower level. In terms of non-ringfenced reserves as a percentage of net revenue expenditure, Leeds has the twelfth lowest level of all local authorities in England, and as a percentage of service spend, this falls to the seventh lowest level.

It is important for councils to strike a balance between not locking away money that ought to be used for providing current services and ensuring that they are able to withstand a financial shock if necessary. Nevertheless, Grant Thornton’s Annual Audit Report for the year ended

Key

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31st March 2021 recommended that “the Council should consider the adequacy of its current level of General Fund Reserves and Balances to ensure these remain adequate for its needs and potential unforeseen events.”

Whilst the council maintains a robust approach towards its management of risk, and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size. Consequently, since the start of the Medium-Term Financial Strategy, our General Reserves have been steadily increasing from £28m and from 2024/25 onwards we plan to improve this position further with a £3m annual contribution to the General Reserve. As a result, the balance on the General Reserve is projected to be £45.2m by 2026/27 and £48.2m by 31st March 2028.

11 Core Spending Power

The largest single element in CSP is the council tax requirement estimated by government at the time of the last Settlement Funding Assessment carried out in 2013/14. The referendum-based limitations on council tax increases introduced in 2012/13, mean that our council tax income is largely determined by the level of increase permitted by the government. As a consequence, those councils, such as Leeds, that historically had relatively low levels of council tax have been unable to increase council tax to correct the imbalance.

The second largest element of the CSP measure is Settlement Funding Assessment. This is fundamentally a measure of relative resources and needs and that exercise was last carried out in 2013/14. Leeds (and indeed the rest of West Yorkshire, excluding Bradford) has historically done very badly out of the formula used in that assessment but, because it has not been updated since, Leeds again find itself ‘locked into’ a very low starting point.

As percentage of core spending power:	2017/18	2018/19	2019/20	2020/21	2021/22
Social care spending	73.9%	71.1%	73.9%	75.1%	70.2%
Debt servicing costs	8.8%	9.6%	11.1%	15.1%	12.9%
Total debt	Not listed	528.9%	526.3%	516.6%	486.8%

The proportion of Core Spending Power allocated to social care spending is a measure of how much a council has allocated to these services and is also an indication of how much funding it has available for other services. In 2021/22, social care spending in Leeds was the 56th highest amongst councils in England, as a proportion of CSP, the 3rd highest amongst the Core Cities and 2nd highest in West Yorkshire.

Where the council has financed capital spending by borrowing or credit, this incurs debt servicing costs over the period of the loan or credit arrangement. In 2021/22, Leeds had the 34th highest debt servicing costs, amongst English councils, the 5th highest amongst the Core Cities and 2nd highest in West Yorkshire.

The third measure shows the relationship between the capital indebtedness that the council has built up over many years of capital financing decisions and our annual CSP. In 2021/22, Leeds had the 6th highest percentage of debt amongst English councils, and the highest amongst the Core Cities and in West Yorkshire.

Key

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12 Total Core Spending Power Per Dwelling

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£1,554.55	£1,497.48	£1,517.57	£1,534.13	£1,555.43	£1,637.37	£1,667.58	£1,803.16	£1,971.82

In 2021/22 (the most recent year for which comparison is available), Leeds had the 121st highest core spending power amongst English councils. This meant Leeds had the lowest CSP amongst the Core Cities by some considerable distance. Our CSP was closer to other West Yorkshire councils, with the exception of Bradford which was in 38th place.

13 Level of Band D Council Tax Rates

This indicator demonstrates whether a council is able to generate resources through council tax, or whether it is reliant on short-term funding such as grants. Nationally, a reliance on annual grant funding, such as with social care, creates uncertainty for future years.

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£1,169	£1,216	£1,276	£1,340	£1,393	£1,449	£1,521	£1,567	£1,645

Overall, in 2021/22, Band D council tax in Leeds was the 80th highest in England. It was the lowest of all the Core Cities (considerably lower than Bristol, Liverpool and Newcastle whose Band D council tax was ranked 4th, 7th and 8th respectively) and the lowest in West Yorkshire.

Ensuring the affordability of council tax is a policy that the council traditional pursued, but the referendum limit which caps council tax increases has prevented this being changed to reflect current circumstances.

14 Council Tax Revenue Per Dwelling

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£894.64	£941.13	£995.43	£1,056.27	£1,118.79	£1,174.03	£1,215.60	£1,278.40	£1,356.74

Nationally, in 2021/22, Leeds had the 81st highest council tax, but had the 2nd highest amongst the Core Cities. The city has a relatively high proportion of dwellings in lower bands for council tax when compared to the national profile which explains its relatively low position nationally. However, amongst the Core Cities, Leeds and Bristol have a relatively high tax base and consequently raise more council tax per dwelling.

This relatively strong tax base compared to the Core Cities has led to Leeds being assessed as having relatively high resources within the formula that has determined Settlement Funding Assessment since 2013/14. Therefore, Leeds City Council receives comparatively less Settlement Funding Assessment to support the Council Tax Revenue raised in the city.

Key

	Target has been met
	Target has not been met
	No comparison to target

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

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Customer Relations:

There are two KPIs within this portfolio area:

15 Complaints

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Complaints responded to within target timescale	85%	70%	80%	+10% points
Number of complaints with the Ombudsman*	N/A	66	68	+2

* Includes all contacts with the Local Government & Social Care Ombudsman and Housing Ombudsman Service, although these do not all result in the Ombudsman opening a formal case.

Performance for both stages of complaint has improved compared to both the previous period and the same period last year (shown here).

Members are advised that the Local Government & Social Care Ombudsman and the Housing Ombudsman Service are currently consulting on a new joint complaint handling code. If this draft is adopted, the timescale for responding to Stage 1 complaints would be 10 working days for all non-statutory complaints. Only Housing Leeds is already working to this timescale, all other services currently have a target of 15 working days. Feedback was provided and the revised code is expected in January 2024.

More detailed performance, covering both Stage 1 and Stage 2 complaints, is given in the table below:

Complaints performance by directorate July to September 2023	Total complaints	Stage 1 received	Within target	Stage 2 received	Within target
Adults & Health	115	98	99%	17	94%
Children & Families	174	141	67%	33	58%
City Development	48	42	57%	6	50%
Communities, Housing & Environment	935	765	82%	170	75%
Strategy & Resources	61	56	88%	5	83%
LCC	1333	1102	81%	231	74%

Performance remained strong in Adults and Health with 97% of complaints responded to within timescale.

Children and families continued to experience high numbers of complaints relating to Special Educational Needs and Disabilities (SEND) – Education, Health and Care Plans (EHCPs). The council has seen a 60% increase in applications for EHCPs since the pandemic, mirroring the national situation. As reported to October Executive Board, a review by external consultants is underway to provide independent challenge and insight and to improve performance.

Key

	Target has been met
	Target has not been met
	No comparison to target

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Additional resources have been assigned to SEND complaint handling and an improvement in performance is already being seen and should be apparent in the next results.

Response rates and complaint volumes within City Development remained low and work is ongoing to identify further support opportunities to improve performance.

Performance in Communities, Housing and Environment improved compared to the previous quarter. Housing Leeds continued to receive most complaints and, across both stages, 85% of cases received a response within the Housing Ombudsman Code timescales (which is 10 working days for Stage 1 complaints unlike other services where the timescale is currently 15 working days). In quarter 2, Waste Management received two-thirds fewer complaints than in the same period in 2021/22. 68% were responded to within timescale and work is ongoing to support an improvement in response rates. Nevertheless, the level of complaints regarding Waste Management remains very low. On average, they receive 57 complaints per month which is a very small number in the context of approximately 80,000 collections being made each day.

Performance improved in Strategy & Resources and is meeting the target.

Shared Services:

There are three KPIs within this portfolio area:

16 Contact Centre

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Customers who say they are 'satisfied' or 'very satisfied' with the service received through the contact centre	N/A	81%	84%	+3% points
Number of calls received by category	N/A	214,970	188,210	-26,760
Average waiting time by category	N/A	608 seconds	292 seconds	-316 seconds

Average waiting times in the contact centre were just under five minutes in quarter two, less than half the waiting time during the same period last year. Average speeds to answer on high priority lines (children's and adult social care, welfare and registrar's priority) were under four minutes with the exception of adult social care. During this period, opening hours for pest control and large collections were reduced so that resources could be diverted to higher priority areas.

Housing repairs, one of the busiest lines, tends to receive more calls during colder weather, particularly in relation to no heating / hot water, frozen pipes, and damp and mould. Heavy rain can also lead to higher call volumes due to leaks and floods. Therefore, the reduction in calls of this type during mild weather can result in improved performance.

Customer satisfaction remained consistent at 84%.

A detailed breakdown of performance across all services is provided below:

Key

	Target has been met
	Target has not been met
	No comparison to target

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

**Appendix 1 – Performance summary for the
Strategy & Resources Scrutiny Board
(Latest available data)**

Service	Gross calls	Abandoned calls	Answered calls	Answer rate	Average answering time (seconds)	Average handling time (seconds)
Council tax Reminders	8,301	1,930	6,369	77%	582	719
Council tax General	37,816	5,479	21,878	85%	525	770
Benefits	8,322	1,219	5,363	85%	515	852
Blue Badge	4,222	383	3,473	90%	450	463
Adult Social Care	13,218	2,363	10,854	82%	390	991
Schools Admissions	10,301	742	4,342	92%	318	545
Registrars	11,184	1,108	6,025	90%	316	518
Housing Leeds Repair	29,731	2,330	25,400	92%	316	526
Large Collections	1,256	126	706	90%	307	309
CBL	9,990	1,239	8,538	88%	297	460
Housing Leeds	82,207	1,398	8,194	98%	289	406
Pest Control	2,846	137	1,204	93%	274	337
Refuse	8,051	801	5,329	89%	251	389
Highways	5,627	513	3,169	91%	200	455
LWSS Finance	5,929	177	5,732	97%	199	944
Planning	3,886	265	2,366	93%	186	587
Child Social Care	4,364	630	3,734	86%	165	934
OOH Housing Leeds	8,046	511	7,535	94%	120	292
LWSS Triage Team	9,345	554	8,776	94%	118	336
Registrars Priority	1,198	65	1,133	95%	116	609
OOH Public	914	49	863	95%	106	296
Elections	10,113	173	3,099	98%	92	307
OOH Emergency CC	630	25	605	96%	78	226
OOH Priority CC	1,079	73	1,006	93%	66	199
Gold Number	17,415	1,014	16,259	93%	54	121
ASBU	2,519	75	2,418	96%	50	679

It is encouraging that most lines were answered in an average of less than five and a half minutes (330 seconds) during this period, which was a significant improvement on the same period last year. Following recruitment, staff are now in place to address the longer wait times on the Adult Social Care service line and the average waiting time is currently under the target for this line of 120 seconds.

Council tax and benefits continue to present demand in the contact centre, due to the volume of reminders and recovery letters that are issued requiring customers to take action. The council tax ‘reminders’ and ‘general’ lines have now been consolidated into one line to help resource the line more effectively.

Information Management & Governance:

There are two KPIs within this portfolio area:

17 Access to Information

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Percentage of subject access requests received responded to within statutory timescales	88%	76.7% of 242 requests	91.8% of 285 requests (provisional)	+15.1% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	90% of 476 requests	94.1% of 559 requests (provisional)	+4.1% points

Key

 Target has been met
 Target has not been met
 No comparison to target

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

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request.

The Information Management & Governance (IM&G) requests team deals with all statutory requests to the council in respect of SARs and FOIs / EIRs, therefore performance for these two indicators is closely linked.

Performance in both areas is strong and considerably improved from the same period last year. Moreover, both are now above council target again as a result of changes implemented over the last 18 months. The FOI/EIR KPI falls within the target of 90-95% which the Information Commissioners Office (ICO) considers adequate but below the 95% threshold at which performance would be classed as “good”. The IM&G service are on a journey to reach that for the 2024/25 financial year.

Development work is progressing with colleagues in IDS to create the council's new information request Power App. The Power App will bring automation and efficiencies to the administration of requests within the IM&G service and the wider council.

Procurement & Commercial Services:

There are two KPIs within this portfolio area:

18 Supporting Local Businesses

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Percentage of orders placed with suppliers based in Leeds	>51.97%	47% of expenditure (£130.18m)	47% of expenditure (£131.32m)	=

This indicator measures expenditure with local suppliers as a percentage of the council's overall spending. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

The top 25 contracts by spend were all awarded prior to 2023 so we are essentially using the same suppliers as last year for the highest value spend. Therefore, the results are virtually unchanged since the same period last year.

19 Doing Business Fairly

Indicator	Target	July to Sept 2022	July to Sept 2023	Change
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	94.87%	98.34%	+3.47% points

The prompt payment of invoices within the standard 30-day payment terms has seen a marked improvement since the introduction of technology to automate and better manage the process in April 2022. In 2019/2020 invoices were still input manually, with performance during that year reported at 93.87%. In April 2022 the Invoice Automation project went live across the

Key

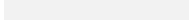
	Target has been met
	Target has not been met
	No comparison to target

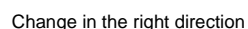
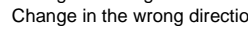
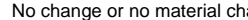
	Change in the right direction
	Change in the wrong direction
	No change or no material change

**Appendix 1 – Performance summary for the
Strategy & Resources Scrutiny Board
(Latest available data)**

council. This centralised and improved the way in which the majority of invoices are received by the council and automated much of the manual process.

Key

	Target has been met
	Target has not been met
	No comparison to target

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

Best City Ambition – Cover Report

Date: 15 January 2024

Report of: Director of Strategy and Resources

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report asks the Strategy and Resources Scrutiny Board consider and comment on the initial proposals for the Best City Ambition update and report any recommendations to Executive Board ahead of its meeting in February 2023. The update as shown in the initial proposals has been seized as an opportunity to refine the strategic intent underpinning the Best City Ambition, reflecting recent updates to the supporting strategies, further development and implementation work since it was adopted in early 2022, and changes to the context in which the council and its partners are operating.

The Board's consideration of the proposals at this stage follows an earlier item at its October meeting, where Board Members were able to provide a steer on the development of the update.

The assumed timeline is for the Best City Ambition final proposals to be received by Executive Board in February 2024.

Recommendations

- a) The Board is asked to consider and comment upon the initial Best City Ambition proposals.
- b) The Board is asked to agree any recommendations of the Scrutiny Board (Strategy and Resources) that members wish to be shared with the Executive Board.

What is this report about?

- 1 In September 2023, the Executive Board agreed in principle to an update of the Best City Ambition, to reflect updated supporting strategies and refine priorities.
- 2 The Best City Ambition is part of the council's Budget and Policy Framework and therefore in accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, Full Council is responsible for its adoption. These arrangements are set out in Article 4 of the council's constitution.
- 3 As required by the Budget and Policy Framework Procedure Rules, it was agreed that the Best City Ambition proposals are to be referred to Strategy and Resources Scrutiny Board for consideration.
- 4 The outcome of the Board's deliberations will be reported to Executive Board to inform its consideration of the final proposals. The Executive Board is also required to report to Council how it has taken into account any Scrutiny Board recommendations.

What impact will this proposal have?

- 5 Consultation on the potential impact of the proposals is taking place with a range of stakeholders including members, officers, partners and the public as outlined in the appended Executive Board report (13 December 2023)

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 6 The Best City Ambition is centred on the three pillars, and the proposals reflect the most recent updates to supporting strategies and refines the underpinning priorities. The update revisits our approach to achieving the Ambition, focusing on the intersection of the three pillars as a point of significant opportunity.

What consultation and engagement has taken place?

Wards affected: All

Have ward members been consulted?

Yes

No

- 7 An overview of individuals and groups that have been consulted on the proposals is included in the Executive Board cover report attached as Appendix 1. A full account of consultation and engagement will accompany the Executive Board report in February 2024.

What are the resource implications?

- 8 There are no direct resource implications arising from this report.

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

- 9 The risks of the proposed approach are detailed in the appended Executive Board report.

What are the legal implications?

10 The Scrutiny Board (Strategy and Resources) is being consulted on the Best City Ambition proposals in accordance with the requirements of the Budget and Policy Framework.

Options, timescales and measuring success

What other options were considered?

11 The Executive Board agreed to an update of the Best City Ambition in light of updates in the supporting strategies, as an alternative to leaving the vision unchanged.

How will success be measured?

12 The initial proposal outlines the framework for measuring the success of the Best City Ambition, detailing key progress monitoring opportunities including:

- a) Leeds Joint Strategic Assessment (JSA)
- b) Leeds Social Progress Index (SPI)
- c) Community Engagement
- d) Key Performance Indicators (KPIs) in supporting strategies and plans.

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

13 Strategy & Resources Scrutiny Board will consider the proposals in January 2023 alongside the public consultation.

14 Strategy and Resources Scrutiny Board will report any recommendations to the Executive Board ahead of its meeting in February 2024 and Full Council will consider final proposals later in the same month.

Appendices

Appendix 1 – Executive Board cover report – Best City Ambition 2024 Update Initial Proposals

Appendix 2 – Initial Proposals Consultation Draft

Background papers

None.

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Best City Ambition – 2024 update initial proposals

Date: 13 December 2023

Report of: Director of Strategy and Resources

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report asks Executive Board to endorse the initial proposals for an update of the Leeds Best City Ambition, and to begin the formal consultation process as set out in the council's constitution.

The Best City Ambition sets out a strategic intent shared between the council and its partners, to work together as Team Leeds focused on tackling poverty and inequality and improving quality of life for everyone in Leeds. The update is being undertaken at a time of significant financial challenge when the need to maximise the positive impact of limited resources is more important than ever. The updated Ambition will provide a renewed framework for partners and communities in the city to work towards together, with a clear direction and set of priorities drawn from a wider set of strategies and plans, but articulated clearly through our interrelated three pillars – health and wellbeing, inclusive growth and zero carbon.

The report reflects on progress to date, details the key changes made as part of the update, and provides an initial overview of the engagement that has been undertaken so far. If approved by Executive Board, public consultation will follow with the Ambition being consulted on as part of this year's budget consultation – recognising the importance of maintaining ambition for the city and its communities even as the council, like other partners, needs to reduce budgets significantly. Final proposals will be received by the Board in February 2024.

Recommendations

Executive Board is recommended to:

- a) Consider the Best City Ambition initial proposals and approve commencement of public consultation.
- b) Refer the Best City Ambition initial proposals to Strategy and Resources Scrutiny Board for consideration.
- c) Note the Director of Strategy and Resources will, following consultation, be responsible for production of the final Best City Ambition update proposals, scheduled to be received by the Board in February 2024.

What is this report about?

- 1 This report asks Executive Board to endorse the initial proposals for the update of the Leeds Best City Ambition and agree to release these for public consultation. It also asks Executive Board to refer the proposals to the Strategy and Resources Scrutiny Board for consideration, as required by the Budget and Policy Framework Procedure Rules.
- 2 The Best City Ambition was adopted in 2022 to replace the previous Best Council Plan. It marked a clearer recognition in overall strategy and business planning that many of the council's ambitions were not things it could deliver alone, and effective partnership working was more important than ever. These themes had been visible in the Best Council Plan, but the shift more explicitly signified a strategic intent to embrace and plan ahead with Team Leeds at the forefront of a clear set of shared priorities for the city. Leeds's experience responding to the Covid-19 pandemic, and the lessons learned from the strength seen in partnership and community-based responses was an important driver in pursuing the city-focused approach in through the Best City Ambition.
- 3 Since its adoption, the Ambition has been embraced by colleagues within the council and partners across the city. The council's LGA Peer Challenge conducted in November 2022 recognised the progress seen even after only a short period, commenting:
 - a) "Partners, stakeholders and staff understand and have a collective ownership of these ambitions."
 - b) "There is widespread buy-in externally to the council's ambitions for the city and to its values, which are readily discussed in an unprompted way by staff, councillors, partners and community groups."
 - c) "The evolution from Best Council Plan to the Best City Ambition... has been a powerful way of galvanising partners across the city at a time of less resource".
- 4 The third comment above is of particular relevance to this update of the Ambition, which takes place at a time when the council's own financial challenge is significant, with other organisations in the city experiencing similar circumstances, and individual people and families continuing to deal with the impacts of the cost-of-living crisis. The update seeks to refresh and refine the approach and priorities the Ambition sets out, ensuring they are streamlined to align with updated Health and Wellbeing and Inclusive Growth Strategies, but also with the priorities for other organisations, services and communities which are crucial to their delivery.
- 5 The rationale for maintaining and updating the Best City Ambition remains consistent, with prioritisation and clarity of direction key to navigating financial constraints. It is focused on tackling poverty and inequality; responding to changing circumstances in our economy, society and environment; setting out a strategic intent and direction of travel around which partners in the city can convene to maximise their resources and impact; and drawing together a compelling vision for Leeds's future to support a range of activities including seeking to bring additional investment and funding into the city.

What impact will this proposal have?

- 6 The initial draft proposals, attached at Appendix 1, recognise the very challenging financial climate which the council and its partners are operating in. They reaffirm that the Best City Ambition is not a corporate strategy or delivery plan, instead it describes a strategic intent shared by partners and communities for the kind of city we want Leeds to be. The Ambition is long-term and aspirational but is rooted in meaningful activity and progress we see on the ground today.
- 7 Based on feedback since the Ambition was adopted, this update aims to evolve and refine rather than overhaul its contents, reflecting the progress made to date and the dynamically

changing landscape in which we operate. The proposals continue to be based around the interrelated three pillars of health and wellbeing, inclusive growth and zero carbon – underpinned and enabled by the Team Leeds approach. This framework has strengthened further over recent years and enjoys strong understanding and support from city partners as well as elected members and staff within the council.

- 8 A summary of the key updates contained in Appendix 1 is outlined below. The report proposed for February 2024, which will contain final proposals, will also assess any equality, diversity, cohesion and integration implications of the Best City Ambition update.
- a) **Developing Team Leeds** – based on feedback, the principles which describe what it means to work as Team Leeds have been updated so they both better reflect the key issues which are important in achieving effective partnership working and supporting everyone in Leeds to play their part; but also so they are written in language which more people will identify with and understand, in plain English as far as possible. These changes will help to build on the already existing strong ownership that's felt across Leeds of the idea of Team Leeds. They are now more reflective of key areas of collaboration such as the Third Sector's leadership around social value, the further developments around private sector civic engagement and responsible business leadership with the launch of Leeds Business Anchors, and the exiting work to promote the city's innovation agenda through initiatives like the Innovation Arc – to name just three. These renewed Team Leeds principles should help everyone to understand what they can do to contribute in their own way, and provide a shared set of expectations we can have of one another as organisations and communities work together in the future.
 - b) **Explaining our partnerships** – alongside updating the principles above, new information has been added to summarise some of the key partnership arrangements which will help to drive the Best City Ambition forward. While these are wide-ranging and numerous, the document highlights and promotes the role of the three Anchor groups – the longstanding Leeds Inclusive Anchors made up primarily of key public sector partners alongside a small number of anchor businesses; the newly launched Leeds Business Anchors; and the community-led Leeds Community Anchors Network.
 - c) **Updating the Three Pillars** – recent weeks have seen the launch of a new Inclusive Growth Strategy and a new Health and Wellbeing Strategy. The Best City Ambition is to be updated to align with the new underpinning framework as well as in response to feedback over recent months. While some of the wording has been improved to adopt plain English, most of the changes are relatively small. Some of the key issues which have been brought out more strongly in this revised version include: the importance of every child having the best start in life and the right to play; Leeds' ambition to be a mentally healthy city; the role of local high streets in creating sustainable economic growth and good jobs; energy efficiency for both environmental benefit and to support lower energy bills; helping people to be able to switch to lower carbon alternatives in their daily lives; and recognising the importance of biodiversity alongside the carbon reduction agenda.
 - d) **Measuring progress** – the importance of strengthening the approach to progress monitoring, the Best City Ambition is a key priority in the update, and something which community committees in particular have consistently raised as an area for improvement. This gap will now be addressed through the inclusion of arrangements covering the Leeds Joint Strategic Assessment, the Leeds Social Progress Index, and community engagement. More detail is outlined in paragraph 22 below. Other relevant initiatives which are contributing to efforts to tackle poverty and inequality, such as Leeds becoming a Marmot City, are also proposed to be incorporated into the Ambition.
 - e) **Showcasing Team Leeds in Action** – when scoping this update, it was clear there were opportunities to demonstrate the potential of the Team Leeds approach though showcasing some of the many examples of Leeds leading the way. Through doing this we can enable

sharing of best practice within the city as well as promoting what Leeds is achieving regionally, nationally and internationally. The draft updated Ambition includes a range of short spotlights shining a light on great work, and will in time link through to an online space where more case studies can be shared. The examples cited are diverse in nature drawn from a range of sources including partner contributions.

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

Health and Wellbeing Inclusive Growth Zero Carbon

9 The Best City Ambition is structured around the three pillars, and the update reflects the latest versions of key supporting strategies. The initial proposals update the Ambition statements which set out the vision for Leeds in each of these three areas and refine the underpinning priorities too. The intersection between the three pillars is emphasised further in this update and evidenced in some of the case study examples included.

What consultation and engagement has taken place?

Wards affected: All

Have ward members been consulted? Yes No

10 A significant amount and diverse range of predominantly informal consultation and engagement has taken place to date to inform the initial proposals attached at Appendix 1. Those involved in engagement to inform the update to date have included:

- Council committees – including Strategy and Resources Scrutiny Board and nine of the ten community committees (Outer West scheduled to follow).
- Voluntary and community sector – including the Leeds Community Anchors Network, Third Sector Leeds leadership group and a range of individuals and small groups.
- Children and young people – through attendance at the Leeds Youth Council working group event at the Tetley.
- Staff groups – including the council's staff networks and policy network.
- Public and private sector partners – including through the Inclusive Anchors Network, networks with researchers at the city's universities, and communications issued to key partners from the Leader of Council and Chief Executive.

11 Existing knowledge, views and insight gained from other recent engagement activities, for example around the new Health and Wellbeing and Inclusive Growth strategies, has also been used to inform the initial proposals.

12 This paper now seeks Executive Board approval to release the consultation draft for public consultation as required by the Budget and Policy Framework Procedure Rules as part of the council's constitution. This formal consultation will be delivered primarily online, although the wider programme of face-to-face engagement with partners, community forums and other stakeholders will continue alongside. The public consultation will run from 13 December for around four weeks alongside the Budget Consultation.

What are the resource implications?

13 There are no direct resource implications arising from this report.

14 Resource allocation in support of the council's own efforts to pursue the priorities set out in the Best City Ambition, and other supporting strategies and plans, will be aligned through the medium term financial strategy and annual budget within the financial envelope available.

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

- 15 The council's risk and performance frameworks have been reviewed and updated to account for the adoption of the Best City Ambition and have been recently considered again by the Corporate Governance and Audit Committee. There are no direct risk implications arising from this report.
- 16 Clear communication about the role and purpose of the Best City Ambition has always been important, but perhaps more so at a time of significant financial challenge. Significant attention has been given, and will continue, to ensure any softer risks around expectations are handled effectively, as is discussed throughout this report and in the initial proposals at Appendix 1.

What are the legal implications?

- 17 In accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 the council has determined that the Best City Ambition is of such significant that it should be included in the Budget and Policy Framework (B&PF) and be subject to adoption by Full Council. In November 2021, Full Council resolved to approve the necessary constitutional amendments to facilitate this.
- 18 The Best City Ambition update is therefore being prepared in accordance with the B&PF procedure rules, including consultation with the public and referral of the initial proposals to Scrutiny, consideration of representation received is scheduled to be made in January 2024. In light of these reasons, this report is not eligible for Call In in line with Executive and Decision Making Procedure Rule 5.1.2.

Options, timescales and measuring success

What other options were considered?

- 19 Consideration was given to not updating the Best City Ambition, but given the progress made since its adoption and the refreshed Health and Wellbeing and Inclusive Growth strategies now in place, Executive Board previously agreed this was not appropriate and agreed to an update at its meeting in September 2023.

How will success be measured?

- 20 There are many existing routes through which progress towards the Best City Ambition is regularly monitored and reported. These include a range of annual reports, updates on health and wellbeing, inclusive growth and climate change, Equality Improvement Priorities, strategy updates and monitoring such as the regular child poverty strategy reports to Executive Board, and over the last two years has also included regular updates on work to respond to the cost-of-living crisis. This list is not exhaustive and while there is a huge amount of activity undertaken, to date this has not been suitably reflected in the Best City Ambition itself and can be difficult to navigate.
- 21 The initial proposals at Appendix 1 therefore more clearly articulate how progress on the Best City Ambition will be monitored. There are four main components of this monitoring framework:
- a) **Leeds Joint Strategic Assessment (JSA)** – statutory city analysis undertaken every three years and covering the widest set of health determinants. The JSA provides an opportunity to look in details and areas of progress and challenge covering themes including the economy,

health and wellbeing, environment and climate change, housing, transport and mobility, early start and education, and more. The next JSA will be published in 2024.

- b) **Leeds Social Progress Index (SPI)** – adopted earlier this year the Leeds SPI, developed alongside the global non-profit Social Progress Imperative, was created to help the city measure progress on Inclusive Growth and a broad view of factors affecting this. The SPI can help us to understand progress at a local ward level across its three domains: basic human needs, foundations of wellbeing, and opportunity. An updated version of the SPI will be published soon.
- c) **Community engagement** – other components can provide high quality data and insight to monitor the success of efforts to pursue the Best City Ambition, but data alone is not enough. It is clear this must be complemented by listening to the voices of citizens and communities in Leeds and understanding their lived experience. The principles in the Best City Ambition set out a clear commitment to do this in a meaningful way.
- d) **Key Performance Indicators (KPIs) in supporting strategies and plans** – detailed delivery plans and key performance indicators are in place for the range of supporting plans and strategies that will continue to sit beneath the City Ambition and accountability for monitoring and managing these falls within existing governance arrangements which are often already rooted in partnership. Executive Board, scrutiny boards and Corporate Governance and Audit Committee also receive regular updates on the council's performance against the agreed KPIs.

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

- 22 Should Executive Board agree the recommendations in this report, public consultation will commence in December 2023 and close in early-January 2024. It is envisaged Strategy and Resources Scrutiny Board will consider the proposals at its meeting in January 2024. The final proposals are scheduled to be received by Executive Board in February 2024, before being referred to Full Council later the same month.
- 23 Looking forward, it is expected the Best City Ambition would be reviewed ordinarily on a three-yearly cycle to follow publication of the most recent Leeds Joint Strategic Assessment. On that basis, the next review would take place in 2027.

Appendices

Appendix 1: Leeds Best City Ambition – initial proposals consultation draft

Background papers

None.

Leeds

Best City Ambition

Tackling Poverty and Inequality

Health and Wellbeing • Inclusive Growth • Zero Carbon

2024 UPDATE - CONSULTATION DRAFT
TEXT VERSION – DESIGN WORK TO FOLLOW

Foreword

Our ambition is for Leeds to be the Best City in the UK – where we work together in partnership to achieve our goals, proud of our strengths and track record of success, but focused fiercely on tackling poverty and reducing inequalities wherever we can.

Times are hard. Over a decade of austerity, paired with rampant inflation and a cost-of-living crisis have inevitably had an impact on the public services which people rely on, and created new challenges for businesses, organisations and families in every part of our great city. Leeds has proven itself time and again to be a resilient place and while the coming months and years will be challenging, I have no doubt we will remain an ambitious, vibrant and compassionate place to live, work, study or visit.

The Best City Ambition sets out a positive vision for the future of Leeds – one which recognises the amazing strengths and opportunities we still have. Our economy is growing and continues to attract investment making Leeds a better place to do business and a great place to live. The partnerships which drive our efforts to improve the health and wellbeing of our population are as good as you will find anywhere in the country. And Leeds is once again leading the way in demonstrating how we can meaningfully tackle climate change, recently being one of only 119 global cities to receive the highest 'A grade' by the Carbon Disclosure Project.

To be the best city Leeds must be a place where everyone can reach their potential, and I'm proud of our continued focus on supporting the most vulnerable in our society. As budgets get tighter – for the council and its partners – maximising the impact of investment into prevention and early intervention will take on even more importance.

We won't be able to do everything we would like to, that is clear, but by embracing the Team Leeds spirit that has been seen so often we have the best possible chance to continue to improve people's lives locally and promote everything Leeds has to offer nationally and internationally. When resources are stretched thin, it is more important than ever that we come together and support each other to pursue the shared goals we set out here.

We can all play a part in making Leeds the best city, one that is inclusive, compassionate, welcoming and ambitious in the face of challenge. To everyone who is part of Team Leeds and will be in the future – thank you.

Councillor James Lewis

Introduction

The Best City Ambition is our overall vision for the future of Leeds.

At its heart is **our mission to tackle poverty and inequality** and improve quality of life for everyone who calls Leeds home.

Our Three Pillars are at the centre of the Best City Ambition. They capture the things that will make the biggest difference to improving people's lives in Leeds up to 2030 and beyond – and many of the big challenges we face and the best opportunities we have relate to all three.

The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the Best City in the UK.

Since we set out our Ambition...

There has been lots of feedback about the priorities which it sets out and the contributions people and organisations across Leeds are making, but we also know making progress is challenging and the cost-of-living crisis has made life a lot tougher for more people. Our drive to tackle poverty and inequality has therefore never been more important.

Over the last two years partners across the city have continued to demonstrate an extraordinary level of commitment to supporting our communities as we emerged from the pandemic and into the cost of living crisis. Together and alongside all of this work, we have refreshed our strategies to improve people's health and wellbeing and promote inclusive growth, while continuing to demonstrate national and global leadership in tackling climate change. Alongside this we have shown our commitment to reducing health inequalities through becoming a Marmot City.

As a city we have developed new tools like the Social Progress Index which can help us make better use of data and research to know if we are making a difference, as well as continuing to invest time and resources in engaging with communities directly to learn from their lived experiences.

Most importantly we have continued to strengthen our partnerships to pursue opportunities and support each other in tougher times. This update of the Best City Ambition has been informed by conversations based on honesty and openness; and continues to set out a vision that we will work together towards in the years ahead.

“The evolution... to the Best City Ambition has been a powerful way of galvanizing partners across the city at a time of less resource.”

Leeds City Council LGA Corporate Peer Challenge, November 2022

Our Team Leeds Approach

Team Leeds is about supporting one another to **make Leeds the best it can be**.

It is about sharing ideas and learning, working in genuine partnership, being ambitious about our collective social, economic and environmental impact, and using our buildings, assets and other resources more collectively and creatively to deliver on shared goals.

We want to build **Team Leeds** – made up of the people who live or work here, and those who champion the city nationally and internationally. Everyone in Leeds coming together to play their part is how we will achieve our ambitions, and be in a strong position to adapt to whatever the future may hold.

When coming together in this way we have proved it is possible to overcome some of the trickiest issues we face – and that **breakthrough spirit** is at the core of what makes Team Leeds so valuable. This is even more important when the economic environment is so challenging, with rising costs affecting us all and demand for many services increasing.

We will promote and adopt the following ways of working to drive a Team Leeds approach:

1. **GOOD NEIGHBOURS** Building mutual respect and understanding between one another by working together, leading with kindness, and valuing everyone's input and experiences.
2. **COMMUNITY POWER** Empowering people to generate the positive changes they want to see, enabling communities to thrive and tackle systemic inequalities.
3. **INNOVATION IMPACT** Being evidence-led, ambitious and optimistic for the future of Leeds, sparking innovation, creativity and an entrepreneurial spirit so we can succeed in a digital world.
4. **HEALTHY SOCIETY** Recognising the impact of society, environment and our economy on the health of people in Leeds, pursuing equity for people at every stage of their life.
5. **SOCIAL RESPONSIBILITY** Promoting the opportunity and responsibility for every business and organisation to create social value and engage with their local community.
6. **STRENGTH BASED** Developing community capacity and strengthening prevention, focusing on what people can do not what they can't.

We are all Team Leeds

Leeds is made up of 812,000 people. We are proud to be a welcoming city, where our rich culture and diversity is celebrated and accessible for all. Every person in Leeds counts and should have the opportunity to contribute their strengths to Team Leeds.

Leeds doesn't have a 'top table' – we don't believe in that. The breadth and diversity of our city partnerships is a big strength – one that enables more people from a wider range of backgrounds to contribute. We are stronger and more successful as a city when we learn from the life experiences and voices of everyone.

Our Best City Ambition is by and for us all – and everyone will be involved to make it happen.

Leeds's networks of Anchors provide an important platform to come together as Team Leeds to agree and focus on collective goals, progressing our mission to tackle poverty and inequality and make Leeds the best it can be. The Anchors can provide a focal point for discussion and action while remaining more inclusive than traditional city partnership structures.

DIAGRAM explaining the anchors groups.

Leeds Inclusive Anchors

Leeds Inclusive Anchors Network is a group of 13 of the city's largest (mainly) public sector employers. They come together and focus on areas where they can make a difference for people as an employer, through procurement, through service delivery or as a civic partner.

[Leeds Inclusive Anchors Network](#)

Leeds Business Anchors

The Leeds Business Anchors Network encourages businesses to work together, alongside other partners in the city, to maximise their positive contribution to benefit the people of Leeds.

[Leeds Business Anchors](#)

In the Third Sector, Community Anchors form part of a much wider and hugely vibrant ecosystem of local organisations and groups working closely with communities. These organisations are making a huge contribution to the priorities in the Best City Ambition, but can also act as a critical friend of statutory organisations as we strive together to achieve the best for Leeds communities.

Third Sector Partnership

Cross-cutting city partnership group

Third Sector Leeds

Leeds's not-for-profit policy & advocacy body

Local community-based forums and city-wide thematic networks

Supporting over 3,200 local organisations and groups which make up the Leeds Third Sector

Leeds Community Anchor Network

Leeds Community Anchor Network is a movement of independent local organisations promoting citizen-led activity and partnerships. In addition to their own activities, Community Anchors show generous leadership to help and support other groups and communities, as well as acting as advocates at a city level.

[Leeds Community Anchor Network](#)

AMBITION ENABLER

Child Friendly Leeds – 12 Wishes

We want to be the best city in the UK for children and young people to grow up in. Over 750 businesses, organisations and individuals have joined our campaign to make Leeds a Child Friendly City and have signed up to be a Child Friendly Leeds ambassador.

The voices and views of children and young people are at the heart of making Leeds a Child Friendly city and are crucial to achieving our Best City Ambition. Child Friendly Leeds has captured the views of over 80,000 children and young people in the city to identify top issues and priorities. Through a Team Leeds approach, the Child Friendly 12 wishes have been created in partnership with children and young people from Leeds, as well as key stakeholders.

The 12 Wishes are focussed on making Leeds a better city for children and young people to play, live and grow up in, where their voices are heard.

There are many other key partnerships across the city that contribute to delivering our ambitions. These are often rooted in places across Leeds or working with groups of people who share similar circumstances.

Whether it is Community Committees involving more people in local democracy, Local Care Partnerships supporting community health and wellbeing, schools and clusters ensuring every child has the best start in life, or partners like the Chamber of Commerce advocating for businesses and industry in the city – everyone is making a huge contribution which is recognised and appreciated.

Many of those working most closely with people affected by poverty and inequality are in our **vibrant Third Sector** – made up of over 3,200 organisations and groups which reach into every community across the city. Leeds needs a diverse and resilient Third Sector to be the Best City, and there are things we can all do to better understand, support and work in partnership with the sector so it can continue to make its vital contribution. The relationship between the sector and the Best City Ambition is highlighted in the new [Leeds Third Sector Strategy](#).

Together, working towards the Best City Ambition, we will continue to act and speak up for Leeds and the people who live, work or study here.

AMBITION ENABLER

Locality Working and Community Investment

Working at a community and neighbourhood level is how partners across Leeds are able to listen to and work with local people to deliver the most meaningful change, especially in areas where people are facing the most disadvantage. Locality working in Leeds is organised through a range of governance arrangements – including community committees, local care partnerships, priority neighbourhoods and clusters. As part of our collective efforts to achieve the Best City Ambition these different forums will strive to work effectively together, multiplying the positive difference they can make alongside a wider group of partners, especially those in the Third Sector.

Through locality working and priority setting – including by using local area plans where they exist – we will pursue opportunities to achieve additional investment at a community level. Great progress is already being made with the £24m Morley Town Deal ongoing, £15.9m secured for community investments in Holbeck, and West Yorkshire being home to the country's third Investment Zone.

The 3 Pillars of our Best City Ambition

The Three Pillars bring together the key priorities set out in the main strategies we are working together towards. They provide a clear and coherent vision for the future of Leeds – a city where we work collectively to tackle poverty and inequality in everything we do.

The pillars are not independent of each other – in fact many of the biggest opportunities and challenges we see in Leeds sit at the centre of the three. They include a range of cross-cutting priorities which recognise that everyone has something to offer.

We take a long-term view here, an ambitious vision for the future. More detailed projects, programmes and delivery plans are outlined in supporting strategies, which have been developed in partnership and aligned to the Ambition.

Health and Wellbeing

Leeds will be a healthy and caring city for everyone: where those who are most likely to experience poverty improve their mental and physical health the fastest, with health and care inequalities reducing, and people being supported to thrive from early years to later life.

To realise this ambition, Team Leeds will focus on:

- Ensuring children have the best start in life and enjoy a healthy, happy childhood, where their right to play and have fun is protected and they are free to express their views and feel heard.
- Promoting a mentally healthy city for all, where people are treated with compassion and are well-supported by their families, workplaces and communities.
- Creating a well-connected and welcoming city where every community has access to local green spaces, and people of all ages can enjoy activity that supports their mental and physical health.
- Working with housing providers, landlords, tenants and communities to provide more affordable and better quality housing, so everyone can have a home which supports good health, wellbeing and educational outcomes.
- Providing high quality care as part of an integrated system, with equitable access to essential services which support people to age well and are focused on prevention and early intervention.

Inclusive Growth

Leeds will be a place where we create growth in our economy that works for everyone, where people and businesses can thrive, and we work together to tackle poverty and inequality.

To realise this ambition, Team Leeds will focus on:

- Ensuring people of all ages and backgrounds can enjoy access to education, skills development, and employment opportunities to meet their needs and the needs of a growing

economy, where businesses and educators are encouraged to invest in upskilling people and supporting them to reach their full potential.

- Supporting our businesses, organisations and social enterprises to be productive, innovative, creative, ambitious and connected to their local community, with access to the talent they need to boost productivity in a rapidly changing labour market.
- Maximising the potential of our city centre and local high streets to sustainably grow our economy, create jobs and deliver for people by investing in quality infrastructure, a transport system that will benefit our future and a vibrant public realm.
- Stimulating innovation which drives a healthier, greener and more inclusive future, growing cross-city research capacity and making Leeds a test bed for new ideas and technologies.
- Championing Leeds on the global stage by showcasing the talent and opportunity we have in the city, welcoming inward investors that want to create good jobs locally and attract top international talent.

Zero Carbon

Leeds aims to become the first net zero city in the UK, rapidly reducing carbon emissions and reversing the decline in biodiversity, while supporting people to make more sustainable choices which can improve their standard of living.

To realise this ambition, Team Leeds will focus on:

- Improving transport to give people in Leeds a good alternative to car use, creating a safer and more walkable city to reduce unnecessary travel and support people to be physically active, while enabling drivers to switch to zero emission vehicles.
- Promoting a vibrant and resilient food economy for Leeds so everyone can access and enjoy a healthy diet, where more produce is grown locally, and less food is wasted.
- Making the homes we live in and the buildings we use healthier, more environmentally friendly and cheaper to run, helping to tackle fuel poverty and supporting the switch to renewable sources of energy across Leeds.
- Working together with local communities, landowners and partners to protect nature and reverse the loss of biodiversity, adopting innovative and sustainable practices which enable everyone to enjoy the benefits of abundant and thriving wildlife.
- Investing in our public spaces and infrastructure to prepare Leeds for future climate impacts, helping us adapt to climate change in a way which also improves quality of life for everyone.

Achieving our Ambition

Tackling poverty and inequality is at the heart of our Best City Ambition. We know that across Leeds, many issues disproportionately impact some groups of people and communities, and this can make stubborn long-term challenges even more difficult to overcome.

Working with our partners we have developed a set of tools to help us regularly check in on the overall socio-economic health of our city. These overarching measures bring together longitudinal metrics which we can monitor over several years to ensure we continue to make progress and adjust our strategies accordingly. The supporting strategies contain more detailed measures that are regularly monitored by partners and partnerships.

The data and learning from monitoring progress towards achieving the Best City Ambition will be made available publicly on the [Leeds Observatory](#). All of this information will be brought together and promoted every three years through the Leeds Joint Strategic Assessment.

PROGRESS MONITORING FRAMEWORK:

Social Progress Index

Leeds is pioneering the use of the Social Progress Index, a tool which can help us monitor our progress towards the Best City Ambition. The SPI looks at the quality of life in different communities, showing whether it is improving each year in allowing for people's basic human needs, supporting their wellbeing, and providing opportunity.

The SPI will help us to understand how well Leeds is doing and where our strengths and weaknesses lie. It enables policymakers, businesses, organisations and citizens to understand wellbeing at a local level, helping us to make better decisions and maximise the use of our resources towards the priorities set out in the Best City Ambition. The SPI will also contribute to the new cross-cutting Marmot City Indicators currently being developed.

Community Voice

Using the data and analysis available to us through the Social Progress Index will be invaluable in measuring our progress – but alone this is not enough. Being the 'Best City' means different things to all of us, so having the commitment and space to reflect on people's individual experiences is crucial in monitoring our progress in the future. We need to understand people's perspectives, to hear real voices and reflections which can illuminate what life in Leeds is like more powerfully than is possible through using only data.

Partners across Leeds are already connecting with communities to do this work, and it will be strengthened further by reforming community committees to make them easier for the public to engage with, and by investing in innovative approaches like the Leeds Community Anchors Network listening exercise model.

AMBITION ENABLER

Fairer, healthier – Leeds becoming a Marmot City

Being a Marmot City means Leeds has made a commitment to building a fairer city and reducing inequalities in health and wellbeing. It is about ensuring everyone has access to the right 'building blocks' to good health, including high-quality and secure housing, better education, reliable and well-paid jobs, and a clean environment. A fairer, healthier city is essential if we are to meet our ambition to be the best city and is connected to all three pillars of the Best City Ambition.

We will work in partnership with the Institute of Health Equity, which is led by the world-renowned expert in this field Professor Sir Michael Marmot. Together, we will develop approaches which focus on supporting people at every stage of life and help meet the needs of different communities.

Strategies and Plans

The Best City Ambition sets out our overall vision for the future of Leeds – it is something which people can come together and collaborate around, with a shared sense of direction.

The Ambition is not a delivery plan, but it is underpinned by a range of important strategies and plans for the city, and is embedded into the business plans of key organisations in Leeds too.

DIAGRAM *setting our key strategies and their associated governance/delivery partnership.*

Health and Wellbeing Strategy	Health and Wellbeing Board
Inclusive Growth Strategy	Inclusive Growth Delivery Partnership
Third Sector Strategy	Third Sector Partnership
Children and Young People's Plan	Leeds Children and Young People Partnership
Age Friendly Strategy	Age Friendly Leeds Board

Further key city strategies and plans can be found here: <https://www.leeds.gov.uk/plans-and-strategies>

AMBITION ENABLER

City Research Strategy

Socio-economic, cultural and environmental factors drive the success of our city and the health and wellbeing of our people. Building on the Team Leeds approach taken to the Leeds JSA, we will develop a shared research strategy for the council and city, embedding this within the Best City Ambition and providing a platform for partnership-based conversations about research and evaluation which can improve the positive impact we make.

Leeds has the knowledge across our partnerships to help shape and inform realistic priorities which can be delivered, the expertise to attract significant additional funding into the city, and the relationships to develop a strong strategy rooted in engagement with communities. Embracing research and enabling more people to participate and contribute to it has huge potential to help us maximise resources and ultimately achieve more of the goals set out in the Best City Ambition.

Team Leeds in Action

In this section, we are keen to showcase unique spotlights that demonstrate Leeds leading by example, partnership working across sectors, and not all council-led initiatives.

These will be presented in a visually interesting way, with graphic design support required.

The section will include two parts:

1. An infographic sharing facts and figures about poverty and inequality in Leeds.
2. Examples of partnership working in response – headline examples are summarised below but we will take a steer about examples that should be included – and gather these through further consultation.

Being part of Team Leeds is something which can happen at all levels, whether it be local people checking in on their neighbours or key anchor institutions investing in the local economy so everyone can benefit.

There are breakthrough examples of Team Leeds taking place right across the city that are making a difference to communities, contributing to Leeds being the best city in the UK. These partnership approaches demonstrate Leeds leading by example, showcasing collaborative and unique initiatives. You can find more examples of spotlight projects and approaches here: <https://news.leeds.gov.uk/leeds-spotlight/>

Team Leeds Spotlight On:

- **Healthy Holidays**
The Healthy Holidays initiative exists to provide young people who receive food related benefits an opportunity to engage with fun activities and events as well as receiving healthy meals. The programmes are delivered by Community Organisations, underpinned by partnerships between LCC, Leeds Community Foundation, and local schools.
- **Leeds Food Aid Network**
Leeds Food Aid Network is delivering a joined-up approach to tackling food insecurity, establishing a network of food aid providers, distributors, third sector partners, and members of the public.
- **Leeds PIPES**
Leeds PIPES is an innovative energy solution supplying heat and hot water through its network of 26.5KM worth of pipes. This initiative is delivering the heat created as a by-product of burning Leeds non-recyclable waste to almost 2,000 homes, commercial, and public buildings with ongoing plans to expand.
- **Asset Based Community Development – 10-year anniversary**
Leeds recently marked 10 years of the pioneering Asset Based Community Development (ABCD) programme. Developed in partnership between Leeds City Council and Third Sector organisations, a key aim of ABCD is to shift power back into the hands of local communities and residents, providing them with the support and tools they need to lead on and make meaningful change in the areas they live. Currently, there are 14 ABCD sites supporting the delivery of the programme in different communities across Leeds.

- **Innovation Arc**
The Innovation Arc is a Leeds initiative pioneering a fresh approach to collaboration, co-production, and knowledge sharing. Connecting some of the key actors in the city including universities, hospitals and the council, the arc will build on Leeds talent and support businesses to grow and test new ideas.
- **Walk Safe**
Safer Leeds, WYCA & LCC have partnered with WalkSafe to develop a localised approach to tackling rising Violence Against Women & Girls. This app is driving community safety, allowing people to share their journey with friends, report issues or concerns anonymously, or to access a map of over 600 'Ask for Angela' venues where people can use 'Angela' as a code word to signal their need for support.
- **100% Digital Leeds – Digital Inclusion Networks**
100% Digital Leeds co-facilitate a number of networks bringing together partners to work collaboratively to improve digital inclusion. For example, the Older People's Digital Inclusion Network is co-facilitated with Leeds Older People's Forum, bringing together citywide organisations that support and work with older people in Leeds to improve digital inclusion and participation for older people.
- **Leeds Digital Festival**
The Leeds Digital Festival is an open, collaborative celebration of digital culture, bringing together key innovators from across business, academia and technology, The festival has gained status as the largest 'open' tech event in the UK, having grown from 50 events in 2016 to 240 in 2023.
- **Forward Leeds / Drug and Alcohol response**
Forward Leeds is a partnership of community charities and health services working together to support over 1000 adults and young people each year to make healthy decisions about alcohol and drugs the prevention, intervention and tailored programmes.
- **Tackling Homelessness**
Leeds invests heavily in the preventative measures and support for homeless people, and those most at risk as outlined in the Homelessness & Rough Sleeping Strategy 2023-2028. Through successful partnership working across the public and third sectors 84% of cases who sought help achieved a positive outcome of at least 6 months temporary accommodation compared to 56% nationally.
- **Mental Health Racial Inequalities**
Synergi-Leeds, an evolving partnership between health, social care and third sector organisations has been awarded Mental Health Innovation of the Year by the Health Service Journal. The work is addressing ethnic inequalities in mental health through co-produced 'Creative Space Events', amplifying the voices of those with lived experience, combatting prejudice and driving action.
- **Welcoming Spaces**
Responding to increasing fuel poverty amplified by the cost-of-living crisis, Leeds City Council teamed with third sector and faith-based partners to create the Warm Space Initiative. Having been visited over 12,000 times in 2022, the initiative has developed in 2023, to take a holistic approach offering food and an opportunity for social connections.

Work Programme

Date: 15 January 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The report sets out the draft 2023/24 work programme for the Scrutiny Board (Strategy & Resources) and reflects initial views from Board members at the June Board meeting and through subsequent consideration of work programme reports at each public meeting.

All Scrutiny Boards are required to determine and manage their own work programme for the municipal year. In doing so, the work programme should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year.

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

Members will be invited to review and discuss the work programme at each public Scrutiny Board meeting that takes place during the 2023/24 municipal year.

Recommendations

- a) Members are requested to consider and discuss the Scrutiny Board's work programme for the 2023/24 municipal year.

What is this report about?

- 1 A draft work programme for the Strategy & Resources Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the programme are known items of scrutiny activity, including performance and budget monitoring and identified Budget and Policy Framework items.
- 2 The latest Executive Board minutes from the meeting held on 13 December 2023 are also provided at Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.
- 3 Under the Sources of Work agenda item considered at the 19 June meeting of the Board initial views on work programming were put forward by Board Members, Executive Board Members and comments were also heard from senior officers. In addition, discussion at subsequent Board meetings under this item are reflected in Appendix 1.
- 4 Members are reminded that there is a planned site visit to the Council's Contact Centre due to take place on 31 January at 9.30AM. This follows an update report on the Contact Centre received by the Board at its December meeting.
- 5 In addition, some minor adjustments have been made to the Work Programme for the remainder of the year, this is limited to the inclusion of an addition item in March on Financial Reporting which will examine the latest in year budget position as the end of the financial year approaches.

What impact will this proposal have?

- 6 All Scrutiny Boards are required to determine and manage their own work programme for the municipal year.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 7 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities in the Best City Ambition.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 8 To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish and maintain an effective, early dialogue with relevant Directors, senior officers and Executive Board Members.
- 9 The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.
- 10 The Board's Work Programme is the subject of consultation with Board members at each public meeting and is subject to input from relevant Directors, senior officers and Executive Board Members both early in the municipal year and on an ongoing basis.

What are the resource implications?

- 11 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time.
- 12 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
- 13 Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

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

- 14 This report has no specific risk management implications.

What are the legal implications?

- 15 This report has no specific legal implications.

Appendices

- Appendix 1: Draft work programme 2023/24
- Appendix 2: Minutes of the Executive Board meeting on 13 December 2023.

Background papers

- None

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Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

June	July	August
Meeting Agenda for 19 June 2023	Meeting Agenda for 17 July 2023	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference / Sources of Work / Co-opted members reports (Development Briefings) Performance Update (Performance Monitoring) Organisation Plan (Pre-decision Scrutiny)	Leeds 2023 Progress Update (Performance Monitoring) People Management Update (Policy/Service Review) Financial and Treasury Management Outturn (Performance Monitoring)	
Working Group Meetings		
Site Visits		



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

September	October	November
Meeting Agenda for 18 September 2023	Meeting Agenda for 16 October 2023	No meeting
Electoral Services Update – 2023 Election Review/Postal Voter Validation (Performance Monitoring) Staff Survey Analysis (Performance Monitoring) Office for Local Government (OFLOG) (Pre-decision Scrutiny)	Medium Term Financial Strategy (Performance Monitoring) Financial Health Monitoring 2023/24 (Performance Monitoring) Best City Ambition (Pre-decision Scrutiny) Attendance Management and Mental Health Well Being (Performance Monitoring)	
Working Group Meetings		
Site Visits		
	<i>Contact Centre Site Visit - TBC</i>	



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

December	January	February
Meeting Agenda 11 December 2023	Meeting Agenda for 15 January 2024	Meeting Agenda for 19 February 2024
West Yorkshire Joint Services Update (Policy/Service Review) Customer Contact – Performance Update (Performance Monitoring) LGA Peer Challenge – Progress Review (Performance Monitoring) Annual Corporate Risk Management Report (Performance Monitoring)	Performance Report (Policy/Service Review / Performance Monitoring) Financial Health Monitoring 2023/24 (Performance Monitoring) The Proposed Budget 2024/25 and Provisional Budgets for 2025/26 and 2026/27 (Pre-decision Scrutiny) Best City Ambition (Performance Monitoring)	Equality, Diversity and Inclusion – Corporate Approach & Staff Networks – Feedback (Policy/Service Review) Procurement Update (Performance Monitoring) IDS Helpdesk (Performance Monitoring)
Working Group Meetings		
Budget Working Group – 20/12/2023 at 10.00AM		
Site Visits		
	Visit to the Contact Centre – 31 January at 9.30-10.30AM	



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

March	April	Notes
Meeting Agenda for 25 March 2024	No Scrutiny Board meeting scheduled.	Items to be scheduled
Leeds 2023 Evaluation and Legacy (Performance Monitoring) Digital Strategy Update (Performance Monitoring) Financial Reporting 2023/24 (Performance Monitoring) Strategy and Resources Scrutiny Board End of Year Summary Statement		
Working Group Meetings		
Site Visits		

EXECUTIVE BOARD

WEDNESDAY, 13TH DECEMBER, 2023

PRESENT: Councillor J Lewis in the Chair

Councillors S Arif, D Coupar, M Harland,
H Hayden, A Lamb, J Lennox, J Pryor,
M Rafique and F Venner

72 Exempt Information - Possible Exclusion of the Press and Public

There was no information contained within the agenda which was designated as being exempt from publication.

73 Late Items

There were no late items of business submitted to the Board for consideration.

74 Declaration of Interests

Regarding the report entitled, '*Leeds City Council Response on the West Yorkshire Combined Authority Bus Reform Consultation*', Councillors Lamb and Lewis, in the interests of transparency, both respectively drew the Board's attention to their positions on the West Yorkshire Combined Authority, which may at some later stage consider bus reform proposals. However, both Members confirmed that they were considering the report within today's agenda in their capacity as respective Members of the Council's Executive Board. (Agenda Item 7, Minute No. 77 refers).

75 Minutes

RESOLVED – That the minutes of the previous meeting held on 22nd November 2023 be approved as a correct record.

HOUSING

76 Lettings Policy Review 2023-24

The Director of Communities, Housing and Environment submitted a report outlining proposals for consultation to be undertaken on proposed changes to the Council's Lettings Policy. Specifically, the report set out the proposed consultation process and timescales for the implementation of the updated policy and sought the Board's approval to commence consultation.

In presenting the report, the Executive Member highlighted the significant increase in demand for social housing which had been experienced in Leeds since the policy was last reviewed in 2019. Also, further detail was provided on a number of implications arising from that increased demand. As such, it was noted that the proposed changes to the policy aimed to adapt to the circumstances now being experienced and to ensure that priority was given to customers with the greatest housing need. Also, further detail was given on

the proposed consultation exercise and the associated communications campaign.

Responding to a Member's enquiry regarding the priorities of the service, it was highlighted that the report was proposing a consultation exercise, and that the proposals intended to be submitted to the Board next year would respond to the consultation outcomes. However, it was also highlighted that whilst the Policy is based upon prioritising customers with housing need, the outcomes from the review would aim to maximise the number of people that it could help. Members also acknowledged the fact that residents wanted to be Council tenants, which was seen as a positive reflection upon the service being provided by the Council.

RESOLVED –

- (a) That the consultation plan, as set out in section 17 of the submitted report on the proposed changes to the Council's lettings framework, be approved;
- (b) That a report be submitted to Executive Board in summer 2024 setting out the results of the consultation exercise, including a full equality impact assessment and which seeks approval for the implementation of a revised Lettings Policy;
- (c) That an extension to the suspension of the Date of Registration and Tenant Transfer quotas be approved until the new lettings policy is approved.

SUSTAINABLE DEVELOPMENT AND INFRASTRUCTURE

77 Leeds City Council Response on the West Yorkshire Combined Authority Bus Reform Consultation

The Director of City Development submitted a report presenting the proposed Leeds City Council formal response to the statutory consultation being undertaken by the West Yorkshire Combined Authority (WYCA) on their Bus Reform proposals. The report also provided a response to the White Paper Motion resolution of Full Council of 15 November 2023.

By way of introduction, the Executive Member highlighted that the submitted report provided the Council's formal response to the consultation exercise and in doing so provided formal support for the franchising proposals outlined.

The Board discussed the options which had been put forward for consultation. In doing so, a Member raised a number of concerns in relation to the franchising proposals submitted and confirmed that in their opinion the 'Enhanced Partnership Plus' model was the pragmatic approach to take. In response, the Board received further detail on the reasons why it was being proposed that the Council provided its formal support for the franchising option.

RESOLVED –

- (a) That the contents of the submitted report, as requested by Full Council on 15th November 2023, be noted, and that the response as set out in the draft letter (Appendix A to the submitted report) and the detailed response to the Questionnaire (Appendix B), be endorsed;
- (b) That the process going forward, as outlined in the submitted report, be endorsed, and that the Mayor be supported in the final decision;
- (c) That approval be given for the decisions from the submitted report to be exempted from Call In, pursuant to paragraph 5.1.3, Part 4 of the Council's Constitution, on grounds of urgency, as referenced in full at paragraphs 25 – 27 of the submitted report.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as set out within sections 25 - 27 of the submitted report)

(Under the provisions of Council Procedure Rule 16.5, Councillor Lamb required it to be recorded that he voted against the decisions referred to within this minute)

ADULT SOCIAL CARE, PUBLIC HEALTH AND ACTIVE LIFESTYLES

78 Leeds Play Sufficiency

The Director of City Development and the Director of Children and Families submitted a joint report providing an overview of the first Leeds Play Sufficiency Assessment which had been undertaken and which also presented future development proposals in relation to play sufficiency. The report sought the Board's endorsement of the Play Sufficiency priorities as outlined, together with the appointment of a 'Play Champion' to raise awareness of Play Sufficiency and to support the work of Play Sufficiency across all Council directorates.

By way of introduction, it was noted that the report was being presented jointly on behalf of the Executive Member for 'Adult Social Care, Public Health and Active Lifestyles' and the Executive Member for 'Children's Social Care and Health Partnerships'. Also, it was noted that Leeds was the first city in England to undertake a play sufficiency assessment, which aimed to assess, improve and protect children's opportunities to play through a range of actions and via a multi-agency approach. The report presented nine play sufficiency priorities for the Board's consideration.

A Member raised concerns regarding the proposals within the report and highlighted that during this time of financial challenge, the Council had more urgent areas that should be prioritised ahead of such proposals. As an

alternative, it was suggested that such an initiative could be progressed via a more locally based approach such as through Community Committees.

In response, the Board received further information in support of the proposals, including how they were consistent with the Council's ambition to be a Child Friendly City and the principles of being a Marmot city. Also, emphasis was placed upon how the proposals would aim to deliver a more co-ordinated approach to the provision of play opportunities across different sectors and how it was a preventative initiative given the importance of children's right to play, particularly when considering the emerging impact of the pandemic upon children, with the Director of Public Health's 2022 Annual Report into related matters being specifically referenced. Also, it was noted that the proposals were not seen as being particularly resource intensive, with it being confirmed that given the scale of the financial challenges faced, should these proposals not be delivered, then this would not remove the need for the Council to make very difficult financial decisions in relation to the services it provided.

RESOLVED –

- (a) That the Play Sufficiency priorities, as set out in the submitted report, which directly link to Child Friendly Leeds Wish 2, the new play priority in the refreshed Children and Young People's Plan and the Physical Activity Ambition, be supported and endorsed;
- (b) That the Executive Member for Children's Social Care and Health Partnerships be appointed as a 'Play Champion' to raise awareness of Play Sufficiency and to support the work of Play Sufficiency across all directorates of Leeds City Council;
- (c) That agreement be given for the 'Play Champion' to help drive the development of the Play Sufficiency Action plan and to provide an annual oversight of progress to the Executive Board;
- (d) That support be given to the embedding of the Play Sufficiency principles and recommendations within the Priority Neighbourhood Partnership Plans;
- (e) That the contents of the submitted report be noted, with it also being noted that the responsible officers for such matters are the Chief Officer of Children and Families and Chief Officer Operations and Active Leeds.

(Under the provisions of Council Procedure Rule 16.5, Councillor Lamb required it to be recorded that he voted against the decisions referred to within this minute)

CHILDREN'S SOCIAL CARE AND HEALTH PARTNERSHIPS

79 Outcome of statutory notice on a proposal to change the age range at Rothwell Primary School, from 3-11 years to 4-11 years and permanently close the nursery.

Further to Minute No. 36, 20th September 2023, the Director of Children and Families submitted a report which presented the outcome of a statutory notice published on 6th October 2023 in respect of a proposal to change the age range of Rothwell Primary School from 3-11 years to 4-11 years and to permanently close the school nursery with effect from 1st January 2024. The report sought a final decision from the Board in respect of this proposal.

Members supported the proposals within the submitted report.

RESOLVED –

- (a) That the outcome of the statutory notice period, as detailed within the submitted report, be noted;
- (b) That the recommendation to change the age range at Rothwell Primary School from 3- 11 years to 4-11 years and permanently close the school nursery, with effect from 1 January 2024, be approved;
- (c) That approval be given for the decisions from this report to be exempted from the Call-In process, for the reasons as set out in paragraph 29 of the submitted report;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as set out within section 29 of the submitted report)

LEADER'S PORTFOLIO

80 Best City Ambition - 2024 Update - Initial proposals

Further to Minute No. 37, 20th September 2023, the Director of Strategy and Resources submitted a report which presented the initial proposals for an update of the Leeds Best City Ambition and sought the Board's agreement to begin the associated formal consultation process including referral to the Strategy and Resources Scrutiny Board, as required by the Council's Budget and Policy Framework Procedure Rules.

In presenting the report, the Leader highlighted that the proposed update of the Best City Ambition had incorporated the findings from the LGA Peer Review follow up visit earlier in the year. Also, it was noted that the Ambition

looked to continue working in a co-ordinated way with partner organisations across the city, and whilst the Council and its partners may have less resources available, it was emphasised that the update would reflect that the vision and ambition for Leeds still remains.

A Member made enquiries about the criteria being used to monitor whether the aims set through the Best City Ambition were being achieved and how Leeds would measure whether it was progressing to become the best city that it could be. In response, further detail was provided, with it being noted that whilst it was felt that there was no single metric to evidence this, the use of the Social Progress Index, providing a group of indicators, would be key moving forward and would enable Leeds to benchmark progress against comparators. Specific examples of progress being made in Leeds were also highlighted such as statistics regarding job growth, progress towards net zero and the work being undertaken in relation to homelessness and rough sleeping.

RESOLVED –

- (a) That the Best City Ambition initial proposals, as presented within the submitted report be noted and that approval be given for the commencement of a public consultation exercise on those initial proposals;
- (b) That the Best City Ambition initial proposals be referred to the Strategy and Resources Scrutiny Board for consideration;
- (c) That it be noted that the Director of Strategy and Resources will, following consultation, be responsible for the production of the final Best City Ambition update proposals, scheduled to be received by Executive Board in February 2024.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

81 Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27 and Revenue Savings Proposals for 2024/25 to 2026/27
(A) Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27

The Chief Officer Financial Services submitted a report presenting the initial proposals for the Council's 2024/25 budget, which subject to Executive Board's approval, was scheduled to be submitted to the respective Scrutiny Boards for their consideration and review, with the outcome of their deliberations being reported to Executive Board in February 2024, with the proposals also being made available for public and stakeholder consultation as part of a wider engagement process. In addition, the report invited the Board to note the Council's provisional budget position for 2025/26 and

2026/27, and also sought the Board's approval for Leeds to become a member of the 2024/25 Leeds City Region Business Rates Pool, should the application to form a pool be successful.

In presenting the report, the Leader noted that the initial budget proposals were being submitted to the Board ahead of the Government's forthcoming publication of the Local Government Finance Settlement.

In response to a specific enquiry regarding the total amount that the Council would be spending on debt in the next financial year, it was undertaken that confirmation of that sum would be provided to the Member in question.

Responding to a concern raised, Members received further information on the timeframes for the proposed consultation exercise. In considering this matter, the difficulties of conducting consultation over the Christmas period were acknowledged, however, it was highlighted that given the external timetable being worked to, the consultation period lasted as long as possible whilst at the same time accommodating the required lead in timescales for the February Executive Board and Council meetings.

RESOLVED –

- (a) That it be noted that the Proposed Budget for 2024/25, as presented in the submitted report is based upon the approval and delivery of £65.8m of directorate savings for 2024/25, £58.4m of which have been brought to this Board through the accompanying reports, '*Revenue Savings Proposals for 2024/25 to 2026/27*' at its October 2023 meeting and as part of today's agenda;
- (b) That agreement be given to consultation being undertaken on the Proposed Budget for 2024/25, which includes the proposed 2.99% increases in core Council Tax and the 1.99% increase in the Adult Social Care precept. Further to this, agreement be given for these budget proposals to be submitted to Scrutiny and for wider consultation with stakeholders;
- (c) That the provisional budget position for 2025/26 and 2026/27, as presented in the submitted report, be noted, with it also being noted that further savings proposals to address the updated estimated budget gaps of £60.6m and £46.1m for 2025/26 and 2026/27 respectively will be reported to future meetings of this Board;
- (d) That should the application to form a 2024/25 Leeds City Region Business Rates Pool be successful, approval be given for Leeds City Council to become a member of the proposed Pool and to act as lead Authority for it; with it being noted that the establishment of this new Pool will be dependent upon none of the other proposed member Authorities choosing to withdraw within the statutory period after designation.

(B) Revenue savings proposals for 2024/25 to 2026/27

Further to Minute No. 57, 18th October 2023, the Chief Officer Financial Services submitted a report presenting revenue savings proposals following ongoing review processes which continued to be undertaken across Council services. The proposals were presented as either 'Business as Usual' savings for the Board's information, with decisions to give effect to those being taken by the relevant Director or Chief Officer, or as 'Service Review' proposals, in which the report sought approval for consultation to commence, where required, with decisions to give effect to those proposals being taken by the relevant Director or Chief Officer following such consultation and taking account of the outcomes from it.

RESOLVED –

- (a) That the 'Business as Usual' savings, as presented within the submitted report, be noted, with it also being noted 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) That agreement be given for consultation to commence, where required, on the 'Service Review' savings proposals put forward, with it being noted 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) That with regard to the Service Review savings proposal, 'Thwaite Mills – closure of the facility and surrender of the release', agreement be given to delegate decisions required to implement the lease surrender to the Director of City Development;
- (d) That it be noted that the savings proposals for 2024/25, as presented in the submitted report, combined with the savings proposals brought to the Executive Board at its October 2023 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 the submitted agenda entitled, '*Proposed Budget for 2024/25 and Provisional Budgets for 2025/26 and 2026/27*';
- (e) That it be noted that further savings will be required to close the Council's estimated budget gap in the years 2025/26 and 2026/27, with it also being noted that proposals will be brought to future meetings of this Board.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Lamb required it to be recorded that he abstained from voting on the decisions referred to within this minute)

(The resolutions referred to within Minute No. 81(A) (a), (b) and (c), given that these were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules. However, the resolutions referred to in Minute No. 81(A) (d) and also 81(B) (a) – (e) were eligible for Call In, given that these were decisions not being taken as part of the Budget and Policy Framework Procedure Rules)

RESOURCES

82 Financial Reporting 2023/24 - Month 7 (October)

The Chief Officer Financial Services submitted a report which presented the Council's financial position as at the end of the first 7 months of the 2023/24 financial year. Specifically, the report reviewed the current position against the 2023/24 Budget and provided an update in respect of the Housing Revenue Account (HRA) and the Council Tax and Business Rates Collection Fund.

In presenting the report the Executive Member provided an overview of the key points which included the current forecasting of an overspend of £35.3m for the General Fund as at month 7 of the financial year.

In considering this, specific reference was made to the increased demand that continued to be experienced in services relating to Children Looked After. Regarding the national arrangements for the provision of funding for Local Authorities in this area, Members received an overview of the actions that continued in raising the Government's awareness of the issues being experienced across the sector. Also, the importance of the cross-party and collective approach being taken towards such matters was highlighted, with an undertaking that this dialogue would continue.

A Member highlighted concerns regarding the management of the budget pressures that continued to be felt within the Children and Families directorate. In response, the Board was assured that the management of this was the priority issue for the Council's leadership team and whilst the range of cross-directorate activity would continue to address the budgetary challenges faced wherever possible, the Council would continue to deliver its safeguarding responsibilities. It was also confirmed that appropriate political oversight of the actions being taken was in place. The scale of the challenge was emphasised, and as a result it was highlighted that the actions being taken were part of a wider approach towards the stabilisation of the directorate budget.

It was also reiterated that the challenges being faced in Leeds were not a result of the way in which such matters were being managed but were part of the impact felt nationally as a result of significant increases in demand and costs, together with the increased complexity of need that continued to be experienced. An overview of the key reasons for that increased demand was

provided together with examples of where significant increases in costs were being experienced.

RESOLVED –

- (a) That it be noted that at Month 7 of the financial year (October 2023) the Authority's General Fund revenue budget is forecasting an overspend of £35.3m for 2023/24 (6.2% of the approved net revenue budget) within a challenging national context, with it also being noted that a range of actions are being taken to address this position. However, that it also be noted that reserves will have to be used to mitigate any forecast overspend at the year end;
- (b) That it be noted that at Month 7 of the financial year (October 2023) the Authority's Housing Revenue Account is forecasting an overspend of £1.3m for 2023/24 (0.5% of the approved gross expenditure budget);
- (c) That it be noted that known inflationary increases, including demand and demographic pressures in Social Care, known impacts of the rising cost of living, including the NJC pay settlement of £1,925 and the JNC pay settlement of 3.5%, have been incorporated into the reported financial position, as submitted. That it also be noted that these pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available, and that proposals would need to be identified to absorb any additional pressures;
- (d) That it be noted that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures and those of the Council's wider financial challenge where possible, in line with the Revenue Principles as agreed by Executive Board in February 2023 through the annual Revenue Budget report.

ECONOMY, CULTURE AND EDUCATION

83 Special Educational Needs and Disabilities (SEND) - Education, Health and Care Plans (EHCP) - Review Process - Update Report

Further to Minute No. 60, 18th October 2023, the Director of Children and Families submitted a report which provided an update on the work which had been undertaken since the initial report regarding the review into the assessment and provision of Education, Health and Care Plans (EHCP) in Leeds was considered by the Board in October 2023. Further to this, the report presented the planned activity to be undertaken as the next stage of the review process.

The Executive Member highlighted the significant rise in the number of children and young people applying for EHCPs together with an increase in the complexity of cases coming forward. The range of support being delivered to those children and young people with EHCPs was also highlighted, and it

was noted that the report presented the actions being taken in Leeds to address the challenges faced.

Responding to a specific enquiry, officers undertook to provide the Member in question with details of the cost of the related external review work which had been commissioned. Also, in response to an enquiry, further details were provided on the value of the outcomes arising from that piece of work, which in addition to enabling the direct involvement of partners including children and young people, parents and carers and other key stakeholders, it had also provided a clear and robust action plan to deliver the improvements required. Finally, it was emphasised that the external review had provided an independent perspective and enabled the Authority to gain access to specialist experience in this area.

In acknowledging the increased demand being experienced nationally, a Member sought further detail on the how Leeds had managed the EHCP process in the past and the extent to which that had impacted upon the current position. In response, the significant increase in demand and complexity of cases that Leeds had experienced both during and post-pandemic was reiterated, and it was acknowledged that this had affected the ability to meet the need which existed. However, it was noted that through the review work which had been commissioned and the associated actions being undertaken, the Council was determined to deliver the improvements required to ensure better outcomes for children and families.

RESOLVED –

- (a) That the proposed outline of future rapid review activity around the review of EHCP processes, as detailed within the submitted report, be noted;
- (b) That the need to ensure that the views and experiences of children, young people, parents and carers are at the heart of future arrangements, be endorsed;
- (c) That the proposed changes in process and compliance which are due to be delivered with a view to securing improvements in experience and service for children and young people, be endorsed.

DATE OF PUBLICATION: FRIDAY, 15TH DECEMBER 2023

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00PM, FRIDAY, 22ND DECEMBER 2023

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