

Revenue savings proposals for 2022/23 to 2024/25

Date: 22nd September 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?

- The Medium-Term Financial Strategy 2022/23-2026/27 which is included elsewhere on this agenda reports 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 includes 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, national policy and the upcoming three-year Spending Review - and so will continue to be reviewed on an ongoing basis.
- Building on the Financial Challenge savings programme carried out last year which resulted in £56m of budgeted savings and contributed to the setting of a balanced budget for 2021/22, the council has established a new Financial Challenge savings programme focused on identifying robust and sustainable savings not just to help close the gap for 2022/23 but for the following years 2023/24 and 2024/25 too. This approach enables the authority to take a longer-term view of its savings options, recognising that major change often requires one- to two-years' lead time to implement. As such, the savings proposals set out in this report for Executive Board's consideration span the next three financial years.
- 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. Further support and challenge to identify new proposals and consider options put forwards by officers is again being provided by Scrutiny Board working groups. The outcome of this work has, and will continue to, provide a number of savings proposals for consideration by the Executive Board during the Autumn of 2021. Those approved for implementation, or consultation as required, will subsequently be built into the 2022/23 Budget and Provisional Budget for 2023/24 and 2024/25.
- For the Board's consideration today, the Financial Challenge reviews have so far identified £20.6m potential savings over the next three years: £7.0m in 2022/23, £7.5m in 2023/24 and £6.0m in 2024/25. The 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.
- A summary of today's 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; or accounting for inflationary changes.

Table 1 - Overview of proposals

Savings proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
<i>Business as Usual</i>				
VfM efficiencies - the way we work	-2,453	-1,325	-1,665	-5,443
VfM - procurement / commissioning	-1,000	-1,230	-1,125	-3,355
Income generation opportunities	-2,475	-1,430	-1,260	-5,165
Inflationary changes	-725	0	0	-725
Total BAUs	-6,653	-3,985	-4,050	-14,688
Total Service Reviews	-380	-3,564	-1,972	-5,916
Total proposals	-7,033	-7,549	-6,022	-20,604

- Three Service Reviews are proposed:
 - Reduction in grants and contracts to five third sector organisations supporting older people and other client groups
 - In-house strategic mental health review
 - Diversifying children's residential provision
- 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 the savings proposals for each council directorate.

Table 2 – Directorate savings

Directorate proposals	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
<i>Business as Usual</i>				
Adults & Health	-2,845	-2,950	-3,250	-9,045
Children & Families	0	0	0	0
City Development	-1,794	-100	-50	-1,944
Communities, Housing & Env't	-913	-240	-30	-1,183
Resources	-1,101	-695	-720	-2,516
Total	-6,653	-3,985	-4,050	-14,688
<i>Service reviews</i>				
Adults & Health	-85	-85	-50	-220
Children & Families	-295	-3,479	-1,922	-5,696
City Development	0	0	0	0
Communities, Housing & Env't	0	0	0	0
Resources	0	0	0	0
Total	-380	-3,564	-1,972	-5,916
<i>All proposals</i>				
Adults & Health	-2,930	-3,035	-3,300	-9,265
Children & Families	-295	-3,479	-1,922	-5,696
City Development	-1,794	-100	-50	-1,944
Communities, Housing & Env't	-913	-240	-30	-1,183
Resources	-1,101	-695	-720	-2,516
Total proposals	-7,033	-7,549	-6,022	-20,604

- Table 3 shows the impact on the estimated budget gap for 2022/23 to 2024/25 if these proposals are approved.

Table 3 - Budget gap

	2022/23	2023/24	2024/25	Total
	£'000s	£'000s	£'000s	£'000s
MTFS gap currently estimated	-65,353	-48,068	-13,267	-126,689
September EB proposals	-7,033	-7,549	-6,022	-20,604
Revised gap	-58,320	-40,519	-7,245	-106,085

- Further reports will be brought to this Board in November and December setting out additional savings proposals to further reduce the three-year gap. A strategic approach with regard to the level of savings which can be achieved in 2022/23 is currently being considered with further measures being explored that will factor in the implications of the forthcoming Autumn Budget and Spending Review 2021 and subsequent local government provisional financial settlement in December. The updated financial position will be reported to this Board in December through the Proposed Budget for 2022/23 report.
- 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 financial position for 2022/23 to 2024/25 outlined in this report and that further savings are required to deliver a balanced budget position for 2022/23 and close the projected gaps in the years 2023/24 and 2024/25.
- 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); and
- Agree that consultation commences where required with regard to the '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).

Why is the proposal being put forward?

- This report details the actions underway and proposed to address the financial gap for 2022/23-2024/25 which is currently estimated at £126.7m. 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). Where appropriate, the report also seeks agreement to begin meaningful consultation with staff, trade unions, service users and the public as required.

Wards affected: None

Have ward members been consulted?

Yes

No

N/A

What impact will this proposal have?

- 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 unprecedented 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 today's report. Trade unions have been informed in headline terms of the emerging proposals.
- 4 The majority of the 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 Scrutiny Boards will also be considering the proposals as relevant to their remits through their October meetings.
- 7 The outcomes of any consultation will inform the council's decision-making and be incorporated into the 2022/23 to 2024/25 Budget Report timetabled for initial consideration at December's Executive Board.

What are the resource implications?

- 8 The financial implications are set out earlier in the report.
- 9 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 further potential staffing reductions that may be required to deliver the significant level of savings needed, we anticipate the need to serve a further Section 188 notice in February 2022 following Full Council approval of the 2022/23 Revenue Budget.

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 As a decision of Executive Board, the recommendations in this report are eligible for call-in.
- 13 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.
- 14 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.

- 15 Equality 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?

- 16 As detailed in the updated Medium-Term Financial Strategy 2022/23-2026/27, 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 approved Budget assume a level of resources receivable through council tax, business rates and government grants.
- 17 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.
- 18 There also remain uncertainties around the impacts of the government's Spending Review 2021 (due to be outlined alongside the Chancellor's Autumn Budget speech on 27th October), business rates reform and Fair Funding Review.
- 19 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.
- 20 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 and the council's ability to set a balanced budget for 2022/23.

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 approved today for implementation, or consultation as required, will subsequently 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

- 26 None

Service review savings proposal

Report to: Executive Board

Date of meeting: 22nd September 2021

Report author(s): James Woodhead, Head of Commissioning, Adults & Health

Report of: Director of Adults & Health

Executive Portfolio(s): Adult & Children's Social Care and Health Partnerships (Cllr Venner)

Does the report contain confidential or exempt information? No

Proposal title:	Reduction in grants and contracts to five third sector organisations supporting older people and other client groups
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Projected savings / additional income (net of investment)

Year	2022/23	2023/24	2024/25
Saving / £'000s	-35.5	-35.5	0

Who are you expecting to consult with?	Service users?	No
	Staff?	No
	Other stakeholders?	Yes – the individual third sector organisations in question and Forum Central

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

Executive Summary

This proposal is for a flat 10% recurrent reduction in funding to the following older people's and other third sector organisations who did not receive a 10% funding reduction in 2021/22:

Organisation	LCC annual funding value	10% reduction FYE	Service
Age UK Leeds	£42,399	£4,240	This a grant contribution towards the organisation costs which support the wider work of Age UK Leeds
Trinity Network	£86,996	£8,700	A grant contribution towards Trinity Network which provides day opportunities and luncheon clubs to older people from its two sites in Belle Isle and Dewsbury Road. It also produces and sells meals to a number of independent luncheon clubs across the city.
Community Links (LCC component)-	£180,500	£18,050	A partnership between Community Links and Carers Leeds - offers a range





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Organisation	LCC annual funding value	10% reduction FYE	Service
Young Dementia service			of support, connecting people to groups and activities within their community helping people to live well with dementia incl. 1:1 support or small group activities offering a short break for family and carers. The Young Dementia Leeds Hub based in Cottingley offers day respite for younger people living with dementia, providing a structured programme of activities, taking a more creative, less traditional approach to day care. Open access service.
Touchstone - Sikh Elders	£63,248	£6,325	Aims to improve the health and well-being of Sikh Elders by supporting them to live independently. A dedicated Punjabi speaking team who provide specialised provision and support.
Advonet (non-statutory element)	£337,000	£33,700	Provide advocacy across a range of client groups to people in Leeds.
	Total	£71,014	

The proposal is subject to consultation with those organisations as to the impact of the saving on their service users and on their sustainability as organisations. The implementation of any agreed cost savings following consultation would require six months to those organisations in line with the Leeds Third Sector Compact.

LCC would work in partnership with Forum Central and Voluntary Action Leeds to provide support and advice to the organisations in realising the 10% savings with the minimum impact on service users and the organisation and also support to explore alternative funding sources.

Recommendations

Executive Board is requested to:

- Consider the proposal to reduce funding to five third sector organisations (Age UK; Trinity Network; Community Links (LCC component) – Young Dementia Service; Touchstone – Sikh Elders; and Advonet - non-statutory element) by 10% with a total half year savings effect in 2022/23 of £35,500 and a full year effect in 2023/24 and beyond of £71,000 per annum;
- Approve the proposal going out to consultation as part of the council’s Medium-Term Financial Strategy and preparation for setting the 2022/23 Budget; and
- Note that the Director of Adults & Health will be responsible.



Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Adults & Health	Service area: Integrated Commissioning
Lead person: Lisa Hanson	Contact number: 07891 273480

1. Title: Savings Proposals for Strategic Commissioning (Older Adults) - Reduction in grants and contracts to five third sector organisations supporting older people and other client groups

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

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

This assessment is screening the proposals to make 10% funding reductions across a further five grant and contract arrangements, namely: Age UK Leeds, Trinity Network, Community Links (LCC component of the Young Dementia service), Touchstone (Sikh Elders Service), and; Advonet (non-statutory element). This proposal represents a 10% reduction in the overall LCC funding of these discretionary services.

In terms of the services themselves and what the LCC funding contributes towards:
 Age UK Leeds - This is a grant contribution towards the organisation's core costs and supports the overall work of Age UK Leeds in supporting older people across the city.

Trinity Network – The grant contributes towards the provision of day opportunities and luncheon clubs predominantly offered to older people living in and around the Belle Isle area of Leeds/Middleton Park Ward.

Community Links - Young Dementia service – This contract is for a range of support for adults with dementia and their family/carers. This includes connecting people to groups and activities within their community helping people to live well with dementia, including 1:1 support or small group activities. The Young Dementia Leeds Hub based in Cottingley offers day respite for younger people living with dementia, providing a structured programme of activities, taking a more creative, less traditional approach to day care.

Touchstone - Sikh Elders – A contract that aims to improve the health and wellbeing of older members of the Sikh community by supporting them to live independently. This involves a dedicated Punjabi speaking team who provide specialised provision and support.

Advonet (non-statutory element) – this contract includes the provision of short-term issue-based advocacy across a range of all client groups in Leeds

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 <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 impacts will be on Leeds citizens who receive support and/or connect with others through the named voluntary sector partners who across them provide services for adults who are either disabled; have other support needs or needs associated with older age. The services effected through this proposal provide support to people through a range of means that maintains those individuals' independence in the community and promotes their health and wellbeing.

Proposals would affect the revenue available to organisations and it is thought that the reductions proposed could be managed without potential disruption and negative impact on service users and staff. This however is not certain as these are small funding streams, therefore any reduction considered must be consulted and negotiated potentially.

Furthermore, third sector organisations attract funding from other external sources and COVID-19 has had an impact on these funding opportunities. The full impact of these proposals would therefore only be fully understood once the detail of how the saving would be realised has been agreed on a service-by-service basis.

The services provided generally support older adults, though will also benefit younger adults and carers. Any reduction to the funding for these services may affect these groups of individuals, however it is hoped that these impacts can be mitigated through continued consultation and engagement with the service providers and stakeholders with a view to working flexibly and innovatively, reviewing delivery and expectations to ensure minimal impact – however this cannot be confirmed at this stage.

Overall Leeds City Council continues to invest in the third sector and preventative services, with a range of support offered across a number of organisations all across the city.

- **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)

Between them the services facing potential funding reductions under these proposals include services providing support to:

- older people
- people with dementia
- specific BAME communities
- people and families involved in offering informal care
- people with mental health needs
- disabled people

The full impact of even a 10% reduction in funding income to these organisations will not be known until detailed impact analysis is carried out with those providers, however possible key impacts will be;

- the continued ability to deliver the level of service to the same number of people
- a change to the type of service which is offered
- cessation of certain activity/advice/guidance/support offered within the community
- viability of continued service

• **Actions**

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

- On a service-by-service basis, work with each third sector provider to identify how a funding reduction will be implemented whilst minimising the impact on service users.
- Signpost organisations to support and advice to help them manage the changes; including support to identify alternative funding streams
- Undertake further work with Forum Central, as the health and care third sector infrastructure support, to identify how any reductions in service resulting from the funding reductions could be picked up within the wider sector
- Work with providers to identify Asset Based community alternatives to their service

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
Lisa Hanson	Project Lead, Older People's Commissioning	08/09/2021
Date screening completed		08/09/2021

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



Service review savings proposal

Report to: Executive Board

Date of meeting: 22nd September 2021

Report author(s): Aidan Smith/Debbie Ramskill

Report of: Director of Adults & Health

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

Does the report contain confidential or exempt information? No

Proposal title:	In-House Strategic Mental Health Review
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Projected savings / additional income (net of investment)

Year	2022/23	2023/24	2024/25
Saving / £'000s	-50	-50	-50

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 is the strategic review of the LA in-house mental health provision with a view to looking at specific areas of delivery to create efficiency savings. The areas for consideration are:

- Maximising in-house accommodation capacity to meet statutory mental health demand
- Maximise income from health partners who utilise LA in house mental health accommodation
- Reduce the in-house void level fees associated with ILP properties
- Improving move on throughout in-house accommodation to greater independence and release accommodation capacity for the mental health care pathway
- More efficient and creative use of the IMPACT floating support service

Savings are likely to be around 50k for 2022/23, 2023/24 and 2024/25.

Impacts of proposal

The service will, wherever possible, seek to avoid any unintended consequences of any proposals developed, though only a small number of current customers are unlikely to be directly affected. However any changes to move on from accommodation within in house capacity will be considered and will require consultation. In addition, there would be little impact on staff and the service would seek to engage staff in any new ways of working.





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Potential impacts of this work will be felt across the mental health system and through improved strategic alignment of in-house mental health accommodation, impacts would be mostly positive.

A detailed review of this proposal will be required to understand the possible impacts and the levels of engagement and consultation required to realise potential savings.

The responsible individual for delivery of this proposal is Cath Roff, Director Adults & Health with support from Shona McFarlane, Deputy Director Social Work & Social Care Services, Debbie Ramskill, Head of Care Delivery and Aidan Smith, Head of Commissioning, Working Age Adults.

Recommendations

Executive Board is requested to:

- Consider the proposal to carry out an In-House Strategic MH Review & deliver net savings in 22/23, 23/24 and 24/25;
- Approve the proposal going out to consultation as part of the council's Medium-Term Financial Strategy and preparation for setting the 2022/23 Budget; and
- Note that the Director of Adults & Health will be responsible.



Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Adults & Health	Service area: Care Delivery Service
Lead person: Aidan Smith/Debbie Ramskill	Contact number: 07891 279039

1. Title: In-House Strategic Mental Health 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 EDCI is screening the request to Executive Board to approve the following:

- Maximising in-house accommodation capacity to meet statutory mental health demand
- Maximise income from health partners who utilise LA in house accommodation
- Reduce the in-house void level fees associated with ILP properties
- Improving move on throughout in-house accommodation to greater independence and release accommodation capacity for the MH care pathway.
- More efficient and creative use of the IMPACT floating support service

3. Relevance to equality, diversity, cohesion and integration

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

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

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

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

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

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

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

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

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

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

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

The Service review Proposal summaries those groups who would be affected by the

proposals; in particular the customers/residents of support and staff who provide the care and support.

Women make up a very large proportion of the workforce.

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

- **Key findings**

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

Full EDCI to be carried out.

- **Actions**

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

Full EDCI to be carried out.

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

Date to scope and plan your impact assessment:	November 2021 (subject to Executive Board decision).
Date to complete your impact assessment	December 2021
Lead person for your impact assessment (Include name and job title)	Aidan Smith/Debbie Ramskill, 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
Shona MacFarlane	Deputy Director	September 2021
Date screening completed		September 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:
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: 22nd September 2021

Report author(s): Joel Hanna (Head of Service Children Looked After), Ben Finley (Deputy Head of Service Corporate Parenting), Louise Hornsey (Senior Head of Finance)

Report of: Director of Children and Families

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: Diversifying Children’s Residential Provision

Projected savings / additional income (net of investment)			
Year	2022/23	2023/24	2024/25
Saving / £’000s	-295	-3,479	-1,922

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 ‘service review savings proposal’ sets out the business case for investing in our fostering and residential services to continue to improve outcomes for children and generate savings across our children and family’s placement budgets.

We recognise that children do best when they live in family-based care. This experience of family life compared with more institutionalised arrangements is known to be significantly better and their lives as children, adults and then as parents themselves are improved by this experience.

For a small number of children, currently less than 100, their needs mean that family-based care isn’t right for them or they are not able to manage in those situations at times in their life. In those circumstances children are looked after in residential care. The focus of our work with children in these circumstances is to help prepare them for family life.

These proposals to invest in our fostering and residential provision are based on an analysis of the needs of children in our care. The proposals aim to create increased in-house capacity for children and young people to reduce reliance on externally commissioned fostering and residential placements.

This will be achieved by reviewing our payment and support structure and introducing foster placements that can manage and support the needs of more complex children. In addition, we will establish four new residential hubs that will provide care for up to 16 children.





MEETING OUR FINANCIAL CHALLENGE

The fostering proposals will create greater resilience in placement stability, reducing the need for children to move to residential care and the additional levels of fostering capacity will provide skilled carers who can help children and young people move out of residential care and into longer-term family-based care. The residential hubs will provide additional capacity to support children with higher level needs and in turn create capacity in our 4 person homes for those young people who can manage this level of care.

These strengthened arrangements will provide a broader range and more resilient placements to improve stability and to return more children to in-house placements improving their outcomes and creating savings over a number of years following full implementation.

Recommendations

Executive Board is requested to:

- Consider the proposal to develop our residential care home offer through the development of 4 residential hubs.
- Consider the proposal to review the support and payment structure for foster placements including the introduction of a placement type at a higher rate of fees with the expectation of returning children from residential care to family-based living.
- Approve the proposal 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 Children and Families will be responsible for implementation.



Equality, Diversity, Cohesion and Integration (EDCI) screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: Children and Families	Service area: Corporate Parenting
Lead person: Joel Hanna	Contact number: 83643

1. Title:	Diversifying Children’s Residential Provision		
Is this a:	<input checked="" type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function	<input type="checkbox"/> Other
If other, please specify			

2. Please provide a brief description of what you are screening
<p>1 – the introduction of a new approach and expansion to our children’s residential care</p> <p>2 – changes to the pay and remuneration levels of foster carers</p> <p>3 – changes to the skills and grades of foster carers</p> <p>4 – increased capacity in the fostering service</p>

<p>3. Relevance to equality, diversity, cohesion and integration</p> <p>All the council’s strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.</p> <p>The following questions will help you to identify how relevant your proposals are.</p>
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When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		*
Have there been or likely to be any public concerns about the policy or proposal?	*	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	*	
Could the proposal affect our workforce or employment practices?	*	
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 	*	

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**.
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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)

1 – These changes relate to establishing new residential care for children. This will be available to all and is an approach that we believe will improve outcomes for children, promoting their integration and overall social cohesion.

2,3,4 – these changes will be applied consistently across the foster carer cohort. We recognise the need to continue to develop diversity within the Fostering Service and have a specific action plan in place to do this.

- **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)

These changes are for the children looked after by Leeds. They will increase the potential to provide the best quality care for them and improve their outcomes.

There may be local concern as we look to open new children's homes, but this will be managed through local engagement by the project leads and through active work with elected members and children's champions through the city's Corporate Parenting Board.

- **Actions**

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

We will actively engage with stakeholders (young people, staff and foster carers) and with communities as we consult on potential changes.

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