

Revenue savings proposals for 2022/23 to 2024/25

Date: 15th December 2021

Report of: Chief Officer Financial Services

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

- At its September 2021 meeting, the Executive Board received the council's updated Medium-Term Financial Strategy which reported an estimated revenue budget gap of £126.7m over the three years 2022/23 to 2024/25: £65.4m in 2022/23, £48.1m in 2023/24 and £13.3m in 2024/25 (all figures rounded). This position included a number of assumptions around external factors that significantly impact on the council's income and expenditure but remain subject to considerable uncertainty - such as COVID-19, the economy and national policy - and so will continue to be reviewed on an ongoing basis. (The '*Proposed Budget for 2022/23 and Provisional Budgets for 2023/24 and 2024/25*' report elsewhere on this agenda provides an update on the Financial Position over these years taking into consideration the savings presented to September and this Executive Board.)
- At the same September Executive Board meeting, the '[Revenue savings proposals](#)' report noted that the council had agreed to have a programme focused on identifying robust and sustainable savings over the three years 2022/23 to 2024/25. This approach enables the authority to take a longer-term view of its savings options, recognising that major change often requires one- to two-years' lead time to implement.
- Reviews are underway across all council services: some cross-cutting (such as procurement) whilst others are focused on specific services or activities. The cross-council senior officer group established in 2020 to provide support and ensure a co-ordinated, consistent approach across the Financial Challenge programme, has been reconvened. The outcome of this work has led to a number of savings proposals, the first set of which were considered by this Board in September, the second set presented today.
- Proposals are categorised as either 'Business as Usual' (BAU) which can be implemented within the council's delegated decision-making framework and without consultation, or 'Service Reviews' which may require meaningful consultation with relevant stakeholders prior to any decisions being taken. The results of any such consultation with staff, trade unions, service users and the public will be used to inform the final decision.
- The initial set of savings proposals approved at September's Executive board total -£20.6m over the next three years. For the Board's consideration at this December meeting, a further -£11.1m are proposed over this period: -£10.7m in 2022/23, -£2.1m in 2023/24 and £1.6m in 2024/25. The combined effect of the September and December savings proposals is -£31.7m over the next three years: -£17.7m in 2022/23, -£9.6m in 2023/24 and -£4.4m in 2024/25.
- A summary of December's savings proposals is provided at Table 1, showing the split between BAU proposals and Service Reviews. The BAUs can be further categorised into key themes around Value

for Money (VfM) efficiencies in the way we work (for example, through increased digitalisation) and in our procurement and commissioning arrangements; income generation opportunities, such as increasing our traded services; use of reserves; or accounting for inflationary changes.

Table 1 - Overview of proposals by type, December Executive Board

Savings proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
<i>Business as Usual</i>				
VfM efficiencies - the way we work	-3,141	-47	-51	-3,239
VfM - procurement / commissioning	-1,270	-345	-330	-1,945
Income generation opportunities	-1,728	-217	-150	-2,095
Inflationary changes	0	0	0	0
Use of reserves	-3,035	-265	3,300	0
Total BAUs	-9,174	-874	2,769	-7,279
Total Service Reviews	-1,525	-1,210	-1,120	-3,855
Total proposals	-10,699	-2,084	1,649	-11,134

- Two Service Reviews are proposed today:
 - A Review of Adult Social Work Provision, with areas for consideration being:
 - Changes to Social Care at “the front door” to maximise capacity to meet growing demand for information, advice and a social care assessment of needs, embedding an “independence first” approach that uses Occupational Therapy staff.
 - Changes to Social Work Reviewing Functions to maximise capacity to meet statutory social care duties by piloting a new Community Reviewing Team. This will include Occupational Therapy and Social Work staff to enhance the capacity of the current Adult Reviewing Team in order to deliver an increased reviewing schedule thereby right-sizing care packages.
 - Leeds Museums & Galleries Invest to Save: Kirkstall Abbey Admissions (Non-Leeds Residents) and Café
- Further information, including equality, diversity, cohesion and integration screening documents, for each of these Service Review proposals is included at Appendix 1.
- Table 2 presents the overall impact of December’s savings proposals for each council directorate.

Table 2 – Overview of proposals by directorate, December Executive Board

Directorate proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
Adults & Health	-7,065	-1,520	2,280	-6,305
Children & Families	-600	100	0	-500
City Development	-1,906	630	124	-1,152
Communities, Housing & Env't	-299	-467	-150	-916
Resources	-829	-827	-605	-2,261
Total proposals	-10,699	-2,084	1,649	-11,134

- Table 3 shows the combined impact of September and December’s savings proposals for each council directorate.

Table 3 – Overview of proposals by directorate, September & December Executive Board

Directorate proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
Adults & Health	-9,995	-4,555	-1,020	-15,570
Children & Families	-895	-3,379	-1,922	-6,196
City Development	-3,700	530	74	-3,096
Communities, Housing & Env't	-1,212	-707	-180	-2,099
Resources	-1,930	-1,522	-1,325	-4,777
Total proposals	-17,732	-9,633	-4,373	-31,738

- Table 4 shows the combined split of BAUs and Service Reviews proposals across the two Executive Board reports.

Table 4 – Overview of proposals by type, September & December Executive Board

Savings proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
<i>Business as Usual</i>				
VfM efficiencies - the way we work	-5,594	-1,372	-1,716	-8,682
VfM - procurement / commissioning	-2,270	-1,575	-1,455	-5,300
Income generation opportunities	-4,203	-1,647	-1,410	-7,260
Inflationary changes	-725	0	0	-725
Use of reserves	-3,035	-265	3,300	0
Total BAUs	-15,827	-4,859	-1,281	-21,967
Total Service Reviews	-1,905	-4,774	-3,092	-9,771
Total proposals	-17,732	-9,633	-4,373	-31,738

- The proposals set out in both the September and December reports support the council's proposed budget for 2022/23 and provisional budgets for the two years following as set out in the accompanying report, 'Proposed Budget for 2022/23 and Provisional Budgets for 2023/24 and 2024/25'. However, as that report notes, there remains an updated estimated budget gap of £30.6m for 2023/24 and £25.6m for 2024/25 and so further savings proposals will be required; these will be brought to future meetings of this Board.
- Our strategic ambitions and priorities for the city and the council as set out in the Best Council Plan can only be delivered through a sound understanding of the organisation's longer-term financial sustainability. This enables decisions to be made that balance the resource implications of the council's policies against financial constraints. To help mitigate the pressures on the authority's financial sustainability, it is essential that the proposals contained in this report are considered in order that the council's strategic priorities can continue to be delivered within a robust financial framework.

Recommendations

Executive Board is requested to:

- 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).
- Agree that consultation commences with regard to the two 'Service Review' proposals and note that decisions to give effect to them shall be taken by the relevant Director or Chief Officer, following any consultation period, in accordance with the Officer Delegation Scheme (Executive functions).

- c) With specific regard to the 'Review of Adult Social Work Provision' Service Review, the Board is requested to:
- i. Consider and approve the proposal to invest £660,253 to deliver a pilot that uses Occupational Therapy and additional Social Worker staff at "the front door" to maximise capacity to meet growing demand for information and advice and demand for a social care assessment of needs, embedding an "independence first" approach. Note that this investment could generate £1.552m cost avoidance savings during 2022-23.
 - ii. Consider and approve the proposal to invest £646,323 to deliver a pilot of a new Community Reviewing Team that includes Occupational Therapy and Social Work staff to enhance the capacity of the current Adult Reviewing Team in order to deliver an increased reviewing schedule. Note that this investment is anticipated to deliver £3.3m from 2022–2025.
 - iii. Note that when accounting for annual investment costs over the 3 years, total overall projected savings are £3.6m.
 - iv. Note that the impacts of the above proposals will inform a longer-term model of area social work for the city.
- d) Note that the savings proposals for 2022/23 presented in this report, combined with the savings proposals brought to the Executive Board at its September meeting, support a draft balanced budget for 2022/23 and the council's financial position for the following two years as set out in the accompanying report elsewhere on this agenda, '*Proposed Budget for 2022/23 and Provisional Budgets for 2023/24 and 2024/25*'.
- e) Note that further savings will be required to close the council's estimated budget in the years 2023/24 and 2024/25 and that proposals will be brought to future meetings of this Board.

Why is the proposal being put forward?

- 1 This report details the actions underway and proposed to address the financial gap for 2022/23 to 2024/25. It presents a number of savings proposals to contribute to closing the gap over that three-year period and achieving a balanced budget for 2022/23 (a legal requirement for local authorities).

Wards affected: None

Have ward members been consulted? Yes No N/A

What impact will this proposal have?

- 2 The Financial Challenge savings programme aims to protect services that support the most vulnerable whilst ensuring that the organisation becomes more financially resilient and sustainable for the future. However, the scale of the gap over the next three years is considerable and closing it is likely to mean difficult decisions will have to be taken that will impact across the council's services, affecting service users, residents, businesses, partners and staff.

What consultation and engagement has taken place?

- 3 Senior officers and elected members have been engaged in developing the savings proposals set out in this report. Trade unions have been informed in headline terms of the emerging proposals.
- 4 The majority of December's savings proposals are classed as 'Business as Usual' (BAU) 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.

- 5 The 'Service Review' proposals are of more significance and therefore may require meaningful consultation with staff, trade unions, service users and the public as appropriate prior to any decisions being taken.
- 6 All five Scrutiny Boards will be initially consulted on the savings proposals (both those brought to the Executive Board in September and those put forward today), as relevant to their remits, through working group meetings held during December. Subject to the approval of Executive Board, this report will also be submitted to Scrutiny Boards for consideration and review as part of their formal cycle of meetings in January 2022 in which the wider Proposed Budget for 2022/23 will also be considered. The outcome of their deliberations will be reported to the planned meeting of this Board on 9th February 2022.
- 7 The outcomes of any consultation will inform the council's decision-making and, where completed and analysed in time, be incorporated into the 2022/23 Budget Report for consideration at February's Executive Board and Full Council.

What are the resource implications?

- 8 The financial implications are set out earlier in the report.
- 9 As noted in the '*Revenue Savings Proposals*' report considered by this Board at its September meeting, in accordance with our statutory requirements, in February 2021 the council served notice under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR(C)A) to collectively consult with our recognised Trade Unions to avoid, reduce and mitigate the potential risk and consequences of compulsory redundancies. In the context of the estimated budget gaps for 2023/24 and 2024/25 of £30.6m and £25.6m respectively and the requirement to identify and deliver further savings to bridge the gap, further potential staffing reductions may be required. The council therefore intends to issue a further Section 188 notice in February 2022 following approval of the 2022/23 Revenue Budget at Full Council.

What are the legal implications?

- 10 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.
- 11 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 the previous paragraph, 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.
- 12 The detailed service review undertaken so far which has enabled the Review of Adult Social Work proposal to be brought forward did not conclude until 17th November, which was after the deadline for publishing Key Decisions on the List of Forthcoming Key Decisions ahead of this Executive Board. The issue was published on the List as soon as it was reasonably practicable to do so. As such, this matter is being administered as a General Exception, in line with the Council's Executive & Decision-Making Procedure Rule 2.5. This proposal is required to be brought to the December Board in line with the associated timeframe for the council's budget-setting process, and as such, cannot practically be deferred until the next scheduled meeting of the Board in February 2022.
- 13 As a decision of Executive Board, the recommendations in this report are eligible for call-in.
- 14 The Equality Act 2010 requires the Council to have "due regard" to the need to eliminate unlawful discrimination and promote equality of opportunity. The law requires that the duty to pay "due regard" be demonstrated in the decision-making process. Assessing the potential equality impact of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can show due regard.
- 15 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.

- 16 Equality, diversity, cohesion and integration impact screenings have been carried out on the service review savings proposals and included with those proposals at Appendix 1. Where appropriate, equality impact assessments will be carried out as part of the decision-making process.

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

- 17 The financial projections for the coming years contain a number of inherent risks even without taking account of the ongoing 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 Budget assumes a level of resources receivable through council tax, business rates and government grants.
- 18 The financial position going forward therefore makes a number of assumptions around income and expenditure; any variations from these assumptions has implications for the level of resources available to the council to fund services. Further information on the key financial risks is provided in the accompanying report on today's agenda, '*Proposed Budget for 2022/23 and Provisional Budgets for 2023/24 and 2024/25*'.
- 19 This report includes 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 in the assumed level of savings. Should this be the case, in accordance with the Revenue Budget principles agreed at Executive Board in July 2019 through the '[Medium-Term Financial Strategy 2020/21 to 2024/25](#)' report, directors would need to identify budget savings options to mitigate the directorate from going into an overspend position.
- 20 All risks and assumptions will be subject to review as more information becomes available and through the council's financial and wider risk management, monitoring and reporting processes.

Does this proposal support the council's three Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 21 As noted above, the council's strategic vision, underpinned by the three pillars, can only be delivered through a sound understanding of the organisation's longer-term financial sustainability, this enabling decisions to be made that balance the resource implications of the council's policies against its financial constraints.

Options, timescales and measuring success

What other options were considered?

- 22 All options are being considered to contribute to the council achieving a balanced budget for 2022/23 and a sustainable medium-term financial position, whilst protecting as far as possible those services that support the most vulnerable.

How will success be measured?

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

What is the timetable for implementation?

- 24 Savings proposals will be built into the 2022/23 Budget and Provisional Budget for 2023/24 and 2024/25 for consideration at this Board prior to approval at Full Council in February 2022.

Appendices

- 25 Appendix 1 details the Service Review proposals with accompanying equality, diversity, cohesion and integration screening documents.

Background papers - None



Service review savings proposal

Report to: Executive Board

Date of meeting: 15th December 2021

Report author(s): Sarah Buncall, Programme Manager, Sheryar Khan, Project Manager

Report of: Director of Adults & Health

Executive Portfolio(s): Adult and Children’s Social Care and Health Partnerships – Cllr Venner

Does the report contain confidential or exempt information? No

Proposal title: Review of Social Work Provision: Savings Proposals Review

Projected savings / additional income (net of investment)			
Year	2022/23	2023/24	2024/25
Saving / £'000s	-1,365	-1,120	-1,120

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

This proposal considers local authority social work provision with a view to looking at specific areas of delivery to create efficiency savings.

The areas for consideration are:

- Changes to Social Care at “the front door” to maximise capacity to meet growing demand for information, advice and a social care assessment of needs, embedding an “independence first” approach that uses Occupational Therapy staff.
- Changes to Social Work Reviewing Functions to maximise capacity to meet statutory social care duties by piloting a new Community Reviewing Team. This will include Occupational Therapy and Social Work staff to enhance the capacity of the current Adult Reviewing Team in order to deliver an increased reviewing schedule.

Recommendations

Executive Board is requested to:

- Consider and approve the proposal to invest **£660,253** to deliver a pilot that uses Occupational Therapy and additional Social Worker staff at “the front door” to maximise capacity to meet growing demand for information and advice and demand for a social care assessment of needs, embedding an “independence first” approach. Note that this investment could generate **£1.552m** cost avoidance savings during 2022-23.



MEETING OUR FINANCIAL CHALLENGE

- Consider and approve the proposal to invest **£646,323** to deliver a pilot of a new Community Reviewing Team that includes Occupational Therapy and Social Work staff to enhance the capacity of the current Adult Reviewing Team in order to deliver an increased reviewing schedule. Note that this investment is anticipated to deliver **£3.3m** from 2022 – 2025.
- Note that when accounting for annual investment costs over the 3 years, total overall projected savings are **£3.6m**.
- Note that the impacts of the above proposals will inform a longer-term model of area social work for the city.
- Approval these proposals going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2022/23 Budget.
- Note that the Director of Adults & Health will be responsible for the implementation of this decision.

Equality, Diversity, Cohesion and Integration (EDCI) screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Adults and Health	Service area: Social Work and Social Care Services
Lead person: Nyoka Fothergill	Contact number: 0113 3788800

1. Title: Review of Social Work Provision: Savings Proposals Review

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

This proposal is the strategic review of local authority social work provision with a view to looking at specific areas of delivery to create efficiency savings.

The areas for consideration for this screening are:

- Review of Social Care at “the front door” to maximise capacity to meet growing demand for information and advice and demand for a social care assessment of needs, embedding an “independence first” approach that uses Occupational Therapy staff.
- A Review of Social Work Reviewing Functions to maximise capacity to meet statutory social care pathway by piloting a new Community Reviewing Team that

includes Occupational Therapy and Social Work staff to enhance the capacity of the current Adult Reviewing Team to deliver an increased review schedule.

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

The potential impacts of the proposed changes are highlighted in the report. Subject to approval by Executive Board, a full EDCI Assessment and EDCI Organisational Change Assessment will be carried out.

- **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:	Jan 2022
Date to complete your impact assessment	Spring 2022 in line with specific proposal timelines.
Lead person for your impact assessment (Include name and job title)	Nyoka Fothergill, 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
John Crowther	Chief Officer	05/11/2021
Date screening completed		05/11/2021

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: 19/11/2021
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:



Service review savings proposal

Report to: Executive Board

Date of meeting: 15th December 2021

Report author(s): David Hopes, Head of Service - Leeds Museums and Galleries

Report of: Director of City Development

Executive Portfolio(s): Economy, Culture and Education

Does the report contain confidential or exempt information? No

Proposal title: Kirkstall Abbey Admissions and Café

Projected savings / additional income (net of investment)

Year	2022/23	2023/24	2024/25
Saving / £'000s	-160	-90	0

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

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

Executive Summary

The Leeds Museum and Galleries service (LMG) propose changes to Kirkstall Abbey admissions for **Non-Leeds** residents and a relocation of the café at Abbey House Museum to the visitor centre at Kirkstall Abbey.

The additional income anticipated from charging **Non-Leeds** residents is proposed at £160k per year from April 2022/23. The additional increased net surplus returned from the change of the café is proposed at an additional £90k per year from 2023/24. These are ongoing incomes assuming perceived customer value can be maintained.

The implications of the change in the admissions will be the requirement of Leeds residents to show proof of address to enter the Abbey for free. **Non-Leeds** residents will be required to pay £8 which will cover free return visits within 12 months.

The café relocation anticipates that turnover will increase as an aspirational café location is created within the Rose Room within the Abbey grounds and overlooking the river. The cost of relocation has been considered as part of the capital invest to save business case with some costs supported from Art Council England NPO commercial development funding. The existing café space at Abbey House Museum will be used for functions, events, and school visits, retaining some catering functionality. Detailed estimates for the cost of these changes and consideration of the works are currently being obtained.

Feedback from staff and stakeholder consultation has informed the proposed summary above.





MEETING OUR FINANCIAL CHALLENGE

Recommendations

Executive Board is requested to:

- Consider the proposal to apply an admission charge for **Non-Leeds** residents to Kirkstall Abbey creating an additional income of £160k in 22/23, plus supporting the relocation of the café and capital investment to increase the anticipated net surplus to £250k in 23/24 and in 24/25 and to commence a public consultation on the proposal.
- Note that the Chief Officer, Culture and Economy 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: City Development	Service area: Museums & Galleries
Lead person: David Hopes	Contact number:

1. Please provide a brief description of the organisational change arrangements that you are screening

Leeds Museums and Galleries propose to charge non-Leeds Residents admissions to Kirkstall Abbey and relocate the café from Abbey House to Kirkstall Abbey

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 This forms part of the LMG wider charges report	
Where you have made consideration does this relate to the range of equality characteristics?	X These charges and concessions rates also support our funding objectives an ACE NPO for equality, diversity, cohesion and integration in conjunction with a programme of changing exhibitions	
Have you considered positive and negative impacts for different equality characteristics?	X The charges consider equality within this screening and recognised the impact on existing user groups. Those who are	

	Leeds residents will remain protected with free admission. Whilst this may negatively impact those from further afield this distinction will also support the LMG consideration of its carbon impact. Discounted Coach rates will be available to non-Leeds groups and DMC's (Destination Management Companies).	
Have you considered any potential barriers for different groups?	X LMG propose the benefits of free admission to remain to all Leeds residents – we recognise the financial barriers this may bring to tourists within the area and have therefore ensured the single admission charge will allow wider locals to return free within a 12-month period. Our free admission for carers policy will apply to all admissions and the change sits within the wider charging policy of Leeds Museums in its consideration of equality diversity and cohesion.	
Have you used equality information and consultation where appropriate to develop your proposal?	X consultation has taken place and been used to develop this proposal	
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.

All current visitors and users of Kirkstall Abbey and Abbey House Museum will be affected by these proposals since the proposal is not just to charge Non-Leeds residents, but to raise the standard of presentation and the quality of the visitor experience for everyone. Using

Your Voice as a platform we will use the LMG social media platforms to reach a wide and diverse range of users / non-users, and we will make the questionnaire available in paper form at Kirkstall Abbey and Abbey House Museum. Plans for consulting are outlined in the service review. We have already submitted a funding application and put up match funding for a changing places facility at Abbey House Museum.

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).

This proposal has wide-ranging benefits for all visitors and users of the Abbey, but there will be negative implications for those who are not resident in Leeds.

Wheelchair access is not ideal either to the café at Abbey House nor at the proposed site for relocation at Kirkstall Abbey visitor centre and there is certainly scope to improve access from the main road by reducing the gradient of the path (this would need to be discussed with colleagues in Parks & Countryside, who manage the grounds). Financial barriers for visitors not resident in Leeds would be partially offset by free return admission for 12 months.

Actions

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

Initiate discussions with colleagues in Parks & Countryside to improve wheelchair access to the grounds from the main road.

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

5. Governance, ownership and approval

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

Name	Job title	Date
David Hopes	Head of Museums & Galleries	04/11/2021
Date screening completed		04/11/2021

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: 04/11/2021
For delegated decisions or significant operational decisions – sent to appropriate directorate	Date sent:
All other decisions – sent to the equality team	Date sent: