

Proposal to Change the Member Allowance Pay Date from 16th to 26th of the Month

Date: 11th September 2024

Joint Report of The City Solicitor and Chief HR Officer

Report to: Full Council

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The report outlines the proposal to change the payment date for Members Allowances from the 16th to the 26th of the month.

Member Allowances are currently paid in accordance with the Members Allowance Scheme which forms part of the Constitution. This states that Members will receive payment on or around the 16th of the month.

To support the implementation of the new payroll system, work has been undertaken to ensure that the most efficient and modern payroll practices are adopted. Working with our transformation partners as part of the implementation of the new system it has been identified that if we manage one pay date per month rather than two, we will be able to generate efficiencies and deliver a financial benefit of up to £600k per annum. However, to achieve all of the benefits, payments need to be consolidated onto one day within each month.

This impacts a number of stakeholders including Members, employees and external organisations who contract us to provide a payroll service, who at present are paid on different dates during the month. Information about the change was shared with Members in June with views sought through an online survey, a member seminar was also offered.

Taking into account all the feedback and the benefits that will be generated from making the changes, a decision was made on the 28th August to progress with changes to the employee pay date. External providers have already been made aware of the change. To ensure the full benefits and alignment to one payment date is achieved Members Allowances will also need to change to the 26th of the month.

It is proposed that the last payment of Members Allowances on the 16th of the month will be October 2024.

Transition to the new payment date of 26th will happen over a period of four months via a 'nudging' process as follows: 18th November 2024, 20th December 2024, 22nd January 2025 and 26th February 2025.

In addition to the nudging outlined above, a support package has been developed to assist colleagues and Members with the transition to the new pay date. This package includes: a repayable bridging payment, commitment to reimburse unavoidable fees and charges associated with making the change, financial wellbeing information, webinars and workshops along with support through normal routes including the Employee Assistance Programme provided by Vivup this is also available to member, frequently asked questions and the HR Advisory Hub.

Recommendations

Full Council are asked to:

- a) note the contents of this report,
- b) approve the change of payment date for Members Allowances from 16th of the month to on or around the 26th of the month.
- c) approve that the Members' Allowance Scheme be amended to reflect the change of payment date from 16th to on or around the 26th of the month as set out in Appendix C.

What is this report about?

- 1 The report sets out the proposal to change the payment date for Member Allowances from the 16th of the month to the 26th.
- 2 Alongside the change to payment date, a support package has been developed to assist Members with the transition from the 16th to the 26th pay date, if needed.
- 3 The proposal to change the Member Allowance pay date, is linked to a decision that has been made to change the pay date for all LCC employees including schools staff that are paid on the 16th of the month, and our external traded partners who we currently provide contractual payroll services to. To achieve the full benefits, there is a need to align all pay dates to the 26th of the month and this includes Member Allowances.

Main Issues

- 4 A commitment was made by Executive Board in February 2023 when funding was secured through the Core Business Transformation (CBT) programme to procure and implement a new Core HR and Payroll system to ensure new ways of working are adopted to maximise efficiencies and value for money.

- 5 The proposal to change to one pay date per month (rather than two) has been identified as an opportunity for the Council to adopt payroll best practice, deliver efficiencies in the way we work as well as realising financial benefits for the organisation.
- 6 The new Core HR and Payroll system is scheduled to go-live in April 2025. Moving to one pay date per month in advance of the new system going live significantly reduces the complexities and risk associated with moving to a new payroll system as we currently manage over 130 payrolls over the two days, this could be reduced to around 70 payrolls. This will enable the CBT team to deliver the change and realise savings at the earliest opportunity.
- 7 Making the change is not an insignificant task and will impact on all employees currently paid on the 16th including all Members.

The proposal

- 8 To change the pay date for Member Allowances from on or around 16th of each month to on or around 26th of each month by 26th February 2025, to ensure we align to one pay date before we go live with the new payroll system, and to allow time for the transition and testing. This will not change the amount of allowance received by Members and the payment will still reflect the same period of the 1st to the end of the month.
- 9 To support the change, and in response to representations received the pay date will be implemented on a 'nudging' basis from November 2024 to February 2025 to minimise the gap between payment dates. The 'nudged' dates over this period will be as follows:
 - 18th November 2024
 - 20th December 2024
 - 22nd January 2025
 - 26th February 2025.

Following this, all subsequent pay dates will be on or around the 26th of the month. If the 26th falls on a weekend or bank holiday, the payment will be made on the final working day before. The last pay date on the 16th of the month will therefore be 16th October 2024.

- 10 In addition to the nudging outlined above, the following support package is being offered to support Members with the implementation. Colleagues may decide to access some, or all of the support outlined below.
 - A bridging payment to help support the transition to a new pay date, to help with cashflow and the timing or realignments of any payments / direct debits. The payment will be capped at 50% of an individuals' average allowance over the period May – July 2024 up to a maximum of £1,750 and will be repayable via a deduction from the allowance over eight months (February 2024 – September 2025).
 - Unavoidable administration charges or fees and additional interest payments that are incurred as a result of changing the payment date will be reimbursed subject to evidence being provided and specific criteria being met.

- Financial wellbeing support will be provided through an information booklet, webinars and workshops.
- Access to information through detailed FAQs.
- Support through the usual sources Employee Assistance Programme, which is available to Members.

What impact will this proposal have?

- 11 As outlined above, the proposal delivers against the commitments made by the Executive Board, to deliver more streamlined and efficient new ways of working, maximise value for money and to deliver Core HR and Payroll services in line with best practice.
- 12 The proposed change will simplify the payroll process and reduce the number of payrolls run each month from over 130 to around 70. Thereby reducing the risk of errors, overpayments, raising of special payments and reducing the workload of colleagues within the Business Support Centre (BSC).
- 13 Making this change will deliver significant financial benefits as outlined in the resources section below.
- 14 It is recognised that this change won't be easy for everyone. The comprehensive support package outlined above has been developed to provide as much support to individuals as possible to reduce the impact during the transitional period.

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

- Health and Wellbeing
 Inclusive Growth
 Zero Carbon

- 15 The proposals described in this report are in relation to council procedures so have limited connections to the delivery of the City Ambitions. However, they support the aims set out in the medium-term financial strategy particularly in relation to value for money, delivering sustainable solutions to improve efficiencies, to deliver savings in relation to back-office functions and to create additional cashflow that will help enable to council to maintain frontline services within the current financial context.
- 16 In addition, the proposals support the delivery of the organisational plan (Being Our Best), to be an efficient, enterprising, healthy and inclusive organisation. In addition to supporting the transition to the new system, the proposals within this report recognise the concerns that were raised through the peer reviews about workforce capacity, with the new system able to simplify working practices.
- 17 Being Our Best highlights five interdependent change priorities. This proposal enables us to be a more efficient council whilst improving our digital offer. This will be done by reducing the number of payrolls ran by maximising processes available to us through the new technology.

What consultation and engagement has taken place?

Wards affected: N/A

Have ward members been consulted? x Yes No

18 All Members were consulted via email in relation to the proposed changes, a drop-in session was offered and a survey was sent out to gather views. Key headlines from the Members survey are detailed below:

- 17 responses were received, representing 17% of Members
- 88.3% of respondents felt positive or neutral about the changes proposed whereas 11.8% expressed levels of concern.

19 A further breakdown of the results of this survey can be seen in Appendix A.

What are the resource implications?

20 If the pay dates for all employees, external partners and Members are moved from the 16th to the 26th of the month, onto one pay date, there will be an ongoing cashflow benefit of up to £600,000 per annum. This is based on current interest rates and will fluctuate as interest rates change.

21 Staffing efficiencies will also be delivered as payroll processes are streamlined.

22 Further savings are also envisaged as a result of changing the pay date in relation to the reduction in processing of late payroll documentation, overpayments and raising special payments.

23 Costs will be incurred as part of the support package that is being offered for employees and Members.

24 Furthermore, the covering of unavoidable charges or fees will have a cost to the authority. Whilst estimations on this are difficult due to a number of variables, this will be subject to evidence being provided and strict criteria and managed by HR.

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

25 Proceeding with this proposal is not without risk given the timescales we are working towards.

26 The extension of the nudging period means the parallel running of the two payroll systems in February. This leads to a higher risk of error in comparing the two payrolls, which stretches capacity within the teams but is considered manageable.

27 The support package has been designed to ensure that there are clear communications setting out why we need to proceed with the change and how to access the support available despite the amount being paid not changing.

28 On balance the support package and the positive benefits this change brings to the Council is considered to still outweigh the risk. There is also a significant risk to the Core Business Transformation programme in relation to implementing the new payroll system due to increased complexities and additional costs if the changes can't be made before the transition to the new system.

What are the legal implications?

29 Agreement to change the payment date for Members Allowances requires a decision of Full Council as well as an amendment to the Member Allowances Scheme within Part 6 of the constitution.

30 The Local Authorities (Members' Allowances) (England) Regulations 2003 do not require a recommendation from the Independent Remuneration Panel in respect of these decisions.

Options, timescales and measuring success

What other options were considered?

31 Doing nothing and not making any changes is not considered a viable option as this would impact on the deliverables from the CBT Programme.

32 Through the consultation process we were asked to consider alternative timescales for implementing the change of pay date. Four scenarios were worked through however none of them were viable. In the current financial context, it is important that all efficiencies are maximised for the authority and further unnecessary expenditure is limited.

How will success be measured?

33 The successful implementation of one pay date will be measured by all Members being paid accurately on the 26th of the month from February 2025 onwards.

34 The successful implementation of the new HR and Payroll system in April 2025 with a single pay date for all payrolls and realisation of the financial and other savings set out above.

35 Members accessing the support available to enable them to manage the transition smoothly.

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

36 The implementation of a new pay date will take place between November 2024 and February 2025.

37 The Chief HR Officer supported by the Head of HR and colleagues in HR and the Business Support Centre will be responsible for implementing the change, the necessary changes to the payroll system to ensure that pay dates transition through the nudging process successfully and the administration of the support package.

Appendices

- Appendix A – Results from member survey
- Appendix B – Equality impact assessment document
- Appendix C – Members' Allowances Scheme

Appendix A – Results from Member Survey

The below sets out an analysis of the feedback received from the Member survey.

Survey Results:

- The survey received 17 responses, representing 17% of Members.
- 94.12% of respondents said that the information provided was clear or mostly clear.
- 88.24% of respondents were not at all or slightly concerned about the impact on their financial position, 5.88% were somewhat concerned, and 5.88% were extremely concerned.

Support Options:

- 85.71% of respondents said they do not need any support.
- The most popular support measure was webinars/workshops 14.29% with 7.14% saying they may use the financial planning, bridging payment and access the additional information including FAQs.

Overall Sentiment:

- When asked overall how you feel about the proposal. Positive and neutral responses were received by 88.23%, with only 11.77% negatively responding.

Analysis of Responses:

- The level of responses are low, therefore statistically there could be a variation of up to 22% either way on the response received. However, even with this the responses sway more to positive position in relation to the proposed change.
- Minimal comments were made within the free text mainly referring to individual circumstances or aligned with comments that have been picked up as part of the wider consultation

Appendix B – Equality impact assessment document

Equality, Diversity, Cohesion and Integration (EDCI) impact assessment



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

This form:

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

Directorate: Strategy and Resources	Service area: CBT
Lead person: Claire Matson	Contact number: Claire.matson@leeds.gov.uk
Date of the equality, diversity, cohesion and integration impact assessment: v4 August 2024	

1. Title: Proposal to Change the Member Allowance Pay Date from 16 th to 26 th of the Month
Is this a:
<p> Strategy / Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other <input checked="" type="checkbox"/> </p>
If other, please specify: Proposal to change the Member Allowance Scheme, moving the payment date from on or around the 16 th of the month to on or around the 26 th of the month.

2. Members of the assessment team:

Name	Organisation	Role on assessment team
		For example, service user, manager of service, specialist

Helen Fallows	LCC	Senior Business Change Lead- HR/Payroll
Damian Booth	LCC	Deputy Head of BSC
Stephen Daniel	LCC	Senior Engineer IDS
Alex Burdon	LCC	Senior Engineer IDS
Mark Barrett	LCC	Head of finance – Business Change
Sue Petty	LCC	Customer Services Manager - BSC
Emma Browes	LCC	Head of Business Change - CBT
Darren Crowe	LCC	Senior HR Officer (financial wellbeing)
Jo Hook	LCC	Deputy Head of BSC (payroll & pensions)

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

The proposal is to move staff, members and external traded partners to one pay date. Aligning all those paid on or around the 16th of the month to on around the 26th of the month.

- Reduce the number of payrolls processed from around 131 payrolls each month, to around 69. This includes LCC including maintained schools and members, Trust and Foundation schools, academies and other external organisations that purchase a payroll function from the Business Support Centre

This proposal has been developed through the Core Business Transformation Programme as a result of the work undertaken to identify the most efficient ways of working when planning the implementation of a new core HR and payroll system.

The Core Business Transformation (CBT) programme received approvals from the Executive Board for funding to implement a new Core HR and Payroll System working with a transformation partner to deliver new ways of working that would generate efficiencies. As well as generating efficiencies within the Business Support Centre, a financial benefit of up to £562k p.a will be delivered from a cashflow benefit of processing payroll on the 26th rather than the 16th of the month. The proposals will also enable the organisation to exploit the technology being provided by the new system.

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

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

4b. Service, function, event please tick the appropriate box below	
The whole service (including service provision and employment)	<input checked="" type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
Please provide detail: This will impact LCC payroll function, therefore, in order for the authority to change the pay date from the 16 th to the 26 th of the month, this will impact on the member allowance scheme.	

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Member Data

All Members received their allowance on the 16th of the month so are impacted by the change.

The data being used for this assessment will be as follows:

As at August 2024

- 97 members and 6 co-opted

This proposed change will affect all members currently paid on the 16th of the month. Whilst some equality data is recorded, the response rate is too low to give reliable equality information.

Data from other local authorities

We have contacted other Core City Local Authorities and the majority of them already pay on one pay date at the end of the month. We are aware that when other organisations have changed pay date they have not all provided support with the transition.

Survey information

Information collated from the survey, although due to the cohort being small we were unable to report on equality information.

Are there any gaps in equality and diversity information

Please provide detail:

In relation to this proposal the financial health of individuals is what will determine the impact on them. This is not information we hold.

We don't hold information about which members receive benefit payments.

Action required:

Gather feedback from members on the proposed payment date change and the impact on them.

When designing the support available ensure this is open to all including Members.

When designing support ensure the communications are easy to understand and that there are different routes to access support.

When designing support look for ways to minimise the need for bridging payments which artificially inflate their earnings in a particular month.

Provide information about universal credit and the anticipated impact and signpost people where to go for further help / support in relation to the change.

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

Yes

No

Please provide detail:

A survey was issued to all members in June 2024 to explain the proposal and seek their views.

Survey Results:

- The survey received 17 responses, representing 17% of Members.
- 94.12% of respondents said that the information provided was clear or mostly clear.
- 88.24% of respondents were not at all or slightly concerned about the impact on their financial position, 5.88% were somewhat concerned, and 5.88% were extremely concerned.

Support Options:

- 85.71% of respondents said they do not need any support.
- The most popular support measure was webinars/workshops 14.29% with 7.14% saying they may use the financial planning, bridging payment and access the additional information including FAQs.

Overall Sentiment:

- When asked overall how you feel about the proposal. Positive and neutral responses were received by 88.23%, with only 11.77% negatively responding.

Analysis of Responses:

- The level of responses are low, therefore statistically there could be a variation of up to 22% either way on the response received. However, even with this the responses sway more to positive position in relation to the proposed change.
- Minimal comments were made within the free text mainly referring to individual circumstances or aligned with comments that have been picked up as part of the wider consultation

Action required:

Ensure members receive easy to understand information about the variation to the members allowance scheme and understand what this means for them. This includes highlighting the support package that has been developed to support members through the transition period.

7. Who may be affected by this activity?

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

Equality characteristics

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

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

Please specify: All members will be impact by the change to the member allowance, however it is anticipated that members who's finances are very tight from one payment day to another will be more greatly affected by the change.

Stakeholders

Services users	<input type="checkbox"/>	Employees	<input type="checkbox"/>	Trade Unions	<input type="checkbox"/>
Partners	<input type="checkbox"/>	Members	<input checked="" type="checkbox"/>	Suppliers	<input type="checkbox"/>

Other please specify : all stakeholders paid through payroll including employees and organisations that purchase our payroll function.

Potential barriers

Built environment

Location of premises and services

Information
and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

Financial exclusion

Employment and training

specific barriers to the strategy, policy, services or function

Please specify :

The organisation wishes to avoid members experiencing financial difficulties because of the change of payment date. Concerns about the time of year that the change will occur due winter months being potentially more expensive due to fuel bills and also the festive period.

8. Positive and negative impact

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

8a. Positive impact:

The positive impact for consolidating the pay date are to the organisation, by paying all staff and members on the 26th of the month, this enables LCC and the other organisations to achieve efficiencies in the way in which payroll is run. The larger the organisation the greater the cash flow benefit of paying salaries later in the month. This significant financial benefit helps contribute to the financial challenge for 2024/25 and ultimately safeguards services and jobs.

For individuals the financial wellbeing support that is already available will receive further promotion as part of this programme of work, which might mean more people access and benefit from the resources that are currently available and increase awareness in relation to financial wellbeing, particularly for any members that need additional support.

Action required:

Ensure communications are clear that although this may be an unwelcome change for some individuals, the proposals help the collective effort to close the budget deficit across the council and creates efficiencies within the payroll process.

8b. Negative impact:

Potentially there could be a higher impact on lower earners, however depending on individual personal financial circumstances there could be an impact on higher earners also.

The pay period for employees doesn't change they are still paid from the 1st to the end of the month, but there has been concerns raised for a potential 10 days longer for the same salary. Nudging has been developed to try and mitigate financial hardship. In addition, a support package has been developed that includes reimbursement of fees and charges to mitigate the financial impact on individuals.

From the survey there was limited comments, however overall respondents were positive about the change.

Action required:

Ensure support is available for those that need it. Support options will be available to Members to help them through the transition to the new pay date.

To mitigate the 10 day gap impact consider where pay dates fall each month, as in some months the pay date is brought forward because of the weekend. Consider changing the pay date multiple times (nudging) so the 10 day gap is not closed as a big bang.

Provide support around financial wellbeing/ practical support to help with amending direct debits.

A support package has been developed that includes

- Nudging of pay dates, this includes extending the initial proposal so that nudging ends in February 2025
- A repayable bridging payment, accessible to all and repayable over an 8 month period
- Offer to reimburse for fees/charges and additional interest costs because of moving payments e.g. Direct Debits

All of these will be detailed in the FAQs available for all Members.

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

Yes	No
Please provide detail:	
N/A	
Action required:	
N/A	

10. Does this activity bring groups/communities into increased contact with each other? (for example, in schools, neighbourhood, workplace)	
<input type="checkbox"/> Yes	<input type="checkbox"/> No
Please provide detail:	
N/A	
Action required:	
N/A	

11. Could this activity be perceived as benefiting one group at the expense of another? (for example where your activity or decision is aimed at adults could it have an impact on children and young people)	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Please provide detail: All members currently paid on the 16 th are impacted by the change, though it is not anticipated this would benefit any protected characteristic over another as all are impacted by the change.	
Action required:	

12. Equality, diversity, cohesion and integration action plan

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

Action	Timescale	Measure	Lead person
Offering bridging payments	Form developed and launched for applications. Applications close 22/09/2024 Repayments begin February 2025 – September 2025	Employees/members understand what is available and can make an informed decision about whether or not they need the support of a bridging payment.	Claire Matson, Damian Booth Jo Hook with support from finance colleagues.
“nudging” pay date, to help mitigate a 10 days gap as we transition to a new pay date, reduced the need to access other support such as bridging payments. Additional nudging included in the final proposal to help mitigate a longer gap between pay dates between December and January.	To implement from November 2024 following the decision being taken by FC	Planned dates for nudging: <ul style="list-style-type: none">• 18th November (33 days, this is plus 3 days due to change)• 20th December (32 days, this is plus 1 day due to the change)• 22nd January (33 days)• 26th February	Helen Fallows, Stephen Daniel and Alex Burdon.

Action	Timescale	Measure	Lead person
Reimbursement of unavoidable charges or fees and increased interest as a result of changing payment arrangements due to the change in pay date as per criteria developed.	Launch alongside FAQs w/c 2 nd sept	Monitor requests to reimburse costs in line with criteria set	Claire Matson, Damian Booth Jo Hook with support from finance colleagues.
Engage with others who can provide support e.g. Lifetime for financial planning assistance for those impacted by the change in date	To be launched alongside FAQs w/c 2 nd Sept and be available throughout the nudging process until 26 th February 2025	Take up on the offer through participation numbers for webinars /workshops	Emma Browes and Darren Crowe
Draft simple and clear communications for members about the decision, the contract variation/update to allowances, the impact and any subsequent support being provided, including access to information about any impact on benefits or where to access information.	Communications to be clear and timely when the decision has been made to members and ongoing to ensure members are kept abreast of any changes	Members understand what is being proposed and are able to feedback. Monitor queries through HR Advisory hub/dedicated inbox about the change and what this means	Emma Browes and Claire Matson
Hold on-line events to ensure members are aware of proposals and provided feedback. Including	May – July 2024	Monitor attendance and engagement in sessions.	Emma Browes and Claire Matson

Action	Timescale	Measure	Lead person
communications through established routes			
Identify if any other local authorities are changing pay date and determine similarities, e.g. contract variation / collective agreement	Spring 2024	Information has been shared by other LA's that have made changes. Pay dates for Core Cities has been collated.	Helen Fallows
Individual survey / feedback on the proposal and the 'you said.. we did' approach to direct people with concerns to appropriate support	Analysis complete by end of July 2024 Feedback from survey / consultation sessions to form part of the FAQs, launching no later than w/c 2 nd Sept	Monitor feedback from various routes from member about the change.	Claire Matson

13. Governance, ownership and approval

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

Name	Job title	Date
Claire Matson	Head of HR	27/08/2024
Date impact assessment completed		V4 August 2024

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

As part of Service Planning performance monitoring

As part of Project monitoring

Update report will be agreed and provided to the appropriate board

Please specify which board

Other (please specify)

15. Publishing

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

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

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

Complete the appropriate section below with the date the report and attached assessment was sent:	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

