Leeds CITY COUNCIL

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Report of the Chief Officer – Financial Services

Report to Executive Board

Date: 24th September 2020

Subject: Revenue budget update 2021/22 and budget savings proposals

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

Summary

1. Main issues

- The Medium Term Financial Strategy 2021/22 - 2025/26 which is included elsewhere on this agenda reports an estimated budget gap of £166.3m for the period of the strategy, of which £118.8m relates to 2021/22. Of this £118.8m, £59.7m is due to pressures identified prior to the impact of COVID-19 with the balance of £59.1m resulting from the ongoing financial impact of COVID-19, £66.1m, offset by a £7m net reduction in other identified pressures.
- In response to this financial position, the council has carried out a review of its capital programme and established a 'Financial Challenge' programme of service reviews to identify savings that will contribute towards closing the estimated budget gap and enable the authority to present a robust, balanced budget position in 2021/22. These aim to protect services that support the most vulnerable whilst ensuring that the council becomes more financially resilient and sustainable for the future.
- The capital programme review is projected to realise a revenue saving of £0.3m in 2021/22 (the 'Capital Programme Review' report is elsewhere on this agenda for further information).
- The Financial Challenge reviews have so far identified £32.3m potential savings with an anticipated reduction in the workforce of 478.4 full-time equivalent (FTE) budgeted posts. All efforts will be made to avoid compulsory redundancies. The saving proposals resulting from these reviews are categorised as either 'Business as Usual' proposals which can be implemented within the council's delegated decision-making

framework and without consultation, or 'Service Reviews' which will 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.

- In respect of the Housing Revenue Account there is an estimated budget gap of £16.2m for the period covered by the Medium Term Financial Strategy with £3.6m relating to 2021/22. Budget savings options of £3.2m have been identified which will contribute towards the determination of a balanced budget position for 2021/22 and also reduce the cumulative five year budget gap to £2.3m. The estimated reduction in budgeted posts is 50 FTEs.
- If approved, the saving proposals identified so far (£32.3m) and from the capital programme review (£0.3m) totalling £32.6m, will reduce the estimated budget gap for 2021/22 to £86.2m. Further reports will be brought to this Board in October and November in order to identify proposals to further close the budget gap to enable a balanced budget in 2021/22. The updated position, including any further Government announcements, will be reported to this Board in December.

2. Best Council Plan Implications (see the latest version of the Best Council Plan)

- The Best Council Plan is the council's strategic plan which sets out its ambitions, outcomes and priorities for the city and the authority. 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. This is the primary purpose of the Medium Term Financial Strategy which then provides the framework for the determination of the authority's annual revenue budgets.

3. Resource Implications

- The savings proposals presented in this report will impact upon all the council's resources, including its staff, assets and finances. The financial implications are detailed in the report.

Recommendations

- Executive Board is requested to:
  - a) Note the financial position for 2021/22 outlined in this report and that further savings are required to deliver a balanced budget position;
  - b) Note the 'Business as Usual' savings 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);
  - c) Agree that consultation commences with regard to the 'Service Review' proposals and note that decisions to give effect to them shall be taken by the relevant Chief Officer, following the consultation period, in accordance with the Officer delegation scheme (Executive functions); and
  - d) Note the savings proposals in respect of the Housing Revenue Account.

1. Purpose of this report

1.1 This report details the actions underway and proposed to address the financial gap for 2021/22 which is currently estimated at £118.76m. The report presents a series of savings proposals to contribute to the council achieving a balanced budget for 2021/22 Budget and, where appropriate, seeks agreement to begin meaningful consultation with staff, trade unions, service users and the public as required. The report also outlines the budget savings proposals that will contribute towards the Housing Revenue Account delivering a balanced budget position for 2021/22.

2. Background information

2.1 A report received at this Board in June detailed the impact that the COVID-19 pandemic is having upon the council's financial position in 2020/21 and 2021/22. It also outlined the financial support provided by Government for 2020/21; the actions the authority is taking to reduce the level of projected overspend in both years; and that the Council Leader had written to Government on behalf of Leeds City Council requesting financial assistance to enable the authority to fulfil its requirement to deliver services to Leeds' residents.

2.2 The financial position in 2020/21 is the subject of monthly financial reporting to this Board. The latest Financial Health report is included on today's agenda and now projects an overspend in this financial year of £52.5m at Month 4.

3. Main issues

Revenue Budget 2021/22: Service reviews

3.1 A 'Financial Challenge' programme of service reviews has been established to identify savings that will contribute towards closing the estimated revenue budget gap and enable the authority to present a balanced budget position in 2021/22. These comprise several cross-council reviews and others that relate to individual services; a small number of more complex reviews have received external, independent support.

- The cross-council reviews include those relating to activities that the council has been pursuing for some time, such as a review of business administration, mail and print expenditure reduction and changing the workplace. More recently identified reviews include reducing the wage bill, estate rationalisation (building on the long-standing changing the workplace programme), procurement, customer contact and workforce development.
- In addition to the cross-council reviews, directorates have also carried out reviews of all services, working towards an indicative target saving of 10% of gross expenditure or 20% of net expenditure for each directorate.

3.2 The Financial Challenge programme is being carried out across all services with a cross-council 'Silver' group set up to provide support and ensure a co-ordinated, consistent approach. Directors have also carried out peer reviews of each other's emerging proposals to provide additional high support and high challenge.

3.3 The outcome from the reviews has led to a set of savings proposals which are categorised as either 'Business as Usual' (BAU) or 'Service Review' proposals:

- BAU proposals are those that 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, 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.

- Service Review proposals (some cross-council, some service-specific) are those requiring consultation: for example, the way in which a service is delivered or the level of service provided is impacted and so meaningful consultation with service users is needed; and/or the proposal relates to a significant internal restructure, requiring consultation with trade unions and staff.

3.4 A summary of the BAU proposals is provided at Appendix 1. The total value of these proposals is £24.2m.

3.5 The Service Review proposals are summarised at Appendix 2 with a total value of £8.2m. Executive summaries and equality, diversity, cohesion and integration screening documents for each Service Review proposal are also provided at Appendix 2.

3.6 Any new savings identified from the cross-council reviews have been captured within the BAU and Service Review proposals, though, given the scale and impact of the reducing the wage bill and estate rationalisation reviews, additional detail will be brought to this Board in October.

3.7 The combined value of the BAU and Service Review proposals is £32.3m (rounded) which would bring the estimated gap for 2021/22 down from £118.8m to £86.5m.

3.8 Further savings proposals to address the remaining estimated budget gap will be brought to this Board in October and November.

3.9 In additional, a strategic approach with regard to the level of savings which can be achieved in 2021/22 is currently being considered with further alternative measures being explored that will take into account this autumn's Comprehensive Spending Review and subsequent local government provisional financial settlement in December.

Revenue Budget 2021/22: capital programme review

3.10 A review of the capital programme has been carried out to identify where schemes may be stopped or delayed in order to deliver revenue savings. Whilst this review is underway, all non-essential capital spend has been placed on hold with the exception for essential health and safety works, Covid-19 related spend and externally / part-(where funding agreements are in place) funded schemes. Where the outcome of the review results in revenue savings, such as a reduction in the council's cost of borrowing, these contribute towards reducing the estimated budget gaps contained within the Council's Medium Term Financial Strategy. The capital programme review is projected to realise a revenue saving of £0.3m in 2021/22 (the 'Capital Programme Review' report is elsewhere on this agenda for further information).

General Fund: Revenue Budget 2021/22 - total savings proposed

3.11 Table 1 shows the overall impact of the savings identified so far through the Financial Challenge programme of service reviews and review of the capital programme on the council's 2021/22 revenue budget.

Directorate	Business as Usual		Service reviews		Total	
	2021/22 savings / £'000s	FTE budgeted posts	2021/22 savings / £'000s	FTE budgeted posts	2021/22 savings / £'000s	FTE budgeted posts
Adults & Health	8,116	-1.0	0	0.0	8,116	-1.0
Children & Families	4,254	-27.0	0	0.0	4,254	-27.0
City Development	3,550	-16.2	1,830	-29.0	5,380	-45.2
Communities & Environment	3,219	-38.1	0	0.0	3,219	-38.1
Resources & Housing	5,016	-105.3	6,337	-261.8	11,353	-367.1
	24,155	**-187.6**	**8,167**	**-290.8**	**32,322**	**-478.4**

Table 1: Summary of Revenue Budget Savings Proposals – General Fund

Budget savings proposals to address the 2021/22 estimated budget gap in the Housing Revenue Account (HRA)

3.12 As detailed in the Medium Term Financial Strategy on this agenda, there is an estimated budget gap of £16.2m within the Housing Revenue Account for the period 2021/22 - 2025/26. Of this, £3.6m relates to 2021/22. Whilst this is a substantial sum, it is equivalent to 1.4% of the budget. In order to address this budget gap for 2021/22 a number of budget savings options have been identified.

- Staffing has underspent over a number of years from vacant posts and churn. Whilst overall stock has reduced by approximately 1% each year through Right to Buy sales, budgeted staffing levels have remained largely constant. Reflecting the trend over the past years could produce budgeted savings of around £1m. The plan also assumes an additional £500k of staff savings target from reconfiguration of services to reflect both predicted future stock losses and benefits to be gained from new ways of working, including the implementation of Civica. The estimated reduction in budgeted posts is 50 FTEs.
- A Sheltered Accommodation support charge for self-payers i.e. those residents not in receipts of Housing Benefits was introduced in the first year of the Rent Reduction Policy (2016/17) and it has increased to the current £10/week in £2 increments each year. The full cost used in 20/21 is £14.71/wk. Members have previously approved the intention to eliminate this subsidy with a stepped increase in the weekly charge. A further £2/wk increase would realise income of approximately £115k.
- Approximately 72% of those in Sheltered Accommodation receive Housing Benefit to cover the charge. The full cost recovery is now expected to be £15.51, taking into account expected future pay awards and reviewing each element of the charge. If adopted, this would provide approximately £130k additional income.
- Internal charges receivable by the HRA cover a variety of services and in total amount to £43m. A target of £0.9m reduction has been identified as efficiencies made in the General Fund are proportionately applied to the HRA. £0.9m would equate to around a 2% reduction.
- £650k of other expenditure is to be targeted as a reduction from examining all other budget areas, including the implications of staff embracing new ways of working.

- Work is ongoing to identify solutions to the gap that remains to be found.

3.13 Table 2 summarises the HRA savings proposals for 2021/22

HRA 21/22	£'000s
Estimated Budget Gap	**3,556**
Less	
Staffing - Review of posts	(1,500)
Internal Charges	(900)
Other areas of targeted savings	(650)
Sheltered Support Charge – Self Payers	(115)
Sheltered Support Charge – Non-Self Payers	(130)
Sum of all other minor variations	78
Balance to find	**339**

Table 2: Summary of HRA 21/22 Savings Proposals

Staffing implications

3.14 The implications of the savings proposals project a potential reduction of 528.4 FTE budgeted posts (including 50 HRA-funded FTE posts). The council issued a Section 188 Notice to the trade unions in June 2020 confirming our duty to consult and to avoid, reduce and mitigate against the risk of compulsory redundancies. Pursuant to the council's Managing Staff Reductions Policy, a range of voluntary measures are now being progressed, including early retirement, flexible retirement, severance and other voluntary changes to working patterns. The expressions of interest in these voluntary options has been very high and the scheme will close at the end of September, with decision-making taking place over October and November. A collectively agreed framework has been established to ensure meaningful and frequent consultation with trade unions and staff.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Senior officers and elected members have been engaged in developing the savings proposals set out in today's report. Trade unions have also been informed in headline terms of the emerging proposals. Where required, further consultation and engagement will be carried out with staff, trade unions, service users and the public as appropriate on the Service Review proposals set out at Appendix 2. Scrutiny Boards will also be considering the proposals as relevant to their remits through their October meetings. The outcomes of any consultation will inform the council's decision-making and be incorporated into the 2021/22 to 2023/24 Budget Report timetabled for initial consideration at December's Executive Board.

4.2 Equality and diversity / cohesion and integration

4.2.1 The Equality Act 2010 requires the Council to have "due regard" to the need to eliminate unlawful discrimination and promote equality of opportunity. The law

requires that the duty to pay “due regard” be demonstrated in the decision making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show due regard.

4.2.2 The 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.

4.2.3 Equality impact screenings have been carried out on the service review savings proposals and included with those proposals at Appendix 2. Where appropriate, equality impact assessments will be carried out as part of the decision-making process.

4.3 Council policies and the Best Council Plan

4.3.1 The Best Council Plan sets out the council’s ambitions, outcomes and priorities. The current plan is therefore aligned with both the Council’s Medium Term Financial Strategy and its annual budget. To help mitigate the pressures on the financial sustainability of the council – significantly exacerbated by the impacts of COVID-19 - it is imperative that the proposals contained in this report are considered in order that the council’s strategic priorities can be delivered within a robust financial framework.

Climate Emergency

4.3.2 There are no specific implications for the climate emergency resulting from this report.

4.4 Resources, procurement and value for money

4.4.1 All resources, procurement and value for money implications are considered in the summary and main body of the report.

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

4.5.1 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. 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.

4.5.2 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 following the procedure set out in paragraph 4.5.1 above, 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.

4.5.3 As a decision of Executive Board, the recommendations in this report are eligible for call-in.

4.6 Risk management

4.6.1 As detailed in the Medium Term Financial Strategy, the financial projections for 2021/22 contain a number of inherent risks even without taking account of the impact of COVID-19. These include risks associated with budgets which are subject to fluctuating demand and demographic pressures and key income budgets that rely upon the number of users of a service. In addition the approved Budget makes assumptions in respect of the level of resources that are receivable through council tax, business rates and government grants.

4.6.2 Factoring in the impact of COVID-19, the financial position for 2021/22 makes a number of assumptions around income, expenditure and collection rates for both Business Rates and Council Tax – the pandemic will continue to affect the levels that can be collected. Any variations from these assumptions has implications for the level of resources available to the council to fund services.

4.6.3 There also remain uncertainties around the impacts of the Government's postponed Comprehensive Spending Review (due to be outlined alongside the Chancellor's autumn Budget speech), business rates reform and Fair Funding Review and Government's intentions for the future funding of social care.

4.6.4 These risks and assumptions will be subject to review as more information becomes available and through the council's financial management, monitoring and reporting processes.

4.6.5 This report contains several budget saving proposals that will be 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 to the assumed level of savings and the council's ability to set a balanced budget for 2021/22.

5. Conclusions

5.1 The council faces an unprecedented financial challenge with an estimated budget gap for 2021/22 of £118.76m. In response, the authority has carried out a review of its capital programme and established a 'Financial Challenge' programme of service reviews to identify savings that will contribute towards closing the estimated budget gap and enable the authority to present a robust, balanced budget position in 2021/22. These aim to protect services that support the most vulnerable whilst ensuring that the organisation becomes more financially resilient and sustainable for the future.

5.2 Thus far, £32.3m of savings have been identified through the service reviews and £0.3m from the capital programme review. The £32.6m combined would reduce the estimated gap for next year to £86.2m. Work continues to identify further savings with proposals to come to this Board in October and November.

5.3 Meaningful consultation will be carried out with staff, trade unions, service users and the public on proposals as required with the results used to inform the decisions taken in respect of Service Reviews.

6. Recommendations

6.1 Executive Board is requested to:

a) Note the financial position for 2021/22 outlined in this report and that further savings are required to deliver a balanced budget position;

b) Note the ‘Business as Usual’ savings 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);

c) Agree that consultation commences with regard to the ‘Service Review’ proposals and note that decisions to give effect to them shall be taken by the relevant Chief Officer, following the consultation period, in accordance with the Officer delegation scheme (Executive functions); and

d) Note the savings proposals in respect of the Housing Revenue Account.

7. Background documents[1]

None.

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

Appendix 1: 'Business as Usual' 2021/22 savings

Table 1: Adults & Health Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Balance of savings to the overall council strategy by switching funding from the funding of other council services to meet Public Health strategy pressures and removal of Public Health net revenue charge; procurement savings and deletion of vacant posts	663	-2.0
Health Partnerships: reductions in general running costs	69	-1.0
Commissioned Services for working age adults: remodelling of day opportunities provision	430	0.0
Commissioned Services for working age adults: seek additional funding towards cost of care packages	2,600	0.0
Commissioned Services for working age adults: social work value for money reviews, reassessments and demand management	1,250	0.0
Review of care packages: efficiencies in homecare delivery and mental health and forensic services	500	0.0
Reduced contribution to Adults Safeguarding Board	75	0.0
Recovery of payments for care not delivered	489	2.0
Reduced inflation on non-pay elements of demand contracts (reduction in non-pay inflation allowance included in the financial strategy to reflect lower CPI, saving £538k)	0	0.0
Deletion of electronic monitoring budget	40	0.0
Reassessment of individual care requirements for people with a learning disability based upon a strengths-based approach	1,000	0.0
Income from client contributions	1,000	0.0
Total 'BAU' Adults & Health 2021/22 savings	**8,116**	**-1.0**

Table 2: Children & Families Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Increased level of income received to support Unaccompanied Asylum Seeking Children	**1,000**	0.0
Partnerships & Health: staffing savings through voluntary means, use of grant funding and further rollout of personal transport allowances	**769**	-6.2
Reduced contribution to One Adoption West Yorkshire	**740**	0.0
Increase in income from Adel Beck Placement charges	**250**	0.0
Proposal to cease Children and Families funding for 2 posts within West Yorkshire Police	**106**	0.0
Savings to schools and further education premature retirement costs that fall to the council	**250**	0.0
Efficiencies through automation of back office ordering and payment for services traded with schools	**70**	0.0
Resources & Strategy: Learning Systems - staffing savings through voluntary ELI (Early Leavers' Initiative) scheme	**155**	-3.0
Learning Improvement: staffing savings through deletion of vacant posts, introduction of flexible payment contracts and use of contracted council staff instead of external contractors *(leading to net increase in council staff of 0.7 FTE)*	**130**	0.7
Learning Inclusion: staffing savings through deletion of vacant post and removal of management post via voluntary means through team reconfiguration	**100**	-2.0
Deletion of a number of vacant posts across the Children & Families Directorate	**580**	-15.0
Staffing savings through realignment of management posts in the Children Looked After Service	**104**	-1.5
Total 'BAU' Children & Families 2021/22 savings	**4,254**	**-27.0**

Table 3: City Development Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Savings from a reduction in the council's core office base	**236**	0.0
Asset Management and Regeneration: Staffing savings through voluntary means and expenditure savings through reductions in direct property costs and service revenue budgets	**700**	-7.7
Reductions in general expenditure budgets (e.g. consumables and training) and increased capitalisation of staff costs	**350**	0.0
Markets & City Centre Service: staffing reductions through deletion of vacant posts and voluntary ELI means, general expenditure budget reductions and increased income	**200**	-1.5

Table 3: City Development Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Employment & Skills: staffing reductions through deletion of vacant JNC post and reduction in research and evaluation budget	**100**	-1.0
Planning & Sustainable Development: staffing reductions through voluntary means, increased income and general expenditure budget reductions	**350**	-6.0
Highways & Transportation: use of balances arising from development agreements and review of charging	**900**	0.0
Museums & Galleries collection insurance	**60**	0.0
Efficiencies across venues: Leeds Town Hall, Carriageworks Theatre and Pudsey Civic Hall	**254**	0.0
Reduction in budgets for major events	**400**	0.0
Total 'BAU' City Development 2021/22 savings	**3,550**	**-16.2**

Table 4: Communities and Environment Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Environmental Services: non-operational staffing savings by realigning different sections within the overall service and streamlining management and supervisory arrangements	**635**	-13.2
Additional income from disposal of trade waste	**100**	0.0
Increased charge to developers for replacement bins	**70**	0.0
Cleaner Neighbourhood Teams: general expenditure budget savings	**75**	0.0
Electoral & Regulatory Services: general expenditure and income budget savings	**148**	0.0
Individual Electoral Registration Grant: use of carried forward grant income (one-off saving)	**330**	0.0
Woodhouse Lane Car Park: increased commuter tariff of 50p to a daily rate of £9	**100**	0.0
Additional income from on-street parking tariffs	**100**	0.0
Additional income from bus lane enforcement	**50**	0.0
Car Parking: general expenditure budget savings	**100**	0.0
Bereavement services price rise	**220**	0.0
General Fund grounds maintenance contract: reduction in grass cutting frequencies	**65**	0.0

Table 4: Communities and Environment Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Public Rights of Way Service: reduction in operational budgets including staff reductions through redeployment and increased income	**100**	-2.0
Temple Newsam Cycle Trails and Road Safety Park	**31**	2.0
Reduced contribution to Third Sector Infrastructure Fund budget	**36**	0.0
Review of overhead costs charged to Migration Yorkshire	**40**	0.0
Communities: general expenditure budget savings	**25**	0.0
Savings from Safer Leeds net managed budget	**171**	-5.0
Reduced contribution to Leeds City Credit Union	**63**	0.0
Use of European Structural Investment Fund (ESIF) funding for existing senior customer services staffing costs	**429**	0.0
Staffing reductions in Directorate Improvement Team through voluntary means	**35**	-1.0
Contact Centre: channel shift savings and increased productivity (total saving £420k, £350k of which already included in the financial strategy)	**70**	-18.9
Welfare & Benefits: increased New Burdens grant funding	**100**	0.0
Welfare & Benefits: general expenditure budget savings	**126**	0.0
Total 'BAU' Communities & Environment 2021/22 savings	**3,219**	**-38.1**

Table 5: Resources & Housing Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Human Resources: staffing reductions via voluntary means, reduced development budget and reduced graduate recruitment in Sep 2021	**708**	-11.0
Revenues, Benefits & Council Tax: process efficiencies	**300**	-10.0
Chief Executive's: general expenditure budget savings	**125**	0.0
Business Support Centre: staffing reductions via voluntary means and non-resumption of envopak service (delivery of mail to and from schools)	**380**	-22.0

Table 5: Resources & Housing Directorate		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Legal Services: staffing reductions via voluntary means and deletion of vacant posts, small reduction in supplies and services budget	**216**	-5.3
Civic Enterprise Leeds: staffing savings through voluntary means and increased productivity / smarter working via technology	**996**	-42.0
Civic Enterprise Leeds: insourcing contracts	**550**	0.0
Civic Enterprise Leeds: additional income through increased commercialisation across cleaning and facilities management and PRESTO (help at home services) expanded offer	**243**	0.0
Civic Enterprise Leeds: staffing reductions through voluntary means based on closing office accommodation and redesigning facilities management services	**320**	-11.0
Civic Enterprise Leeds: procurement savings on cleaning and catering contracts	**196**	0.0
Civic Enterprise Leeds: review and rationalisation of running costs	**163**	-1.0
Procurement & Commercial Services: restructure (consultation has already taken place)	**223**	-3.0
Housing General Fund: use of reserve	**120**	0.0
Leeds Building Services: additional turnover from the capital programme	**476**	0.0
Total 'BAU' Resources & Housing 2021/22 savings	**5,016**	**-105.3**

Table 6: Total 'BAU' 2021/22 savings		
Directorate	**2021/22 saving / £'000s**	**FTE budgeted posts**
Adults and Health	8,116	-1.0
Children & Families	4,254	-27.0
City Development	3,550	-16.2
Communities & Environment	3,219	-38.1
Resources & Housing	5,016	-105.3
Total	**24,155**	**-187.6**

Appendix 2: Service Review Proposals

Summary of service review reports presented		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
City Development Directorate		
Economic Development proposals: - staffing reductions through voluntary means - if not delivered, restructure of the Economic Policy Team. - cease membership of BITC (Business in the Community) - stop / reduce attendance at MIPIM - reduce travel and number of staff attending events	110	-1.0
Strategic Planning: proposals to further develop options arising from completion of service review	100	-2.0
Highways & Transportation: proposals to review staffing and operations across the service and generate additional income and/or savings	1,620	-26.0
Total City Development 2021/22 savings proposals requiring consultation	**1,830**	**-29.0**
Resources & Housing Directorate		
Business Administration Service: Proposal to create a fully integrated and centralised administration model with efficiencies through modernisation	2,000	-100.0
Digital Information Service (DIS): Proposal to modernise the structure of the service to deliver savings and secure additional income. Through voluntary measures as far as possible but may require realignment of roles and responsibilities and post deletion, through trade union and staff consultation.	2,434	-58.0
Information Management and Governance (part of the wider DIS service): Proposal to modernise the structure to meet the needs of a modern and agile council and deliver savings. Through voluntary measures as far as possible but may require compulsory measures through trade union and staff consultation.	N/A – part of DIS proposal above	
Financial Services: Proposed restructure of Financial Management within Financial Services with trade union and staff consultation	1,000	-22.0
Sustainable Energy & Air Quality: Proposal to increase income through securing additional grant funding. Also staff savings through voluntary measures but if this is not possible, may require a restructure with trade union and staff consultation.	250	-3.0
Intelligence & Policy Service: Proposed restructure of Intelligence and Policy Service within the Resources and Housing Directorate with trade union and staff consultation	173	-7.8

Summary of service review reports presented		
Proposal	**2021/22 saving / £'000s**	**FTE budgeted posts**
Leeds Building Services: Proposed suite of activities across Leeds Building Services to reduce costs, including overheads, productivity improvements, new IT system and additional income. Largest element through staffing reductions with full restructure anticipated with staff and trade union consultation. *Savings proposal: £1.54m which contributes to offsetting an existing budget pressure.*	0	-70.0
Fleet Services: Proposal to review working practices and delivery models and develop commercial income. Full restructure of Fleet Services required with trade union and staff consultation.	480	-1.0
Total Resources & Housing 2021/22 savings proposals requiring consultation	**6,337**	**-261.8**
Total 2021/22 savings proposals requiring consultation	**8,167**	**-290.8**

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Eve Roodhouse
Report of: Martin Farrington, Director of City Development
Portfolio: Inclusive Growth and Culture
Does the report contain confidential or exempt information? No

Proposal title:	**Economic Development**
2021/22 savings from proposal	£ 110K

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

Overview

Economic Development deliver functions and services that enable the development of a strong economy in Leeds, essential for the health of future council budgets. Economic Development delivers support to businesses in Leeds and for some programmes within the city region; promotes Leeds and the wider city region internationally as a great place to live, learn, work, visit; provides an economic intelligence, Key Account Management, an economic policy service; and is central to the delivery of the Inclusive Growth Strategy one of the three strategies that underpin the Best Council Plan.

The Economic Development Function has seen significant reduction in recent years. For instance, over the last 10 years it is estimated that LCC resources deployed in supporting businesses has reduced from £1.2M in 2007/8 to £244,190 in FY18/19. The Covid 19 Emergency in 2020 has served to highlight how important it is to retain this function rather than to seek to reduce it further with staff deployed on the administration of the business grant schemes as well as seeing an increased demand in existing services.

The International Relations function reduced from 11 FTE in 2008 to 2 FTE today. In the context of both the economic impact of Covid and BREXIT, the next 12-24 months will be a critical time for Leeds to position itself internationally as an outward looking city, building its reputation as a leading city for digital, creative and financial and professional services.

The Inward Investment function is an incredibly lean team comprised of 1 FTE. The function pulls on design resource in the Visit Team and considerable time is also committed by the Head of Service and Chief Officer due to the nature of the work. In the context of economic recovery it is vital that we retain this capability. Opportunities still exist for inward investment and Leeds is well placed to continue to secure external investment.

BEST COUNCIL – MEETING OUR FINANCIAL CHALLENGE

The small Economic Policy and Programmes team provides excellent value through the multiple services it delivers. The team develop and enable the delivery of LCC Economic Policy and Strategy. This includes leading the implementation of the Inclusive Growth Strategy; Significant time is spent by the team working with partners to deliver projects in support of the Leeds economy. The team lead on business engagement through the Key Account Management Team. The team are currently developing the economic response to Covid 19.

This proposal outlines an option to save up to £110,000 per year from the Economic Development service. This will be for a combination of pay and none pay savings.

- Ceasing membership of 'Business in the Community'.
- Stopping or reducing attendance at MIPIM:
- Restructuring the Economic Policy team.
- Reducing travel and a reduction in the number of staff attending events

Impacts of proposal

- **Ceasing membership of 'Business in the Community'.**
  - The negative impact on the Council of ceasing membership of BITC is limited.
- **Stopping or reducing attendance at MIPIM**
  - This presents a risk that Leeds is perceived as not being on an equal footing to other UK Cities such as Manchester that do attend, reducing our attractiveness as an inward investment destination.
- **Restructuring the Economic Policy team.**
  - There would need to be a restructure under LCC processes. Any restructuring exercise will involve disruption to the current service while this is ongoing. The service will not be able to take on any additional work and some current work will be reduced.
- **Reducing travel and a reduction in the number of staff attending events**
  - The savings will be made possible as a result of reduced travel, a reduction in the number of staff attending events, thereby working more efficiently. Promotion and advertising budgets are already low, but these cuts will be made possible through a reduction in paper based advertising, moving towards proactive PR and Social media.

Recommendation(s)

It is recommended that more in-depth appraisals are conducted for the following areas:

If the proposed staffing savings are not delivered through voluntary means then the Economic Policy Team be restructured to deliver the savings. Process and procedures to be applied with follow the advice of Human Resources.

It is recommended that the following proposals are accepted:

Ceasing membership of BITC
Stopping or reducing attendance at MIPIM*
Reducing travel and a reduction in the number of staff attending events

Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

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

Directorate:City Development	**Service area: Economic Development**
Lead person: **Fiona Bolam**	**Contact number:** **01135351882**

1. Please provide a brief description of the organisational change arrangements that you are screening
I am proposing to undertake a restructure of the economic policy team. This will involve stopping a small amount of work in the economic information area and restructuring around key functions that the team performs.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	**Yes**	**No**
Have you already considered equality and diversity within your current and future planning?	Yes	
Where you have made consideration does this relate to the range of equality characteristics	Yes	
Have you considered positive and negative impacts for different equality characteristics	Yes	
Have you considered any potential barriers for different groups	Yes	
Have you used equality information and consultation where appropriate to develop your proposals		No
Is there a clear plan of how equality areas identified for improvement will be addressed		No

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4.**

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3.**

3. Considering the impact on equality, diversity, cohesion and integration
If you can demonstrate that you've 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'll promote positive impact and remove or reduce negative impact)

4. If you're **not** already considering the impact on equality, diversity, cohesion and integration **you'll need to carry out an impact assessment**	
Date to scope and plan your impact assessment:	14/9/2020
Date to complete your impact assessment	30/9/2020
Lead person for your impact assessment (Include name and job title)	Fiona Bolam, Head of Economic Policy

5. Governance, ownership and approval Please state here who approved the actions and outcomes of the screening		
Name	**Job title**	**Date**
Date screening completed		

6. 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 the equality team	Date sent:

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Martin Elliot (Head of Strategic Planning)
Report of: David Feeney (Chief Planning Officer)
Portfolio: *Planning and Sustainable Development*
Does the report contain confidential or exempt information? No

Proposal title:	**Strategic Planning**
2021/22 savings from proposal	*£100k (circa)*

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

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

Executive Summary

Overview

The Council's Strategic Planning Group is at the forefront of shaping the character, development and prosperity of the City. It does this through the delivery of statutory requirements for plan-making and environmental stewardship as well as through supporting and leading the delivery of corporate priorities (usually as projects). It is highly embedded within the wider Council and has an excellent and highly visible working relationship with councillors.

Impacts of proposal

An Efficiency Review was undertaken which considered how the Council could deliver a statutory and non-statutory policy framework at a reduced base cost. Given the nature of the service (with over 700 individual work items) it was not possible within the 4 week period of the Efficiency Review for absolute recommendations to be made; instead a series of 22 options were set out on (a) reducing the amount of work in progress, (b) reducing the time spent on things, by making processes lighter and (c) opportunities to sell professional services, to monetise the skills and expertise in the Group through improved consultancy disciplines.

The Efficiency Review concludes that there are options for **expenditure cost savings** as follows:-

- initial estimated £30-40k p.a. from reduced spend on plan-making (e.g. fewer, reduced scope or joint plans (inc. SPDs) resulting in savings on examination and/or consultation costs)
- initial estimated £10k p.a. saving from taking a reduced approach to consultation (e.g. digital focussed as a preference)

But note these are **not** to be considered as base budget savings as these costs are part of Local Plan expenditure which is a budget that has overspent in previous years so these savings will help keep spend within the budget in future years.

BEST COUNCIL – MEETING OUR FINANCIAL CHALLENGE

As part of **overall operational efficiencies**, it is noted that the Strategic Planning Group needs to create a new culture and a business model that is more agile, collaborative and commercially aware, including:

- an improved 'portfolio management' approach to help better programme work (for which a further "invest to save" business case is to be made est. £10k)
- a more 'consultancy-based' culture to avoid over-delivering
- to better articulate its value, especially the levels of income that it helps generate for the Council

These headline outputs apply to plan-making, consultations for Development Management (e.g. producing standing advice) and Corporate projects and involve streamlining (e.g. preparation of the Local Plan), prioritising, stopping or suspending work (e.g. the Leeds Architecture Awards which whilst cost neutral require significant staff resource and could be administered by another body or partnership). It is also noted that customer centre traffic to the Group is very high and self-serve advice will help make efficiencies.

Should these operational efficiencies happen it will enable reduced staffing costs to be achieved as follows:-

- initially circa £100k from targeted vacancy management and acceptance of a contribution from ELIs as part of a wider service re-structure in line with the Efficiency Review

There is significant interest for the ELI package within the Group. As a result there is a need for further ongoing work to develop these Efficiency Review options as part of a wider staffing restructure, once the extent of the ELI posts are known. This will be in consultation with Planning and Sustainable Development SMT, service colleagues and the Executive Member. It is also noted that the Government have just released significant proposals for the Planning System which potentially will bring about proposes significant changes to the organisation of local planning authorities with an emphasis on Local Plans, design and place making, community participation and digital/GIS processes to enable better engagement.

The Efficiency Review also concludes that there are additional income generation opportunities (e.g. for Geographical Information Systems), which at this stage remain to be considered in more detail with a recognised need for external support in marketing services externally and understanding what their year on year targets may be.

Recommendation(s)

To note progress made in the completion of the Service Review (by external provider) and the contribution to overall service savings of initially £100k for the Strategic Planning Group.

To note the need for further ongoing work to develop these options. This will be in consultation with Planning and Sustainable Development SMT, service colleagues and the Executive Member.

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: City Development	**Service area:** Planning and Sustainable Development
Lead person: Martin Elliot	**Contact number:** 0113 37 87634

1. Title:
Service review report

Is this a:

☐	**Strategy / Policy**	x	**Service / Function**	☐	**Other**

If other, please specify

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

This screening considers equality implications in terms of an efficiency review for the Council's **Strategic Planning Group** (as part of wider budgetary savings to be considered as part of an Executive Board paper for 24th September), in particular staffing issues, customers and end users, policy and practises. Progress to date in making initial proposals for savings is considered in relation to equality impact. The Strategic Planning Group is at the forefront of shaping the character, development and prosperity of the City. It does this through the delivery of statutory requirements for plan-making and environmental stewardship as well as through supporting and leading the delivery of corporate priorities (usually as projects). It is highly embedded within the wider Council and has an excellent and highly visible working relationship with councillors.

An external Efficiency Review was undertaken which considered how the Council could deliver a statutory and non-statutory policy framework at a reduced base cost. Given the nature of the service (with over 700 individual work items) it was not possible within the 4 week period of the Efficiency Review for absolute recommendations to be made; instead a series of 22 options were set out on (a) reducing the amount of work in progress, (b) reducing the time spent on things, by making processes lighter and (c) opportunities to sell professional services, to monetise the skills and expertise in the Group through improved consultancy disciplines. These will enable the Group to make savings through managing vacancies and accepting ELI requests. It is envisaged that this will implemented through a staffing restructure in due course once ELI requests are known and will be in line with the Efficiency Review.

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 • Eliminating unlawful discrimination, victimisation and harassment	x	

• Advancing equality of opportunity • Fostering good relations		

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)

These issues have been raised as part of the Efficiency Review and the initial proposition for the Review explicitly captured them as follows:

> How can Leeds City Council deliver a statutory and non-statutory policy framework at a reduced base cost, ensuring that citizen, developer and members views are considered as part of that process?

However, the Efficiency Review did not arrive at firm recommendations, instead it set out a series of options which the service will need to implement and address. These issues will be considered further as the Efficiency Review is implemented and with further consultation which was not possible due to the speed at which the Review was carried out. From a staffing perspective this will be done in part through a staffing restructure, which is dependent on the interest within the service on the Council's ELI package. From a user perspective any changes to the service will need to be amended through further

consultation work e.g. the Efficiency Review proposes an option of reducing the Groups consultation burden. This would need to be formally done through a Statement of Community Involvement which would require public consultation.

- **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 recommendations for savings set out in the review which are at early stages. Equality considerations have been integral to this review, and given the early stage of the proposals will continue to be considered and mitigated.

Savings option(s)
An Efficiency Review was undertaken which considered how the Council could deliver a statutory and non-statutory strategic planning framework at a reduced base cost. Given the nature of the service (with over 700 individual work items) it was not possible within the 4 week period of the Efficiency Review for absolute recommendations to be made; however, a series of 22 options for efficiency savings were set out on (a) reducing the amount of work in progress, (b) reducing the time spent on things, by making processes lighter and (c) opportunities to sell professional services, to monetise the skills and expertise in the Group through improved consultancy disciplines.

Expenditure Costs Savings.
The Efficiency Review concludes that there are some initial limited options for expenditure cost savings. The savings are:
• initial estimated £30-40k p.a. from reduced spend on plan-making (e.g. fewer, reduced scope or joint plans (inc. Supplementary Planning Documents) resulting in savings on examination and/or consultation costs)
• initial estimated £10k p.a. saving from taking a reduced approach to consultation (e.g. digital focussed as a preference)

<u>Operational Efficiencies</u>
There is potential for savings through overall operational efficiencies. The Efficiency Review noted that the Strategic Planning Group needs to create a new culture and a business model that is more agile, collaborative and commercially aware, including:
• an improved 'portfolio management' approach to help better programme work Portfolio Management disciplines will help keep a better handle on the work being done, allow for a more informed discussion about whether/ when to take more work on (e.g. slow down), and will enable more evidence- based decisions around stopping work that doesn't directly contribute to strategic priorities. It is estimated that this approach will be especially relevant to the Local Plan work programme, which is currently oversubscribed.
In terms of wider equality considerations there are positive impacts, however customers are used to having a responsive service to their queries. The protected characteristics are wide ranging and local plan policies have been responsive to date, for example the 'nationally described space standards' policy was adopted as part of the Core Strategy Selective Review as well as an accessible housing policy. Both policies have had a positive impact in particular for those with mobility issues, younger people and women in but also have more widely benefitted all protected characteristics. It is important that the

local plan scope continues to consider any equality considerations to ensure that policies have a positive impact for end users.

- a more 'consultancy-based' culture to avoid over-delivering. The Review concludes that the Group have a reputation for over-delivering on their work and thus incurring additional costs; doing more work than is required or requested by their clients and a consultancy approach with clearer/defined Project Briefs, Acceptance Criteria, deadlines and quality management processes. A consultancy based approach will have a positive impact on service delivery and equality considerations. Any proposals would further need to identify and work closely with staff to ensure that equality considerations and impact on staff is considered. It is noted that this could reduce the depth of analysis performed by the team in many cases and reduce the expected level of service which will need managing.
- to better articulate its value. The team help Leeds City Council generate a significant level of income; value which is often unseen and underplayed. Being clearer about what people deliver, and sharing success measures openly, can help people hold themselves and their colleagues accountable. It also enables teams to collaborate, meet their objectives and achieve more meaningful job satisfaction. Recognition of value can be a positive driver for staff and morale, and provide a better fit with organisational value.

The Efficiency Review also highlighted 19 further specific options around plan-making, consultations for Development Management and Corporate projects. They involve:

- streamlining work (e.g. reducing the scope/speed of the Local Plan and the resources put into public consultation (e.g. by more on-line options) and preparing more standing advice for planning applications/queries). Impact on staff is important along with a realistic expectation of the local plan scope. This would mitigate any organisational impact and support staff in relation to volume of work and resource available. There is a community expectation around Local Plans and support may be reduced, however this can be mitigated by setting out clear briefs.
- stopping or suspending work (e.g. the Leeds Architecture Awards, which whilst cost neutral requires significant staff resource and could be administered by another body or partnership). Whilst a saving can be made, the impact of this on Leeds reputation as a professional organisation can be affected, however it terms of equality impact this is minimal.
- income generation potential (e.g. for Geographical Information Systems or for service over and above the minimum), which at this stage remain to be considered in more detail with a recognised need for external support in marketing services externally and understanding what their year on year targets may be. This provides an opportunity to further increase income but also to share resource organisational, and will have a positive impact.

<u>Customer Traffic</u>

E-mail customer traffic to the Group is very high and issues in the Efficiency Review, such as improving self-serve advice will help make efficiencies in this area (e.g. through e-forms and web-site improvements (e.g. chat-bots for FAQs)). Further work and alignment with Customer Access will be required. In terms of the impact on staffing this can be useful in reducing workload, however wider equality considerations in terms of the impact on customers will need to be mitigated in particular in terms of the protected characteristics. Accessible documents and how reasonable adjustments will be made are important considerations particularly for customers with disabilities. The different

protected characteristics may rely more heavily on customer service with officers, mitigation should be considered to include access to documentation.

Digital Planning Strategy

Whilst the Efficiency Review recognises that the service is reliant on a handling a large amount of data/information and managing a large number of digital processes (in common with Development Management), where there is opportunity for greater efficiency and savings. It was acknowledged that an in-house Digital Strategy for Planning is already underway and the Review (given its tight timescales) did not focus on this aspect. Work with DIS will continue on this aspect and in particular the role of GIS (e.g. as part of self-serve). Resourcing and training for staff to ensure that the digital strategy can be implemented effectively is important in ensuring that digital planning is incorporated effectively. Accessibility of information and IT resources, for example disabled people may have an economic disadvantage and there is a need to consider mitigation to include reasonable adjustment.

Staffing Savings

Should the operational efficiencies outlined happen, it is considered that this will lead to more efficient use of officer time, create additional capacity and result in the Strategic Planning Group's ability to not fill vacant posts and facilitate consideration of ELI requests. This will be in consultation with Planning and Sustainable Development SMT, HR, service colleagues and the Executive Member. In terms of the impact on staffing structures whilst the response to the ELI packages is positive, the impact of loss of expertise and knowledge is inevitable and it is important to look at mitigation, in terms of more efficient use of officer time, creation of additional capacity, training and support as needed and a wider consideration of impact on organisational service delivery. Any proposals will need to continue to demonstrate due regard has been given. The impact of reduction of staff will mean a narrower remit of service, which may have an impact on end users and customers, the impact of this will need to be mitigated and monitored.

- **Actions**

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

These outputs will need further detailed discussions and consultation (including with staff and customers, who for reasons of speed, were not fully included in the rapid 4-week review). Staff have been involved in early dialogue, and will need to be consulted and involved as these initial proposals are further developed. There will be a need to ensure that the efficiencies and their implications are aligned with Development Management service in particular (and internal clients). It is noted that Government have recently released a White Paper which proposes significant changes to the organisation of local planning authorities with an emphasis on Local Plans, design and place making, community participation and digital/GIS processes to enable better engagement. Equality training and support for officers and members is important to ensure that due regard is given to all changes. Given the importance of

digital planning in national policy, any proposals need to continue to consider accessibility of not only documents/plans but service to end customers.

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**
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:

Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

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

Directorate: City Development	**Service area:** Planning and Sustainable Development
Lead person: Martin Elliot	**Contact number:** 0113 37 87634

1. Please provide a brief description of the organisational change arrangements that you are screening
This screening considers equality implications in terms of organisational change for an efficiency review for the Council's Strategic Planning Group, in particular by considering impacts on staffing structures and, policies and plans. The Strategic Planning Group is at the forefront of shaping the character, development and prosperity of the City. It does this through the delivery of statutory requirements for plan-making and environmental stewardship as well as through supporting and leading the delivery of corporate priorities (usually as projects). It is highly embedded within the wider Council and has an excellent and highly visible working relationship with councillors. An Efficiency Review was undertaken which considered how the Council could deliver a statutory and non-statutory policy framework at a reduced base cost. Given the nature of the service (with over 700 individual work items) it was not possible within the 4 week period of the Efficiency Review for absolute recommendations to be made; instead a series of 22 options were set out on (a) reducing the amount of work in progress, (b) reducing the time spent on things, by making processes lighter and (c) opportunities to sell professional services, to monetise the skills and expertise in the Group through improved consultancy disciplines.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	**Yes**	**No**
Have you already considered equality and diversity within your current and future planning?	x	
Where you have made consideration does this relate to the range of equality characteristics	x	
Have you considered positive and negative impacts for different equality characteristics	x	
Have you considered any potential barriers for different groups	x	
Have you used equality information and consultation where appropriate to develop your proposals	x	
Is there a clear plan of how equality areas identified for improvement will be addressed	x	

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4.**

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3.**

3. Considering the impact on equality, diversity, cohesion and integration
If you can demonstrate that you've 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). There are a number of recommendations for savings set out in the review. This screening considers equality implications in terms of organisational impact. Throughout the process there has been transparency in terms of staff briefings from an early stage. A number of saving options are considered and set out; <u>Savings option(s)</u> An Efficiency Review was undertaken which considered how the Council could deliver a statutory and non-statutory strategic planning framework at a reduced base cost. Given the nature of the service (with over 700 individual work items) it was not possible within the 4

week period of the Efficiency Review for absolute recommendations to be made; however, a series of 22 options for efficiency savings were set out on (a) reducing the amount of work in progress, (b) reducing the time spent on things, by making processes lighter and (c) opportunities to sell professional services, to monetise the skills and expertise in the Group through improved consultancy disciplines.

Expenditure Costs Savings.
The Efficiency Review concludes that there are some initial limited options for expenditure cost savings. The savings are:

- initial estimated £30-40k p.a. from reduced spend on plan-making (e.g. fewer, reduced scope or joint plans (inc. Supplementary Planning Documents) resulting in savings on examination and/or consultation costs)
- initial estimated £10k p.a. saving from taking a reduced approach to consultation (e.g. digital focussed as a preference)

Operational Efficiencies
There is potential for savings through overall operational efficiencies. The Efficiency Review noted that the Strategic Planning Group needs to create a new culture and a business model that is more agile, collaborative and commercially aware, including:

- an improved 'portfolio management' approach to help better programme work Portfolio Management disciplines will help keep a better handle on the work being done, allow for a more informed discussion about whether/ when to take more work on (e.g. slow down), and will enable more evidence- based decisions around stopping work that doesn't directly contribute to strategic priorities. It is estimated that this approach will be especially relevant to the Local Plan work programme, which is currently oversubscribed.
In terms of equality considerations in relation to organisational impact, a portfolio management approach will have a positive impact on service delivery and equality considerations that align with the Best Council Plan. Staff training is important to ensure that positive changes and support are given to staff of all protected characteristics at key stages.
- a more 'consultancy-based' culture to avoid over-delivering. The Review concludes that the Group have a reputation for over-delivering on their work and thus incurring additional costs; doing more work than is required or requested by their clients and a consultancy approach with clearer/defined Project Briefs, Acceptance Criteria, deadlines and quality management processes (amongst other things). A consultancy based approach will have a positive impact on service delivery, this could reduce the depth of analysis performed by the team in many cases and reduce the expected level of service.

- to better articulate its value. The team help Leeds City Council generate a significant level of income; value which is often unseen and underplayed. Being clearer about what people deliver, and sharing success measures openly, can help people hold themselves and their colleagues accountable. It also enables teams to collaborate, meet their objectives and achieve more meaningful job satisfaction. Recognition of value can be a positive driver for staff and morale, and provide a better fit with organisational value.

The Efficiency Review also highlighted 19 further specific options around plan-making, consultations for Development Management and Corporate projects. They involve:

- streamlining work (e.g. reducing the scope/speed of the Local Plan and the resources put into public consultation (e.g. by more on-line options) and preparing more standing advice for planning applications/queries). In terms of equality consideration the impact on staff is important in relation to a realistic expectation of the local plan scope. This would

mitigate any organisational impact by ensuring that the volume of work needs to relate to level of resource available.

- stopping or suspending work (e.g. the Leeds Architecture Awards, which whilst cost neutral requires significant staff resource and could be administered by another body or partnership). Whilst a saving can be made, the impact of this on Leeds reputation as a professional organisation can be affected, however it terms of equality impact this is minimal.
- income generation potential (e.g. for Geographical Information Systems or for service over and above the minimum), which at this stage remain to be considered in more detail with a recognised need for external support in marketing services externally and understanding what their year on year targets may be. This provides an opportunity to further increase income but also to share resource organisationally to provide a wider benefit for all groups.

Customer Traffic

E-mail customer traffic to the Group is very high and issues in the Efficiency Review such as improving self-serve advice will help make efficiencies in this area (e.g. through e-forms and web-site improvements (e.g. chat-bots for FAQs)). Further work and alignment with Customer Access will be required. In terms of the impact on staffing structures this can be useful in reducing workload, however wider equality considerations in terms of the impact on customers will need to be mitigated in particular in terms of the protected characteristics such as those with a disability and on lower incomes who may need a more support.

Digital Planning Strategy

Whilst the Efficiency Review recognises that the service is reliant on a handling a large amount of data/information and managing a large number of digital processes (in common with Development Management) where there is opportunity for greater efficiency and savings, it was acknowledged that an in-house Digital Strategy for Planning is already underway and the Review (given its tight timescales) did not focus on this aspect. Work with DIS will continue on this aspect and in particular the role of GIS (e.g. as part of self-serve). Resourcing and training for staff to ensure that the digital strategy can be implemented effectively is important. Accessibility of information for all, for example disabled people may have an economic disadvantage and reasonable adjustments will need to be considered.

Staffing Savings

Should the operational efficiencies outlined happen, it is considered that this will lead to more efficient use of officer time, create additional capacity and result in the Strategic Planning Group's ability to not fill vacant posts and facilitate consideration of ELI requests. This will be in consultation with Planning and Sustainable Development SMT, HR, service colleagues and the Executive Member. In terms of the impact on staffing structures whilst the response to the ELI packages is positive, the impact of loss of expertise and knowledge is inevitable and it is important to look at mitigation. More efficient use of officer time, creation of additional capacity, training and support as needed and a wider consideration of impact on organisational service delivery.

Actions
(think about how you'll promote positive impact and remove or reduce negative impact)

These outputs will need further detailed discussions and consultation (including with staff and customers, who for reasons of speed, were not fully included in the rapid 4-week review). Staff have been involved in early dialogue, and will need to be consulted and involved as these initial proposals are further developed. There will be a need to ensure that the efficiencies and their implications are aligned with Development Management service in particular (and internal clients). It is noted that Government have recently released a White Paper which proposes significant changes to the organisation of local planning authorities with an emphasis on Local Plans, design and place making, community participation and digital/GIS processes to enable better engagement. Equality training and support for officers and members is important to ensure that due regard is given to all changes. Given the importance of digital planning in national policy, any proposals need to continue to consider accessibility of not only documents/plans but service to end customers.

4. If you're **not** already considering the impact on equality, diversity, cohesion and integration **you'll 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)	

5. Governance, ownership and approval
Please state here who approved the actions and outcomes of the screening

Name	**Job title**	**Date**
Date screening completed		

6. 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 the equality team	Date sent:

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Gary Bartlett, Chief Officer for Highways and Transportation
Report of: Director of City Development
Portfolio: *Climate Change, Transport and Sustainable Development*
Does the report contain confidential or exempt information? No

Proposal title:	*Highways & Transportation proposals: review of staffing and freezing of vacancies*
2021/22 savings from proposal	£ *1,620k*

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

Overview

Highways and Transportation Service comprises 3 service areas which carry out the Council's role as Highway Authority, Traffic Authority and lead Local Flood Authority.

Because of the nature of the Service's work, the statutory elements, the Service's structure (its size and technical centre of excellence status) and its modus operandi, previous reviews have culminated in proposals to review how we operate and are structured, review charges and fees, review the level of works carried out by third parties and to pursue one-off opportunities as and when they arise, for example via effective procurement and contract management processes; in other words, to look to increase turnover and to diversify in order to generate further work and income for the Service. These proposals follow this model which has served the Service, the Directorate and Council well over the last 10-15 years, and are seen as achievable.

The proposals comprise a number of elements:

No.	Proposal	Saving £
1	Review of staffing	270,000
2	Freezing of vacancies	1,240,000
3	Reduction in sign and road markings budget	70,000
4	Review of supplies and services	40,000
	Total:	**1,620,000**

For the purposes of this exercise, proposals (1) and (2) have been reviewed together. Proposals 3 and 4 will be progressed / managed by the Service throughout the financial year.

Review of staffing and freezing of vacancies: because of the scale of the work across the whole Service, a number of structures have been undertaken and are planned to match resources with heavy workloads. Given the circumstances, it seems appropriate at this stage to review these restructures and any other potential for restructuring to improve overall service performance and the number of budgeted vacancies across the whole service whilst being mindful not to adversely impact the delivery of programmes or schemes, income generation or savings efficiency potential. The freezing of posts could be delivered in a relatively short timescale after careful review but any restructuring proposals will take many months to deliver because of the level of consultations to be undertaken and processes to follow.

Impacts of proposal

The impact of the review of staffing and freezing of vacancies proposals will be felt most keenly in one part of the service namely Highways Infrastructure. For various staffing reasons, the restructure has not progressed as quickly as in the other two service areas causing some frustration because some longstanding issues have not yet been addressed.

Any further general restructuring proposals will cause a level of uncertainty depending on the level of change that might be involved. Detailed discussions with all staff involved and the trade unions will be undertaken.

Recommendation(s)

Executive Board is requested to:

AGREE to a review of staffing and operations across Highways and Transportation Service, including the potential freezing of budgeted posts, to generate income and/or savings in order to reduce the net managed H+T budget by circa £1.5m per annum.

Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

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

Directorate: City Development	**Service area: Highways and Transportation**
Lead person: Gary Bartlett	**Contact number:**

1. Please provide a brief description of the organisational change arrangements that you are screening
Review of staffing and freezing of vacancies: because of the scale of the work across the whole Service, a number of structures have been undertaken and are planned to match resources with heavy workloads. Given the circumstances, it seems appropriate at this stage to review these restructures and any other potential for restructuring to improve overall service performance and the number of budgeted vacancies across the whole service whilst being mindful not to adversely impact the delivery of programmes or schemes, income generation or savings efficiency potential. The freezing of posts could be delivered in a relatively short timescale after careful review but any restructuring proposals will take many months to deliver because of the level of consultations to be undertaken and processes to follow. Work on this is still at a very early stage and will be influenced by the response to the recent ELI offer with staff being asked to express interest by the end of September 2020.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	**Yes**	**No**
Have you already considered equality and diversity within your current and future planning?		x
Where you have made consideration does this relate to the range of equality characteristics		x
Have you considered positive and negative impacts for different equality characteristics		x
Have you considered any potential barriers for different groups		x
Have you used equality information and consultation where appropriate to develop your proposals		x
Is there a clear plan of how equality areas identified for improvement will be addressed		x

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4.**

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3.**

3. Considering the impact on equality, diversity, cohesion and integration
If you can demonstrate that you've 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'll promote positive impact and remove or reduce negative impact)

4. If you're **not** already considering the impact on equality, diversity, cohesion and integration **you'll need to carry out an impact assessment**	
Date to scope and plan your impact assessment:	Autumn post 25th September
Date to complete your impact assessment	Autumn 2020
Lead person for your impact assessment (Include name and job title)	Gary Bartlett Chief Officer Highways and Transportation

5. Governance, ownership and approval
Please state here who approved the actions and outcomes of the screening

Name	**Job title**	**Date**
Gary Bartlett	Chief Officer Highways and Transportation	19th August 2020
Date screening completed		19th August 2020

6. Publishing

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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:19th August 2020
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:19th August 2020
All other decisions – sent to the equality team	Date sent:

BEST COUNCIL – MEETING OUR FINANCIAL CHALLENGE

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author: Louise Snowden, Head of Business Administration
Report of: Director of Resources and Housing
Portfolio: Councillor J Lewis: Deputy Leader and Executive Member for Resources
Does the report contain confidential or exempt information? No

Proposal title:	**Remodel of the Business Administration Service**
2021/22 savings from proposal	*£2.0m *Est*

Who are you expecting to consult with?	Service users?	No
	Staff?	Yes
	Other stakeholders?	Yes – service areas in the Council and partner agency, Health

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

Executive Summary

Overview

Background

The Business Administration Service (BAS) was created as part of the Better Business Management (BBM) review in 2015, under the umbrella of Shared Services with the Business Support Centre. By bringing administration teams together under the BAS the intention was to review how administration teams were working and how they could work smarter and more efficiently making best use of available resources and digitalisation opportunities.

The vision and the objectives of BAS are:
VISION - To develop a professional Business Administrative Service that meets Service needs and supports the delivery of the Best Council Plan outcomes ensuring the efficient use of resources, capacity and technology

- *We will* … Work in partnership with services and business partners to realise an effective Business Administration Service.
- *We will* … Optimise opportunities for efficiency; further embedding the 'simplify, standardise and share, automate and stop' approach, maximising technology and delivering process improvements.
- *We will* … Deliver modern, professional and cost effective administrative support to the Council and all our customers.
- *We will* …. Cultivate skills, empower, engage and motivating our workforce, realising and recognising their full potential.

The service has staff working in all directorates of the council. Staff are co-located with the services and there is a combination of direct line management within the BAS and matrix management within other directorates. There is no single fixed line management model across the whole of the

service but all staff (where there are matrix management arrangements) have a named contact within BAS.

BAS comprises of approximately 750 staff across over 130 sites and has a budget of approximately £17 million. To date, since its inception, the BAS has already delivered in excess of **£4m** savings from centralisation.

The current financial challenge and growing demand on services means there is an urgent need to progress the aims and objectives of the service at a pace building on a review of the learning and experience of the service since its inception. This is to ensure that we can provide support services that meet business need, enable delivery of service outputs and outcomes that uses our limited resources more efficiently and effectively.

Proposed Option – Fully Integrated Model

- Expected to achieve the greatest efficiencies
- Maximises opportunities for resilience, consistency and modernisation
- Least complex management structure

This is a "blank sheet of paper" approach adopted by some authorities which sites all non-customer facing administration within a function based service alongside a single service menu/offer and quality framework.

Review - Scope and Methodology

The scope of the service review is the current management structure, all administrative support including matrix managed areas and consideration of all functions to identify immediate areas of efficiency and further areas to be developed subject to interdependencies with broader service review developments and constraints.

The design principles used to underpin this cross cutting review are:

- To further develop the fully integrated model with the focus on moving to a function based service provision to build resilience and consistency across administrative support based on learning to date including the recent lockdown.
- In partnership with all stakeholders to ensure the most efficient and effective allocation of resource, capacity and skill level to meet differentiated business need and enable service areas to achieve their business outputs and outcomes.
- To apply the principles of Standardise, Simplify, Share, Automate and Stop to all areas of administrative activity. BAS will develop a single service offer and stop support where there is no perceived value to the authority
- That the identified savings will be delivered in phases with initial savings in2021/2022 (Phase 1) in areas that are directly line managed by BAS and (Phase 2) where there are opportunities for potential additional efficiencies as matrix managed areas are absorbed and reviewed as part of the mobilisation of the proposal and broader organisation developments.
- All future reviews and developments will form an ongoing work programme over the next 2/3 years with the aim of achieving additional efficiencies whilst responding to the evolving organisation and

- That BAS will retain administrative groupings where an impact can be achieved, and remove matrix management arrangements.
- BAS will work with service areas to consider the most appropriate line management arrangements where it is identified that there are no additional benefits or improvements that can be achieved by remaining part of this new structure for either the service or for BAS. BAS would still provide professional administrative leadership, advice, guidance and support for these staff and their services rather than direct line management support.
- The project and improvement area of BAS is out of scope.

Conclusion

As at the date of this report estimated savings of £2.0m (in a full year from implementation) have been identified from the proposed option based on the above parameters. This is a gross saving and includes the £200k saving already assumed for the review of meeting support.

Impacts of proposal

- Efficiencies - Potential for the highest level of efficiencies to be achieved which will have minimal impact on front facing services to the public.
- Future proofing & resilience - This model can be the most resilient and responsive to changing priorities enabling the application of the most modernised practice as the workforce will be multi skilled and efficient.
- Modernisation - Maximises the opportunities to fully realise the benefits of modern technology and new ways of working with very little disruption to service areas – key link and delivery arm of the core systems review and Changing the Workplace. This also supports the development of council wide usable data and intelligence to enhance and exploit our data science capabilities.
- Technological efficiency - Dedicated expertise to standardise systems and processes ensure optimised efficient and effective use of available resources by working in conjunction with the Digital Information Service (DIS)/Finance. Scope to automate high volume, transactional work and repetitive processing subject to implementing the right technology and exploiting digitisation opportunities.
- Consistent professional management arrangements - For all admin staff with the potential to further improve performance, attendance and productivity with consistent role expectations and grading.
- Benefits to workforce - Improved opportunities for admin workforce development, multi-skilling and career progression.
- Managing change - Need to consider alternative/innovative approaches, digital opportunities and national/international examples of best practice rather than transpose or replicate existing systems if they are not an efficient or effective use of resources. Will require strong change management support for, and engagement with, areas to review their business needs and systems.
- Scope - Need to ensure we have captured all identified admin staff who are currently not part of the BAS.

Consultation

- Design and implementation of this proposal will require extensive consultation, engagement and collaboration with all service areas, partners, BAS staff and Trades Unions involving support from Human Resources, DIS and Finance.

- The focus of consultations will be on two key areas based on the design principles outlined above – delivery model/structure and single service offer.
- An initial consultation programme with staff and service areas/partners (September 2020 to December 2020) will be timetabled subject to approval of this option. It is anticipated that these will continue as a rolling programme as the service develops, to facilitate flex and response to the changing demands of the Council and further developments arising from service reviews and continuous improvement.
- Regular engagement with Trades Union through existing consultation arrangements.
- BAS management attendance at Senior Management Teams and Senior Leadership Teams in service areas as required.
- Reporting to the financial challenge governance arrangements to ensure alignment with, and support for, interdependent service reviews across the council.

To date the service review has included consultation with:

- Initial communication sent out to all BAS colleagues on 14th July 2020 to update everyone on activity, requesting suggestions and ideas.
- BAS colleagues in various teams included in review to identify current activity and potential options.
- Trades Union briefing/initial consultation meeting 5th August 2020.

Impact on the Public

As this is a back office function there are no potential negative impacts on the public as long as the functions provided enable service areas to continue to deliver their outputs and outcomes. The new model reduces duplication and standardises/streamlines processes as officers work together to collectively problem solve and modernise. This should ensure an improved consistency and standard of service which could positively impact on customer experience.

Equality, Diversity, Cohesion and Integration

The completed Equality, Diversity, Cohesion and Integration Screening document is attached – Appendix 4.

Recommendation(s)

• Members are requested to consider the option to further develop the current Business Administration Service to create a fully integrated administration model;

• This will enable the service to maximise opportunities to deliver efficiencies through modernisation and effective use of available resource to better support business need whilst not adversely affecting service users;

• Also to approve the proposal going out to consultation as part of the council's medium-term financial strategy and preparation for setting the 2021/22 Budget;

• And that the Director of Resources and Housing 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 or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: **Resources and Housing**	**Service area:** **Business Administration Service**
Lead person: **Louise Snowden**	**Contact number:** **07891 278030**

1. Title:
Service Review of Business Administration Service

Is this a:

X	**Strategy / Policy**		**Service / Function**		**Other**

If other, please specify

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

Following a series of ongoing conversations and consultation with BCDT it has been agreed that we need to review the delivery model for the BAS to ensure an effective structure and focus in order to achieve the aims – below:

- *We will … Work in partnership with Services and Business Partners to realise an effective Business Administration Service.*
- *We will … Optimise opportunities for efficiency; further embedding the 'simplify, standardise and share, automate and stop' approach, maximinsing technology and delivering process improvements.*
- *We will … Deliver modern, professional and cost effective Administrative Support to the Council and all our customers.*
- *We will …. Cultivate skills, empower, engage and motivating our workforce, realising and recognising their full potential.*

Initially three preferred options were identified to explore in greater detail. However, in response to the current financial challenge, and as part of the council wide service review activity, it has

been agreed with BCDT and the Medium Term Financial Strategy (MTFS) Core Group to focus on developing a fully integrated and centralised model to enable the service to achieve our aims and maximise the benefits/efficiencies of the service at a pace.

Fully Integrated and Centralised Model

- *Expected to achieve the greatest efficiencies*
- *Greatest resilience, consistency and modernisation*
- *Least complex management structure*

This is a "blank sheet of paper" approach adopted by some authorities which sites all non-customer facing administration within a function based central service alongside a service menu/offer. Additional administration support will need to be factored into existing capacity and requested via a centralised process with new requests subject to additional funding where the work cannot be absorbed.

The scope of the cross cutting review is the current management structure, all administrative support including matrix managed areas and consideration of all functions to identify immediate areas of efficiency and further areas to be developed subject to interdependencies with broader service review developments and constraints.

The design principles used in the considerations of how this proposal can be achieved so far are:

- *To further develop a more "central, streamlined, fully integrated" model with the focus on moving to a function based service provision to build resilience and consistency across administrative support based on learning to date including lockdown.*
- *That BAS will retain administrative groupings where an impact can be achieved, and remove matrix management arrangements. BAS will return staff/services where the Department should have the burden of risk or it is inappropriate for BAS to hold responsibility.*
- *In partnership with all stakeholders to ensure the most efficient and effective allocation of resource, capacity and skill level to meet differentiated business need and enable service areas to achieve their business outputs and outcomes.*
- *To apply the principles of Standardise, Simplify, Share, Digitise and Stop to all areas of administrative activity. BAS will develop a single service offer and stop support where there is no perceived value to the authority*
- *That BAS will apply administrative groupings where an impact can be achieved to ensure robust and proportionate management structures and to streamline line management arrangements.*
- *That the identified savings will be delivered in phases with initial savings in2021/2022 (Phase 1) in areas that are directly line managed by BAS and (Phase 2) where there are opportunities for potential additional efficiencies as matrix managed areas are absorbed and reviewed as part of the mobilisation of the proposal and broader organisation developments.*
- *All future reviews and developments will form an ongoing work programme over the next 2/3 years with the aim of achieving additional efficiencies whilst responding to the evolving organisation and*
- *That BAS will work with service areas to consider the most appropriate line management arrangements where it is identified that there are no additional benefits or improvements that can be achieved by remaining part of this new structure for either the service or for BAS. BAS would still provide professional administrative leadership, advice, guidance and support for these staff and their services rather than direct line management support.*
- *The project and improvement area of BAS is out of scope.*

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 • 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)

- There are likely to be impacts in changes of roles and skill base on existing staff cohort. A number of existing staff were employed when admin functions included relatively routine, simplistic and repetitive actions. The increased focus on technology and digitisation means these functions (scanning, filing etc) are becoming increasingly scarce and the financial need to make systems as efficient and effective as possible leaves a number of staff with a skill gap which may or may not be able to be supported subject to their individual requirements and/or needs.

- The proposal will actively support more flexible and remote working which will offer more choice and benefits for staff on lower grades and those with caring responsibilities. This will further support work life balance, ease travelling and the cost of working and a predominantly female workforce who are often the ones who have the caring roles.

- As administration is often a route into the Council for a career (eg at the start of working or as part of a career change) there is a need to ensure that staff benefit from ongoing professional development to build skills and enable them to achieve their potential. There is also a need to ensure staff do not become silo'ed from other career and development opportunities in the Council.

- **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)

- Supporting Inclusion – the change to administrative functions to maximise the opportunities for effective and efficient use of resources may adversely impact a proportion of our workforce who have traditionally undertaken more routine and repetitive activities. Support for upskilling or flexible redeployment will need to take into account the needs of all staff who may require this help.
- Remote working – the experience of and feedback from lockdown has evidenced that the majority of BAS colleagues are keen to continue to work from home wherever possible. Benefits that have been cited include reduced travel costs (which can be disproportionate given the average levels of grade in BAS), increased flexibility for caring responsibilities, increased capacity due to the use of technical solutions and work rounds and improved work life/balance. The service will continue to support office based working where this has been necessary to support the health and wellbeing of an individual.

- Workforce Development - the proposed model will build on the existing workforce development activity and offer to enable flexible deployment and multi-skilling. This will support staff to develop skills in different areas and providing a clear pathway to more senior roles should this be their ambition. This will also need to interface with broader organisational/workforce development and career pathways across the disciplines in the Council. The model will also facilitate dedicated team arrangements to maximise peer and team support and increase opportunities for quality collaborative time/social interaction.

- **Actions**

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

- Support for upskilling or flexible redeployment as part of the change management/mobilisation will need to take into account the needs of all staff who may require this help.
- Making use of internal expertise and external links with key partners – assessments, links to employment retraining opportunities, eg adult social care, SEND learning expertise such as education psychologists and post 16 advice, employment and skills, inclusive growth strategy and connections with business partners
- Maximise application of technology to enable inclusion eg user friendly ordering/catalogue processes as is being explored by the core systems review.
- Ensure all organisational/workforce development and pathway planning aligns with professional development of administrative staff alongside multi-skilling and rotation of roles in line with individual staff career ambitions.
- Build quality team/collaboration time and opportunities for social interaction into business as usual timetable.
- The assessment will be regularly reviewed and updated and the impact of change on protected characteristics will be monitored to ensure no disproportionate impact on specific groups.

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:	September 2020
Date to complete your impact assessment	October 2020
Lead person for your impact assessment (Include name and job title)	Lorna Jones Project Manager

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	3rd August 2020
Date screening completed		31st July 2020

7. Publishing

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

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

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

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

For Executive Board or Full Council – sent to **Governance Services**	Date sent:
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 report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Bev Fisher, Interim CDIO and Jo Miklo, Head of Digital Efficiencies/Interim Business Manager
Report of: Neil Evans, Director of Resources and Housing
Portfolio: Resources
Does the report contain confidential or exempt information? No

Proposal title:	**DIS – Modernise the structure of the service to deliver savings and secure additional income**
2021/22 savings from proposal	£ *2,434k*

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

Overview

The Digital Information Service (DIS) currently supports over 12,000 council employees in carrying out their day to day work activity along with providing support to other bodies such as Clinical Commissioning Group (CCG), Aspire, Schools and West Yorkshire Joint Services.

The service provides a full range of services from the exploitation and delivery of IT solutions to modernise how we work, through to keeping the council network resilient and secure. The service currently has 507 FTE staff in post. With a gross budget of £32m, of which £22m relates to staffing and a net budget of £21m, with £6m of the £10m income coming from charges to capital schemes.

The proposals put forward are predominantly staffing based as this area of spend equates to 72% of the services gross expenditure budget. This proposal also links to the proposal: Information Governance Service - Modernise the structure to meet the needs of a modern and agile Council and deliver savings.

The successful implementation of these proposals are dependent upon each area of the council engaging with the DIS to create prioritised digital roadmaps, linked to the Best Council Plan, so that work is proactive and well planned and can be carried out in a timely manner, at the same time ensuring legal responsibilities are met. The service will limit the amount of in house development of solutions and will maximise external expertise, utilising frameworks which have been established and are in place until 2023.

New contracts will be put in place to reduce the reliance on contractor (agency) resource, particularly within the project management area, which will enable the service to flex up to meet demand with experts in the field for the implementation of technical digital projects.

Over the last few years staff have been moved into the DIS from business directorates to ensure that the technical support for council systems is professionally led. This has created a number of disparate teams and roles which will be reviewed to ensure no single points of failure, teams of a size and structure which meet the

councils design principles and the ability to provide the appropriate levels of support for council systems. Services provided from the technology teams will need to move towards introducing industry standard practices and tools and techniques to ensure the service is working in the most effective way possible.
The information governance service (subject to a separate review) will be reshaped to ensure best use is made of the roles within the team and there will be a drive to make more council data (of a none sensitive nature) open thus enabling those who are able to, to access data themselves directly.

Impacts of proposal

There will be an impact on staff within the services as the proposals put forward reduce the workforce by 58 FTE. Whilst the service hope to be able achieve a significant proportion of this through voluntary measures, in some service areas it will necessary to realign roles and responsibilities, and potentially the deletion of posts which may result in a redundancy situation.

Best endeavours will be made to minimise the disruption to the delivery of services to the rest of the council and partner organisations as the proposals in this report are implemented. The service will be streamlining processes and procedures and skilling up existing staff through knowledge transfer as work activities required change, and automating or removing work activities that do not add value to the council. However it should be noted that during the time of change there may be issues experienced whilst plans are implemented. Additionally these proposals rely on council services being willing to engage with the DIS in developing digital roadmaps and prioritising requirements to ensure they meet the objectives of the best council plan.

Recommendation(s)

Members are requested to approve the proposals put forward in this report which will realign resources, change ways of working and reduce staff numbers and will be delivered by the Director of Resources and Housing between Autumn 2020 and Spring 2021.

Members are requested to approve that the Director of Resources and Housing can commence staff consultation on the proposals in this report.

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: Resources & Housing	**Service area: DIS**
Lead person: Bev Fisher	**Contact number: 0113 -3784447**

1. Title: RH SR 1 DIS Service Review and RH SR 2 IMG Service Specific review
Is this a: ☐ **Strategy / Policy** ☒ **Service / Function** ☐ **Other** **If other, please specify**

2. Please provide a brief description of what you are screening
Modernisation of the DIS service to deliver savings and secure additional income. There will be a reduction in headcount achieved in part through voluntary means but with the potential of compulsory redundancies. Changes will be required to structures, job roles and processes to enable the service to operate effectively with a reduced workforce.

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 • 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:	23/09/20
Date to complete your impact assessment	30/09/20
Lead person for your impact assessment (Include name and job title)	Bev Fisher Interim Chief Digital and Information Officer

6. Governance, ownership and approval Please state here who has approved the actions and outcomes of the screening		
Name	**Job title**	**Date**
tbc		
Date screening completed		tbc

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:

BEST COUNCIL – MEETING OUR FINANCIAL CHALLENGE

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Louise Whitworth, Head of Information Management and Governance
Report of: Neil Evans, Director of Resources and Housing
Portfolio: Resources
Does the report contain confidential or exempt information? No

Proposal title:	**Information Governance Service - Modernise the structure to meet the needs of a modern and agile Council and deliver savings**
2021/22 savings from proposal	£ This is referenced in the DIS proposal

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 – joint with DIS proposal (RH SR 1)

Executive Summary

Overview

Information Management and Governance (IM&G) forms part of the Digital and Information Service (DIS), which is in the process of going through a review to develop and implement a new target operating model. As part of the review of DIS, BJSS were asked to support the IM&G team (a team within DIS) with a review of their organisation design and operating model to drive cost saving efficiencies.

The IM&G team is responsible for the delivery of the following statutory and non-statutory functions:

- Data protection legislation
- Freedom of information legislations
- Cyber security
- Records management
- Compliance with national standards and frameworks
- Data Protection Officer accountabilities

The IM&G team has circa 42 staff that deliver the information management and governance service to the council and the citizens of Leeds. The team has very few other overheads that could be reduced to achieve the required savings. BJSS was therefore asked to consider an organisation restructure as the primary method to deliver these cost savings.

To gain a detailed understanding of as-is (current) ways of working, processes, and org structure the BJSS team completed over 30 interviews and workshops with a range of stakeholders across the council, as well as comprehensive review and analysis of documentation. From this research the team were able to gather over 114 pain points relating to as-is ways of working and 146 opportunities for the to-be recommendation. These findings were clustered into themes and shared with the Head of Information Management and Governance.

From the research completed a number of options were developed and shared with the Head of Information Management and Governance. Collaboratively the options were refined to identify one option that will deliver

the cost savings required alongside new ways of working. This option will result in a shift from a complex matrix staffing model to focus on an agile delivery model with strategic channel management supported by enhanced operational activity.

In order to achieve the proposed savings and implement the proposed improvements to ways of working, a restructure would be required. A reduction in staff numbers would be required, including staff at JNC level. The proposal is dependent on the restructure and the implementation of the new ways of working in order to balance the reduction in staffing numbers.

The proposed savings form part of the wider DIS submission: DIS – Modernise the structure of the service to deliver savings and secure additional income.

Impacts of proposal

There will be an impact on staff within the service as the proposals put forward reduce the workforce. Whilst the service hope to be able achieve a significant proportion of this through voluntary measures, if this is not possible it may result in a compulsory redundancy situation.

Best endeavours will be made to minimise the disruption to the delivery of service to the rest of the council and partner organisations as the proposals in this report are implemented. The service will be streamlining processes and procedures and skilling up existing staff through knowledge transfer as work activities required change, and automating or removing work activities that do not add value to the council. However it should be noted that during the time of change there may be issues experienced whilst plans are implemented.

Recommendation(s)

Members are requested to approve the proposals put forward in this report which will realign resources, change ways of working and reduce staff numbers and will be delivered by the Director of Resources and Housing between Autumn 2020 and Spring 2021.

Members are requested to approve that the Director of Resources and Housing can commence staff consultation on the proposals in this report.

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): John Bywater
Report of: Chief Officer – Financial Services
Portfolio: Resources
Does the report contain confidential or exempt information? No

Proposal title:	**Financial Services Review**
2021/22 savings from proposal	£ 1,000K

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

Overview

This review centres on the financial management function within Financial Services and how the service proposes to deliver target savings of c**£1M (12.7% of the service's 2020/21 gross budget; 17% of the service's 2020/21 net managed budget of £5,875k).**

The current operating model for financial management has served the Council well for many years, however, in order to deliver savings of this magnitude over such a challenging time-scale, it is imperative that the service transforms in order to contribute to the Council's savings target and support new ways of working.

The key aims of this service review are:

- To deliver savings in financial management staffing of £1.00M in 2021/22 (equivalent to circa 25fte's)
- To shift financial management capacity from routine budget monitoring to more value-added tasks, supporting improved service performance/value for money and enabling council-wide transformation
- To improve workforce flexibility/ agility, enabling the financial management service to better manage peaks in workloads
- To ensure the financial management service is as prepared as possible for the implementation of new ERP technology

A number of high priority work-packages involving significant business change have been identified as follows:

- **Business Intelligence (BI)** - exploit the capabilities of Power BI to automate and standardise the production of financial dashboards and visualisations of data that will support the Council's journey towards greater self-sufficiency amongst budget managers

- **Budget Accountability Framework** - review, update and implement changes to the Council's Budget Accountability Framework, including the role of Financial Management and directorate-based Chief Officers (Accountable Chief Officers) and budget-holders.
- **Risk-based Approach** – develop and adopt a risk-based approach to budget management, ensuring financial and non-financial resources deployed on the monitoring and control of budgets are commensurate with risk
- **Process Rationalisation** - identify low value-added planning and budgeting processes that may be stopped and conversely value-added budget monitoring processes that can be improved, for example by using dashboards generated using Power BI and/or agreeing a standard, good practice approach
- **Service Offer** - redefine and reset the core financial management offer to the wider Authority, transitioning from a parent-child, resource intensive service to a more collaborative/self-service model
- **Operating Model** – Identify and implement a new Service Delivery Model and associated organisational structure for Financial Management

These work packages will enable the service to free up significant capacity, releasing staff resources from routine budget monitoring tasks, bringing the Council's mantra of simplify, standardise and share to life and supporting the journey to an improved manager self-service experience.

Completion of these work packages is therefore of the highest priority and must be finalised by March 2021 in order to facilitate the transition to a new operating model and Financial Management structure from 2021/22.

Design of the new operating model for Financial Management will be based on the principle of 'form follows function', ensuring that the new shape and structure of the service is aligned with the Council's Finance Strategy (driving improved value for money and financial sustainability).

Impacts of proposal

The proposal primarily impacts upon financial management staff and service users. Significant and initially rapid business change will be required to deliver the target savings (staff savings) for 2021/22 during a period when Covid-19 is already having a significant impact on ways of working and potentially staff morale. Ultimately, employees and service users should benefit from more efficient and effective processes and use of technology.

The review will have significant implications for staff and service users and extensive consultation will be undertaken with staff and their Trade Unions in September/October 2020. All financial management staff will be consulted about the proposals and emailed with a copy of the consultation documents. This will signal the start of a consultation period of no less than 30 days.

Additionally, those officers directly affected by proposals will be offered a 1:1 consultation meeting with either the Chief Officer Financial Services, Deputy Chief Officer Financial Services or appropriate Head of Finance.

If the proposals are amended as an outcome of the consultation process and this has a potential impact on other posts not currently materially impacted, employees affected will be notified and will have the right to be consulted about those proposals**.**

Recommendation(s)

Members are requested to approve the proposal to deliver £1m savings in financial management staffing going out to consultation as part of the preparation for setting the Council's 2021/22 budget and that the Director of Resources & Housing will be responsible.

Equality, diversity, cohesion and integration screening – organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

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

Directorate: Resources and Housing	**Service area: Resources**
Lead person: Carol Gill/Jessica Dolphin/John Bywater	**Contact number: 07891 279340**

1. Please provide a brief description of the organisational change arrangements that you are screening
The current operating model and staffing structure for financial management is being reviewed in order to develop a sustainable financial management service that is well equipped to support delivery of the Council's Finance Strategy 2020 – 2025 and the outcomes of the Best Council Plan. The review outlines plans to deliver successful business change involving a number of work-packages that are intended to automate, standardise and streamline core finance business processes, re-design the financial services 'Delivery Offer' and reconfigure the financial management service and associated roles and responsibilities. The proposal primarily impacts upon financial management staff and service users and is part of the proposal to achieve £1.0m savings within the service for the 2021/22 budget and beyond. Significant and initially rapid business change will be required to deliver the target savings in 2021/22 during a period when Covid-19 is already having a significant impact on ways of working and potentially staff morale. Ultimately, employees and service users should benefit from more efficient and effective processes and use of technology.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	**Yes**	**No**
Have you already considered equality and diversity within your current and future planning?	X	
Where you have made consideration does this relate to the range of equality characteristics	X	
Have you considered positive and negative impacts for different equality characteristics	X	
Have you considered any potential barriers for different groups	X	
Have you used equality information and consultation where appropriate to develop your proposals	X further analysis to come completed following EIA on Corp ELI and Voluntary Measures	
Is there a clear plan of how equality areas identified for improvement will be addressed	X through further assessment of proposals as they development following consultation	

If you've answered **no** to the questions above, there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4.**

If you've answered **yes** to the questions above and believe you've already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3.**

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

If you can demonstrate that you've 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 review will affect all those staff within financial management as the service is being reconsidered to be fit for purpose to support the organisation in the future.

A breakdown of equality information by grade has been obtained and will be fully considered as these proposals move forward. The review could provide for the potential for multiple changes including:

- reduction of headcount at some grades
- increase of headcount at some grades
- creation of new roles to sit within the structure

Any potential positive or negative impacts on staff will be considered and options assessed to pay due regard to equality, to ensure the service is efficient and effective but also is a diverse service maximising on the talents of individuals.

There is currently a corporate programme of the Early Leavers Initiative (ELI) and other voluntary measures which staff within the service may have applied for. It is important to note that as this is a corporate scheme, a separate equality impact assessment is being conducted to consider the impact on equality of the scheme across the council. The impact of those within financial management is unknown until they reaffirm their interest at the end of September 2020. At the point of considering requests the management team will balance the financial savings required alongside any impact on the diversity of the team.

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).

We know that in particular the implementation of a the new financial management model has the potential to affect

- all employees within the financial management service, so all equality characteristics will be relevant and considered throughout the process
- the interaction of the 'customer' of other council services in how they interact with the financial management service in particular optimisation of the use of technology

Actions
(think about how you'll promote positive impact and remove or reduce negative impact)

We will ensure all aspects of the review continue to give due regard to equality to inform decision making and appropriate records are maintained and ensure a meaningful and transparent consultation process takes place on the proposals that have been developed

4. If you're **not** already considering the impact on equality, diversity, cohesion and integration **you'll need to carry out an impact assessment**

Date to scope and plan your impact assessment:	Continually review the assessment throughout the review process
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	Heads of Business Change

5. Governance, ownership and approval
Please state here who approved the actions and outcomes of the screening

Name	**Job title**	**Date**
Date screening completed		

6. 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: as report on EB report
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:
All other decisions – sent to the equality team	Date sent:

Service review report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Polly Cook
Report of: Director of Resources and Housing
Portfolio: Climate Change, Transport and Sustainable Development
Does the report contain confidential or exempt information? No

Proposal title:	**Sustainable Energy & Air Quality team savings proposal**
2021/22 savings from proposal	£ *250,000*

Who are you expecting to consult with?	Service users?	**No**
	Staff?	**Yes**
	Other stakeholders?	N/A

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

Executive Summary

Overview

The team work across a broad range of environmentally focused projects, including:

- district heating network,
- clean air zone,
- electric van scheme for businesses,
- housing retrofit schemes,
- fuel poverty schemes,
- renewables.

Over the last two years the team have successfully secured £50 million of grant funding to support the above projects. The team have also undertaken numerous consultation exercises on clean air measures as well as holding the climate conversation across the city to promote the climate agenda.

The team also manage the council's energy contract of circa £16 million, including processing the bills and forward buying energy.

The overall net budget of the service is £1.046 million –this is composed primarily of staff costs with a small expenditure budget and one external contract, supporting a third sector provider to deliver support to those in work with the fuel poor across the city.

The savings proposal has two strands:

- Staff reduction
- Increase in income

Impacts of proposal

The service is looking to reduce its staffing budget by £150k, which will equate to 3 FTEs. As much of this as possible will be achieved through voluntary measures such as ELI but ultimately a restructure would have to be undertaken if sufficient savings were not achieved through the voluntary options.

The service is also looking to secure additional external income of £100K. The external income would be provided as grant funding and would be to deliver specific projects. There are a number of potential sources that are being explored to secure this funding.

Recommendation(s)

Members are requested to:

- Approve the proposed reduction in headcount of circa 3 FTE, equating to £150,000 saving
- Approve the start of consultation with all impacted staff from the sustainable energy and air quality service led by Director of Resources and Housing
- Note that the service will increase its income through securing additional grant funding of at least £100k

Equality, Diversity,

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: Resources and Housing	**Service area: Sustainable Energy & Air Quality team**
Lead person: Polly Cook	**Contact number:** 0113 37 85845

1. Title: Sustainable Energy & Air Quality team savings proposal

Is this a:

☐	**Strategy / Policy**	☐	**Service / Function**	x	**Other**

If other, please specify: Savings Proposal

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

The impact on staff of the savings proposal: The service is looking to reduce its staffing budget by £150k, which will equate to 3 FTEs. As much of this as possible will be achieved through voluntary measures such as ELI but ultimately a restructure would have to be undertaken if sufficient savings were not achieved through the voluntary options.

The service is also looking to secure additional external income of £100K. The external income would be provided as grant funding and would be to deliver specific projects. There are a number of potential sources that are being explored to secure this funding.

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 • 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 savings proposal will impact on council staff as there could ultimately be compulsory redundancies. It will also impact on the capacity of the team which will mean the work programme will have to be prioritised based on the staffing available. Work that secures grant funding or can be charged to a capital scheme will have to be prioritised.

All staff have been advised that as a service we are looking to reduce our headcount by circa three people and that as many of these will be secured by voluntary means i.e. ELI, changes in working patterns etc. but ultimately a restructure may be required to deliver the headcount reduction required. If this was required, we would have to undergo formal consultation with both the staff and trade unions. Consultations will commence after Executive Board.

The savings proposals have been discussed with the Executive Member.

- **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 impact of the proposal on equality characteristics within the team (and to a lesser extent within service users) will become clearer once the opportunities for voluntary means have become clearer. If a restructure is required we would have to undergo formal consultation with both the staff and trade unions. Consultations will commence after Executive Board.

- **Actions**

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

The implementation of any restructuring proposals will be done in line with Council values and procedures

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**
Tom Knowland	Head of Sustainable Energy & Climate Change	24 August 2020
Date screening completed		24 August 2020

7. Publishing

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

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

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

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

For Executive Board or Full Council – sent to **Governance Services**	Date sent: 24 August 2020
For Delegated Decisions or Significant Operational Decisions – sent to appropriate **Directorate**	Date sent: n/a
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: n/a

Intelligence and Policy Service review report

Report to: Executive Board
Date of meeting: 24th September 2020

Report author(s): Simon Foy (Head of Intelligence and Policy) & Coral Main (Head of Business Planning & Risk)
Report of: Neil Evans, Director of Resources and Housing
Portfolio: Resources
Does the report contain confidential or exempt information? No

Proposal title:	**Restructure of Intelligence and Policy Service within Resources and Housing Directorate**
2021/22 savings from proposal	£173k *(this represents 26% of the service's total net budget for 2020/21 of £676k)*

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

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

Executive Summary

Overview

Though there are other teams elsewhere in the council that provide intelligence and policy functions, this review focusses solely on the corporate Intelligence and Policy Service (IPS), based in the Resources and Housing Directorate.

IPS provides a range of services including: corporate business planning and policy development (Best Council Plan, Policy Network etc.); corporate performance and service improvement, data analysis and benchmarking; risk management; consultation and engagement; and spatial analysis and socio-economic analysis (e.g. Index of Multiple Deprivation, Leeds Observatory, Joint Strategic Needs Assessment) in support of service development.

In summary, the option presented is for a smaller Intelligence and Policy Service, with a reduction in NJC posts accompanied by a comprehensive restructure of the team and a review of the breadth and depth of services provided. If the proposal is approved, consultation would then take place with staff impacted and trade unions in line with the council's Managing Staff Reductions policy and procedures. One option is presented, rather than a series of options as we believe this to be the optimum balance between maximum savings and core service retention.

Financial summary

- The service has an NJC staffing budget of 23.8 FTE with an approved budget of £857k. The approved budget includes an historical efficiency target of £239k.
- The savings option proposed is based on reducing the NJC staffing FTE by 30% to 16 FTE with a reduction in the staffing budget (assuming a 5% vacancy factor) of £133k to £725k for all NJC posts.
- The proposal is designed to address the £239k efficiency savings built into the base and in fact deliver beyond this with a further £133k of staff savings.
- The current staffing budget recovers £424k of income from the HRA. This will be reduced by £124k to £300k from 2021/22 to reflect the staffing reduction proposed.
- An additional £40k of savings can be delivered through reductions in non-staffing costs.

- Taking this all into account, the overall saving proposed from this review for 2021/22 is £173k.
- £173k represents 26% of the service's total net budget for 2020/21 of £676k.

Impacts of proposal

Ultimately, the review would result in a reduction of 7.8 FTE NJC posts from a team of 23.8 FTE NJC (NB: 2.8 of these posts are currently vacant), together with a consolidation of grades / job descriptions.

ELIs and other voluntary measures will be explored as the first option, understanding that the corporate 'managing staff reductions' process may need to be followed to fully initiate the review if endorsed by Executive Board.

There will be an impact on the depth and level of service provision provided. It is likely that the level and regularity of performance analysis provided to the wide range of current recipients will need to be reduced e.g. CLT, various Boards including Scrutiny. However, our response to Covid-19 has shown that often more minimalist, targeted analysis can prove valuable in identifying key issues. We would seek to build on these lessons in shaping a revised service. We would also need to review and further prioritise the range of socio-economic analytical products and services provided.

Although we will pursue ELI and other voluntary measures, it is possible that compulsory measures will be required. This will clearly impact on the timescales for delivery and ultimately the costs incurred.

Recommendation(s)

1. Members are requested to consider the option for a smaller Intelligence and Policy Service, providing a net saving of £173k. This will result in a reduction of 7.8 FTE NJC posts from a team of 23.8 FTE NJC (NB: 2.8 of these posts are currently vacant), together with a consolidation of grades / job descriptions. Whilst there will be an impact on the level and depth of service provision provided, we will work to minimise the negative impact of the loss of capacity by prioritising activity and continuing to increase collaborative working across the council and the city, working with partners.

2. Members are asked to approve the proposal going out to consultation as part of the council's medium-term financial strategy and preparation for setting the 2021/22 Budget. Neil Evans, Director of Resources and Housing will be the lead Director.

Equality, Diversity, Cohesion and Integration Screening – Organisational change impacting On the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration.

Equality and diversity will always have relevancy to organisational changes which impact on a diverse workforce. If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration then you have already carried out an impact assessment.

A **screening** process is a short, sharp exercise, which completed at the earliest opportunity will help to determine:

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

Directorate: Resources and Housing	**Service area:** Intelligence and Policy
Lead person: Simon Foy	**Contact number:** 07891 271801

1. Please provide a brief description of the organisational change arrangements that you are screening
Proposed savings options for the Intelligence and Policy Service to be considered by Executive Board in September 2020. These options are for smaller service, with a reduction in NJC posts accompanied by a comprehensive restructure of the team. All NJC posts will be in scope. Ultimately, the review may result in a reduction of NJC posts from a team of circa 23.8 FTEs to 16, together with a consolidation of grades/job descriptions. ELIs and other voluntary measures will be explored as the desired option, understanding that the corporate 'managing staff reductions' process may need to be followed to fully initiate the review if endorsed by Executive Board.

2. Consideration of equality, diversity, cohesion and integration checklist		
Questions	**Yes**	**No**
Have you already considered equality and diversity within your current and future planning	Yes	
Where you have made consideration does this relate to the range of equality characteristics	Yes	
Have you considered positive and negative impacts for different equality characteristics	Yes	
Have you considered any potential barriers for different groups	Yes	
Have you used equality information and consultation where appropriate to develop your proposals	Yes	
Is there a clear plan of how equality areas identified for improvement will be addressed	Yes	

If you have answered **no** to the questions above:

- there may be gaps in your equality and diversity considerations and you should complete an equality and diversity, cohesion and integration impact assessment (organisational change). Please go to **section 4**

If you have answered **yes** to the questions above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 3.**

3. 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

We are conscious that we have a diverse team, and we continue to work to ensure we do not disadvantage any individuals during this challenging process:

- All staff will be in scope of the review and applications to all posts in any new structure will be open to all those in scope.
- We will have and continue to engage and communicate with colleagues at all stages, being open and transparent. We have used regular team meetings backed up by sharing of wider corporate information on the financial challenge. We have been clear about the process and timescales, explaining that formal consultation is dependent on the Executive Board's timescales.
- We have an 'open door' approach where we try and ensure an environment in which colleagues can raise issues/concerns/questions with any member of the management team.

- **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 that all the team are in scope, nobody should be more or less vulnerable than anyone else.
- We will respond positively to any/all interest in ELI or other voluntary measures.
- We will follow corporate employment policy and practice throughout.

- **Actions**

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

- Subject to Executive Board approval, as we implement the review consideration will continue to be given to any adverse equality impacts.
- We will continue to engage and consult with staff, explaining the process/options as they are agreed.
- Again we will strive to explore all options positively to reduce the incidence of compulsory redundancies.

4. 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)	

5. Governance, ownership and approval

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

Name	**Job title**	**Date**
Simon Foy	Head of Intelligence and Policy	03/08/20
Date screening completed		03/08/20

6. Publishing

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

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

making report:

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

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

For Executive Board or Full Council – sent to **Governance Services**	Date sent: 14/9/20
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 report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Craig Simpson – Head of Leeds Building Services & Corporate Property Management
Report of: Neil Evans – Director of Resources & Housing
Portfolio: Executive member Housing, Communities and Environment
Does the report contain confidential or exempt information? No

Proposal title:	**Leeds Building Services**
2021/22 savings from proposal	Initial Pressure £2.54m Savings proposal **£1.540m** Net £1m pressure

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

Overview

Leeds Building Services (LBS) is the council's internal service provider for building related activity which operates as a traded service funded through income generation with the net surplus being returned to General Fund to help fund other Council priorities.

LBS deliver building related services for many other council directorates/services, the majority of which is generated through the Housing Revenue Account. The original business plan for 2020-21 (pre-covid) forecast turnover in the region of £70m generating a return of £10.65m.

The service deliver the full range of building and associated trades and deliver works that encompass everything from a minor housing repair through to multi-million pound refurbishment schemes.

The business plan for the service includes 183 officers and has a direct workforce of 436 operatives and 47 apprentices and is supported by a range of contractors and suppliers.

The forecast turnover for 2021-22 (excluding the insourcing of the South Repairs & Voids) is £59.288m which is a reduction of 15.72% over 2020-21. This reduction in turnover would result in a pressure of £1.714m and to achieve this position it would require a reduction in staffing overheads of £1.138m.

Prior to the service review there were a number of actions underway within LBS and £317.5k of savings committed within the 'Connect' IT system implementation project. For clarity those savings are in addition to the £1.138m associated with reduction in turnover meaning a required staffing reduction of £1.455m.

The proposals identified within this report are a suite of activities identified that are required to mitigate the effect of the reduced turnover and ensure the current % return is maintained to help the council meet the

financial challenge. The savings would be aligned to the start of the financial year 2021-22 and the proposals are summarised below:

- Overhead reductions
- Operative reductions
- Reduction in material cost
- Revised procurement strategy
- Fleet
- Productivity improvements
- Review of LBS charging model
- Additional income
- New IT system

Impacts of proposal

The largest impact within these proposals relates to employees and sub-contractors due to the required level of reduction to address the reduction in turnover and to minimise the pressure in LBS.

It is estimated that these proposals could affect 70-75 FTE 5 and to achieve this a full re-structure of LBS is likely to be required to align roles and responsibilities in order to meet the future delivery model of LBS.

It is unknown at this stage whether the required savings will be met through ELI/Voluntary options therefore compulsory measures cannot be ruled out at this stage as the alignment of roles will be heavily dependent on specialist skills/experience.

Recommendation(s)

Members are requested to:

- Consider the proposals listed above totalling £1.54m to mitigate the impact of the reduced turnover within LBS. Ensuring that the pressure from LBS can be minimised to a net £1m reduction in surplus.
- Approve the proposal going out to consultation as part of the council's medium-term financial strategy and preparation for setting the 2021/22 Budget.
- Note that the Director of Resources and Housing 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: Resources & Housing	**Service area: Leeds Building Services**
Lead person: Craig Simpson	**Contact number: 07712 216856**

1. Title:					
Is this a:					
	Strategy / Policy	**X**	**Service / Function**		**Other**
If other, please specify					

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

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 • 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)

There are likely to be changes to structures and operating models within the service and more detailed plans will be required along with extensive consultation with Staff and Trade Unions.

- **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)

Nothing specific has been identified as the proposed changes are across the service and will be implemented in accordance with existing council policies and procedures to ensure that EDCI is considered throughout.

- **Actions**

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

Improving the use of technology
Focus on income generating activity and value added activity
Clearer lines of responsibility and communication
Streamline 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:	
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**
Sarah Martin	Chief Officer	19/8/20
Date screening completed		19/8/20

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 report

Report to: Executive Board
Date of meeting: 24th September 2020
Report author(s): Mandy Snaith
Report of: Chief Officer CEL
Portfolio: Councillor Lewis
Does the report contain confidential or exempt information? No

Proposal title:	**Fleet Services**
2021/22 savings from proposal	£ *480k*

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

Overview

This proposal relates to how Fleet Services will adapt its service delivery to support a changing fleet which not only meets clean air zone requirements but has a reduced need for labour and parts during the vehicle life, impacting upon this is how we operate our shifts, allocate labour hours and resource replacement vehicles via hire companies. Furthermore our stores and impress stock processes will be considered and rationalised. Extending vehicle lives where suitable also provides potential financial benefits in terms of capital spend and future debt repayments.

There would be a number of positive outcomes for the authority if this proposal was successful, the focus on reducing and realigning labour to income producing activities would see a reduction in spend on a large proportion of the councils fleet of vehicles and an increased external income which will offer benefits across the city to some of our external partners.

Impacts of proposal

The review of fleet will have impacts on service users, staffing and wider partners, this will take the form of working with our customers to become more efficient, enabling our customers to reduce miles on road by working closely together and reducing downtime of vehicles through smarter working practices.

Focussing on 10 key areas the review will seek to implement efficiencies by reviewing staffing, location, commercial income, spend on parts, efficiencies due to installation of Telematics, efficiencies as a result of EV infrastructure, MOT commercial activity, client relationship management, IT Infrastructure and the reduction of spend on hire vehicles.

It is expected each one of the areas of review will impact staffing through either a redirection or reduction in labour, other departments current ways of accessing fleet and our focus on making the current location a commercially viable option for private MOT's.

Recommendation(s)

1. Members are asked to consider the proposal to review working practices within Fleet Services as a whole to both internal and external customers and review the proposed revised delivery models for consultation as part of the council's medium-term financial strategy and preparation for setting the 2021/22 Budget.
2. Also to note that the Director of Resources and Housing will be responsible for the implementation of this proposal.

Appendix 1

Equality, Diversity, Cohesion and Integration Screening

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

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

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

Directorate: Resources and Housing	**Service area: Civic Enterprise Leeds – Fleet Services**
Lead person: Mandy Snaith	**Contact number: 07958 454438**

1. Title:
Is this a: ☐ **Strategy / Policy** ☒ **Service / Function** ☐ **Other** **If other, please specify**

2. Please provide a brief description of what you are screening
Supporting inclusion and providing support for upskilling, increasing opportunity for care responsibilities and increasing general capacity for improved technical solutions.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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)

There are likely to be impacts on changes of shift working ad shift makeup. Consultation with staff and trade unions will need to be undertaken on a planned regular basis.

- **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 proposed changes will offer the opportunity for greater multi skilling and closer working relationships within the business by moving sections of staff closer together to support one another the operation it delivers.

- **Actions**

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

Maximising technology

Building Team Collaboration

Support for upskilling and training

The assessment will be regularly reviewed and updated and any impact of change considered and acted upon as it occurs.

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:	September 2020
Date to complete your impact assessment	October 2020
Lead person for your impact assessment (Include name and job title)	Mandy Snaith, Head of Service

6. Governance, ownership and approval Please state here who has approved the actions and outcomes of the screening		
Name	**Job title**	**Date**
Sarah Martin	Chief Officer	18.08.2020
Date screening completed		18.08.2020

7. Publishing	
Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board**, **Full Council, Key Delegated Decisions** or a **Significant Operational Decision.** A copy of this equality screening should be attached as an appendix to the decision making report: • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. Complete the appropriate section below with the date the report and attached screening was sent:	
For Executive Board or Full Council – sent to **Governance Services**	Date sent:

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