

**KIRKLEES COUNCIL**

**General Fund and HRA Medium Term  
Financial Plan 2019-22**

**Revenue & Capital Budget Book**

## **BUDGET DOCUMENTATION 2019-22**

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## **INTRODUCTION**

### **How did we develop this documentation?**

- The budget plans take account of both existing year 2 Directorate budget plans, which will roll forward into year 1 of the updated 2019-22 MTFP, and new savings proposals.
- While revenue budgets are set annually before the start of each financial year, there is some limited flexibility for revenue budgets to be transferred between service activities in-year.
- The updated budget plans in this document take account of the fact that some budgets have transferred between service activities.
- The document refers to “controllable budgets”: These are budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including overheads which are specific to that department.
- Examples of controllable expenditure are staff costs, premises, supplies & services, and payments to contractors. Controllable income includes schools income, other traded income, fees & charges, and specific government grants.
- For a small number of services all the controllable expenditure is entirely funded by income. These services have £0 in the net controllable expenditure column.
- The column labelled “2018-19 net controllable budget” provides the baseline or starting point for savings or increases proposed in the following three years to the financial year 2021-22.
- Inflation provision for all years is held within Central Budgets.
- The columns labelled “Minuses” are proposed reductions in net expenditure. This can be because of:
  - planned savings
  - reduced demand for that service, or
  - a planned increase in associated income.
- The columns labelled “Pluses” are proposed increases in net expenditure. This can be because of:
  - proposed increased spending, or
  - a planned reduction in associated income.
- The “minuses” cross-reference to specific budget savings templates for each minus proposal. The budget savings template sets out :
  - the minus amount profiled across years
  - the impact on the budget to which the proposal relates

- the impact on staffing numbers where relevant
- a service description of what the proposal is (including inter-dependencies and risk)
- potential impact of the proposal on service outcomes and any mitigating actions proposed
- does the proposal require an equality impact assessment
- will the proposal require a specific service consultation
- accountable head of service

To support the budget process, we have published equality impact assessments.

## **GLOSSARY**

**Controllable budgets:** Budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including departmental specific management overheads (e.g. staff, premises, supplies & services, payments to contractors). Controllable income includes schools income, other traded income, fees & charges, specific government grants.

**2018-19 net controllable budgets** provide the baseline or starting point for savings or increases proposed in subsequent years\*.

**Minuses:** are reductions in spending, because of planned savings or a reduced demand for that service, or because of a planned increase in associated income. At this stage, the profiling of the minuses is indicative.

**Pluses:** are increased spending or reduced income. At this stage the profiling of the pluses is indicative.

Overall General Fund Summary By Strategic Director Portfolio

STRATEGIC DIRECTOR PORTFOLIOS	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	21-22 BUDGET PROPOSAL £000
Child Protection & Family Support Learning & Early Support <b>Total Children &amp; Families</b>	60,120 309,024 <b>369,144</b>	(2,213) (292,778) <b>(294,991)</b>	57,907 16,246 <b>74,153</b>	(1,599) (4,316) <b>(5,915)</b>	2,001 9,270 <b>11,271</b>	58,309 21,200 <b>79,509</b>	(1,584) (1,501) <b>(3,085)</b>	1,160 150 <b>1,310</b>	57,885 19,849 <b>77,734</b>	(1,548) (1,100) <b>(2,648)</b>	650 100 <b>750</b>	56,987 18,849 <b>75,836</b>
Integration Adult Social Care Operation Commissioning, Quality & Performance <b>Total Adults &amp; Health</b>	11,143 91,984 78,009 <b>181,136</b>	(2,567) (52,830) (19,870) <b>(75,267)</b>	8,576 39,154 58,139 <b>105,869</b>	(700) (14,867) (1,398) <b>(16,965)</b>	8,270 4,700 <b>12,970</b>	7,876 32,557 61,441 <b>101,874</b>	(100) (3,647) <b>(3,747)</b>	9,898 1,620 <b>11,518</b>	7,776 38,808 69,061 <b>109,645</b>	(3,891) <b>(3,891)</b>	7,350 1,551 <b>8,901</b>	7,776 42,267 64,612 <b>114,655</b>
Economy, Regeneration & Culture Commercial, Regulatory & Operational Services <b>Total Economy &amp; Infrastructure</b>	18,014 122,810 <b>140,824</b>	(9,599) (91,923) <b>(101,522)</b>	8,415 30,887 39,302	(260) (2,908) <b>(3,168)</b>	345 2,561 <b>2,906</b>	8,500 30,540 39,040	(105) (105) <b>(105)</b>	500 500	8,500 30,935 39,435	(150) (105) <b>(255)</b>	450 450	8,350 31,280 39,630
Policy, Intelligence & Public Health Corporate Services <b>Total Corporate Services</b>	25,956 149,885 <b>175,841</b>	(27,658) (119,267) <b>(146,925)</b>	(1,702) 30,618 28,916	(1,126) (1,704) <b>(2,830)</b>	805 850 <b>1,655</b>	(2,023) 29,764 27,741	(1,631) <b>(1,631)</b>	25,305 <b>25,305</b>	23,282 28,133 51,415	(823) (100) <b>(923)</b>	823	23,282 28,033 51,315
<b>Sub Total Strategic Director Portfolio</b>	<b>866,945</b>	<b>(618,705)</b>	<b>248,240</b>	<b>(28,878)</b>	<b>28,802</b>	<b>248,164</b>	<b>(8,568)</b>	<b>38,633</b>	<b>278,229</b>	<b>(7,717)</b>	<b>10,924</b>	<b>281,436</b>
Central Budgets	46,019	(1,912)	44,107	(13,326)	8,135	38,916	(2,384)	13,140	49,672	(1,304)	6,768	55,136
<b>Total Budgets</b>	<b>912,964</b>	<b>(620,617)</b>	<b>292,347</b>	<b>(42,204)</b>	<b>36,937</b>	<b>287,080</b>	<b>(10,952)</b>	<b>51,773</b>	<b>327,901</b>	<b>(9,021)</b>	<b>17,692</b>	<b>336,572</b>
<b>Funding Available:</b>												
Business Rates Retention						(91,623)			(113,724)			(110,784)
Unringfenced Grants						(18,068)			(15,919)			(15,768)
Council Tax						(166,659)			(171,758)			(176,989)
Adult Social Care Precept						(12,539)			(12,539)			(12,539)
<i>Collection fund balance:</i>						(6,929)						
<i>Business Rates Local Share</i>						1,179						
<i>Council Tax</i>												
<b>Total Funding Available</b>			<b>(294,639)</b>			<b>(294,639)</b>			<b>(313,940)</b>			<b>(316,080)</b>
<b>Budget gap</b>			<b>(7,559)</b>			<b>(7,559)</b>			<b>13,961</b>			<b>20,492</b>
<b>Transfer to Reserves</b>			<b>7,559</b>			<b>7,559</b>						
<b>Budget gap</b>			<b>0</b>			<b>0</b>						

**STRATEGIC DIRECTOR PORTFOLIOS**

	FTEs		
	2019-20 MTFP	2020-21 MTFP	2021-22 MTFP
<b>Children &amp; Families</b>	5,910.4	5,910.4	5,904.4
adjust for delegated schools budget	(5,033.4)	(5,033.4)	(5,033.4)
	<u>877.0</u>	<u>877.0</u>	<u>871.0</u>
Service Changes		(6.0)	(6.0)
	<b>877.0</b>	<b>871.0</b>	<b>865.0</b>
<b>Adults &amp; Health</b>	1,033.9	1,003.9	998.9
Service Changes	(30.0)	(5.0)	
	<u>1,003.9</u>	<u>998.9</u>	<u>998.9</u>
<b>Economy &amp; Infrastructure</b>	2,216.1	2,213.1	2,213.1
Service Changes	(3.0)		
	<u>2,213.1</u>	<u>2,213.1</u>	<u>2,213.1</u>
<b>Corporate Services</b>	1,135.5	1,126.0	1,093.5
Service Changes	(9.5)	(32.5)	
	<u>1,126.0</u>	<u>1,093.5</u>	<u>1,093.5</u>
<b>Summary excluding Delegated Schools Budget</b>	5,262.4	5,219.9	5,176.4
Service Changes	(42.5)	(43.5)	(6.0)
	<u>5,219.9</u>	<u>5,176.4</u>	<u>5,170.4</u>

**CHILD PROTECTION & FAMILY SUPPORT**

SERVICE ACTIVITY	18-19		18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	19-20		20-21		21-22			
	CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE BUDGET £000			MINUSES £000	PLUSSES £000	MINUSES £000	PLUSSES £000	MINUSES £000	PLUSSES £000	BUDGET PROPOSAL £000	BUDGET PROPOSAL £000
<b>Assessment &amp; Intervention</b>												
Assessment & Intervention (South)	4,187	0	(399)	4,187	(703)	195	3,679	172	3,851		100	3,951
Emergency Duty Service	689			290			290		290			290
Assessment & Intervention (North)	3,021	0		3,021	(346)	255	2,930	(260)	2,727	(260)		2,467
Disabled Children Service	3,795	0		3,795			3,795		3,795			3,795
<b>Total</b>	<b>11,692</b>	<b>(399)</b>	<b>(399)</b>	<b>11,293</b>	<b>(1,049)</b>	<b>450</b>	<b>10,694</b>	<b>(260)</b>	<b>10,663</b>	<b>(260)</b>	<b>100</b>	<b>10,503</b>
<b>Sustainability, Capacity &amp; Resourcing</b>												
Family Placement Unit (including Help Desk)	1,294	0		1,294		63	1,357		1,365		8	1,365
Fostering Service	1,754	0		1,754	(53)	43	1,744		1,761		17	1,761
Fostering Service (including Recruitment)	12,681	(95)		12,586		311	12,897		13,199		302	13,199
Contact Team	1,116	0		1,116	(106)	25	1,035		1,035			1,035
Internal Residential Placements	2,918	0		2,918			2,918		2,918			2,918
External Residential Placements	6,328	(194)		6,134			6,134	(1,224)	4,910	(1,188)		3,722
Leaving Care Supported Accommodation/Supported Lodgings	1,776	0		1,776			1,776		1,776			1,776
Guardianship and Residency Orders	3,675	0		3,675			3,675		3,675			3,675
Adoption Allowances	1,230	0		1,230			1,230		1,230			1,230
Family Assessment	151	0		151			151		151			151
Persons from Abroad	219	(149)		70			70		70			70
Disabled Children Service Young Peoples Activity Team	433	(19)		414			414		414			414
Disabled Children Service - Internal Residential Placements	1,938	(119)		1,819			1,819		1,819			1,819
Commissioned Service	1,142	0		1,142		118	1,260		1,260			1,260
<b>Total</b>	<b>36,655</b>	<b>(576)</b>	<b>(576)</b>	<b>36,079</b>	<b>(1,591)</b>	<b>560</b>	<b>36,480</b>	<b>(1,224)</b>	<b>35,583</b>	<b>(1,188)</b>	<b>327</b>	<b>34,395</b>
<b>Corporate Parenting Service</b>												
Looked After Children 0-18	2,658	(32)		2,626	(94)	135	2,667		2,719		52	2,719
Leaving Care 18-21 (25)	960	0		960			960		960			960
Youth Offending Team	1,536	(758)		778			778		778			778
<b>Total</b>	<b>5,154</b>	<b>(790)</b>	<b>(790)</b>	<b>4,364</b>	<b>(94)</b>	<b>135</b>	<b>4,405</b>	<b>0</b>	<b>4,457</b>	<b>0</b>	<b>52</b>	<b>4,457</b>
<b>Quality Assurance, Standards and Safeguarding</b>												
Service Specialist Training (Children)	174	(88)		86			86		86			86
Safeguarding & Quality Assurance	2,610	(113)		2,497	(65)	47	2,479		2,481		2	2,481
<b>Total</b>	<b>2,784</b>	<b>(201)</b>	<b>(201)</b>	<b>2,583</b>	<b>(65)</b>	<b>47</b>	<b>2,565</b>	<b>0</b>	<b>2,567</b>	<b>0</b>	<b>2</b>	<b>2,567</b>
<b>Management &amp; Regulatory Functions</b>												
Management & Regulatory Functions	3,835	(247)		3,588	(232)	809	4,165	(100)	4,615	(100)	550	5,065
<b>TOTAL CHILD PROTECTION &amp; FAMILY SUPPORT</b>	<b>60,120</b>	<b>(2,213)</b>	<b>(2,213)</b>	<b>57,907</b>	<b>(1,599)</b>	<b>2,001</b>	<b>58,309</b>	<b>(1,584)</b>	<b>57,885</b>	<b>(1,548)</b>	<b>1,160</b>	<b>56,987</b>



**CHILD PROTECTION & FAMILY SUPPORT - MINUSES**

Service Activity	Proposed Change	£000			
		2019-20	2020-21	2021-22	Total
<b>EXISTING MTFP MINUSES</b>					
<u>Assessment &amp; Intervention</u> Assessment Service	Planned reduction in Advanced Practitioners/Social Workers Planned reduction in the use of agency social workers	(371)	(260)	(260)	(520)
<b>Sustainability, Capacity &amp; Resourcing</b>					
Fostering Service	Vacant posts, turnover and budget realignment	(53)			(53)
Contact Team	Planned reduction in the use of agency social workers	(106)			(106)
External Residential	Planned reduction of percentage of children placed outside Kirklees district.		(1,224)	(1,188)	(2,412)
<b>Corporate Parenting</b>					
Looked After Children/Leaving Care Team	Planned reduction in the use of Agency social workers	(94)			(94)
<b>Quality Assurance, Standards &amp; Safeguarding</b>					
Child Protection Unit	Planned reduction in the use of Agency social workers	(65)			(65)
<b>Management Regulatory</b>					
Service Management & Support	Vacant posts, turnover and budget realignment	(57)			(57)
Professional charges, legal	Planned reduction in Legal Disbursement charges	(175)	(100)	(100)	(375)
<b>NEW MTFP MINUSES</b>					
<u>Assessment &amp; Intervention</u> Assessment Service	Additional Government social care funding allocation	(678)			(678)
		(678)	0	0	(678)
<b>TOTAL MINUSES FOR CHILD PROTECTION &amp; FAMILY SUPPORT</b>		(1,599)	(1,584)	(1,548)	(4,360)

**CHILD PROTECTION & FAMILY SUPPORT - PLUSES**

Service Activity	Proposed Change	£000		
		2019-20	2020-21	2021-22
<b>NEW MTFP PLUSES</b>				
<u>Assessment &amp; Intervention</u> Assessment Service	Additional substantive posts, agency worker pressure, salary progression	450	129	
	Re-alignment of additional Government social care funding in later years		100	100
<u>Sustainability, Capacity &amp; Resourcing</u> Family Placement Unit inc. Help Desk	Budget realignment, agency worker pressure, salary progression	63	8	71
Fostering Service	Agency worker pressure, salary progression	43	17	60
Fostering Service Inc Recruitment	Additional substantive posts, agency worker pressure, volume pressure	311	302	613
Contact Team	Agency worker pressure	25		25
Commissioned Service	One Adoption West Yorkshire Contract pressure	118		118
<u>Corporate Parenting</u> Looked After Children/Leaving Care Team	Additional substantive posts, agency worker pressure, salary progression	135	52	187
<u>Quality Assurance, Standards and Safeguarding</u> Safeguarding & Quality Assurance	Substantive vacant posts covered by Agency staff	47	2	49
Management & Regulatory Functions	Additional substantive posts, agency worker pressure, legal disbursement charges	19		19
	New childrens care management system: Liquid Logic - post implementation support and maintenance	240		240
	Childrens social care - inflationary pressures	550	550	1,650
<b>TOTAL PLUSES FOR CHILD PROTECTION &amp; FAMILY SUPPORT</b>		2,001	1,160	650
				3,811

Service Director	Child Protection & Family Support
Service Area	Assessment Service & Care Management
Headline Proposal	Planned reduction in Advanced Practitioners/Social Workers
Reference	EX CP1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(260)	(260)
Cumulative Savings		(260)	(520)
Budget after Savings (Controllable Budget)	6,290	6,030	5,770
FTE Reduction		6	6

Description of Savings Proposal (Including interdependencies and risk)
<p>In order to strengthen the service and provide additional leadership and social work capacity to manage caseloads effectively, the 2019/20 budget proposal is to build provision to recruit an additional Service Manager, Team Manager, 9 Advanced Practitioners and 8 Social Workers, and will embed improved social work practices into service, as an integral part of the service Improvement Plan.</p> <p>The quality of front line practice is key to improving the lives of children and families in Kirklees. Whatever the systems, processes and governance, it is the way that our staff work with children and families that will, in the end, make the difference and build the relationships, skills and confidence to make change. Effective practice needs shared values, a good theoretical model, good skills and knowledge from staff and the right training, support and supervision from managers. This approach has both a strong emerging evidence base and a strong moral foundation as it emphasises building on strengths, and empowering children, families and communities through stronger relationships.</p> <p>Over the medium term, it is expected that the number of Advanced Practitioners and Social Workers required moving forward will reduce on a phased approach.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
This proposal is dependent on improved social work practices and reduced number of looked after children. Progress will be monitored through the Children Improvement Board.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Elaine McShane – Service Director
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Service Director	Child Protection & Family Support
Service Area	Demand Led Activity – External Residential
Headline Proposal	Percentage of children placed outside Kirklees reduced by March 2020
Reference	EX CP2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(1,224)	(1,188)
Cumulative Savings		(1,224)	(2,412)
Budget after Savings (Controllable Budget)	6,134	4,910	3,722
FTE Reduction	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>OfSTED highlighted areas where our care needs to improve, from the way that legal proceedings are managed when concerns become serious, to the quality of care planning, to the way we organise placements for our Looked After Children.</p> <p><b>Aims</b></p> <ul style="list-style-type: none"> <li>• Improve social work practice with Looked After Children</li> <li>• Improve speed and rigour of decision making and legal processes so no child is left at risk</li> <li>• Ensure more children are placed in family type settings and as close to their existing communities as possible</li> <li>• Improve the range, quality and cost-effectiveness of placements for Looked After Children</li> <li>• Improve support for returning home safely</li> <li>• Strengthen the role of Corporate Parenting Board</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of children and young people who are Looked After by the Local Authority.</li> <li>• Review internal residential provision</li> <li>• Review fostering service and recruitment strategy</li> <li>• Continue to review of all external placements and all placements with parents and implement action planning to move children on where safe and suitable</li> <li>• Develop and agree a Medium Term Sufficiency Strategy</li> <li>• Implement improved decision making governance to include a Gateway Panel, a Permanency Panel and improved Adoption Decision Making</li> <li>• Implement stronger legal case management processes</li> <li>• Develop a reunification strategy to support safe and successful return to family or kinship carers</li> <li>• Review and implement improvements for Independent Visitor Scheme</li> </ul>

- Strengthen Corporate Parenting through improved involvement of children and young people and better data to inform their work. Develop role and influence of Looked After Children.

Deliverables

- Care planning model developed and agreed by April 18. Training complete for all staff by July 18
- Sufficiency Strategy including reviews and action plans for internal and external fostering, residential and Placed with Parents (PWP), reunification in place by March 2019
- Local Offer for Foster Carers in place by March 2019
- Improved governance and legal processes– robust Permanence, Gateway and Adoption Decision Making panels in place, supported by strengthened case manager support and review.
- New support arrangements in place for Corporate Parenting Board

Success Measures

- Proportion of children placed outside Kirklees is reduced safely and appropriately. Indicative target of 25 by March 19.
- Increase in timeliness of independent return interviews for Looked After Children (LAC) that have been missing. Target within 72 hours 100% by March 19.
- Placement costs reduced and a formal review of placement types and numbers for Looked After Children

Risk

- Increased numbers of LAC
- Foster carer recruitment target not met
- More children and young people presented with very complex needs that require high cost placements
- Reduction in Health and Education funding

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

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Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Elaine McShane Service Director Child Protection & Family Support
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Service Director	Child Protection & Family Support
Service Area	Management & Regulatory
Headline Proposal	Planned reduction in Legal Disbursement charges
Reference	EX CP3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(175)	(100)	(100)
Cumulative Savings	(175)	(275)	(375)
Budget after Savings (Controllable Budget)	1,655	1,555	1,455
FTE Reduction	-	-	-

Description of Savings Proposal (Including interdependencies and risk)	
<p>The Children's Legal disbursement budget is currently forecast to overspend by £475k in 2018/19 due to the continued high and complex demand for Legal services and the associated routine usage of external solicitors to meet the required capacity. This trend will not continue at this level in 2019/20. The budget proposal next year is therefore to increase the Children's Legal disbursement budget in line with a reduced dependency on legal Proceedings. There are potential areas to explore in which to achieve some savings going forward.</p> <p><b>Aims</b></p> <ul style="list-style-type: none"> <li>Improving social work practice within Children's services will ultimately lead to care proceedings cases remaining in the 26 week timescale and result in fewer hearings and therefore reduce costs. Latest court figures suggest Kirklees cases require additional hearings and whilst there are some pockets of improvement in practice this is not consistent or embedded enough to make a significant difference.</li> <li>Continue to review use of Locums together with most cost effective way of meeting demand for legal services.</li> <li>Review support for Children's services and look at how both Legal and Children's services can work together to optimise efficient outcomes and reduce costs.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>The time line in which to embed improvements to social work practice may not be sufficiently implemented to achieve the necessary savings target from 2020/21 and the financial benefit may be a gradual process over a two to three year period.</li> <li>Increase in the numbers of LAC and complexity of cases.</li> </ul>	
<p>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</p>	
<p>Does this proposal require an Equality Impact Assessment?</p>	
<p>NO</p>	
<p>Will this proposal require a Specific Service Consultation</p>	
<p>NO</p>	

Accountable Head of Service	Elaine McShane
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Service Director	Child Protection & Family Support
Service Area	Service Wide
Headline Proposal	Planned reduction in the use of Agency social workers
Reference	EX CP4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(636)		
Cumulative Savings	(636)	(636)	(636)
Budget after Savings (Controllable Budget)	1,055	1,055	1,055
FTE Reduction	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>The service currently has significantly reduced the number of agency workers deployed across the service. The service plan will continue to avoid the reliance on agency staff in 2019/20.</p> <p>As OfSTED have observed, the child focus and commitment of front line staff continues despite the change and challenges of recent months. These values and our Children's Services workforce are vital to our improvement plans. However, the impact of a dysfunctional system is clear.</p> <p>This means that children and families lose the stability of working with the same support worker, it limits the support they need, staff feel too pressured to produce their best work and the costs of agency staff reduces the money available for investing in improvement. We have begun to create the conditions for success – making sure we put in place the right respect, support, training and development that staff need and deserve.</p> <p>This has been achieved through the outcome of the service review of the workforce and determining sustainable structures. In addition, reviewing existing agency posts and having a clear exit strategy for agency staff in line with recruitment, service workforce development and reducing sickness levels across the service.</p> <p><b>Aims</b></p> <ul style="list-style-type: none"> <li>• Morale, confidence and job satisfaction of staff improved</li> <li>• Staff report improved management, support and training</li> <li>• Recruitment and retention of staff improved</li> <li>• Use and cost of agency staff will decrease</li> <li>• Improved stability of social worker for children and families</li> </ul> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Career development framework has been developed in consultation with staff and unions and implemented. A professional development offer has been developed and aligned to the career development framework.</li> <li>• In consultation with staff and unions, continue to review staff support and working conditions including: pastoral support, IT systems, administrative support, offices and communication.</li> </ul>

Agree and implement programme of work to improve staff working conditions and support following annual Health Check.

- Further develop and implement improved arrangements for appraisal and management supervision
- Continue to monitor revised arrangements for monitoring staffing issues including staff satisfaction, caseloads, training, absence, recruitment and retention, including annual process for assessing work and views of workers through Social Work Health Check.
- Engage with local Teaching partnership to maximise support from Higher Education Institution (HEI) partners.
- Undertake ongoing programme of recruitment for key staff groups.

#### Deliverables

- Career development framework agreed with staff and unions and in place
- Professional development offer agreed with staff and unions and in operation from April 2018
- Review of staff support and working conditions complete and reviewed via Annual Health check
- Action plan for improving support and working conditions implemented from March 2018
- Improved supervision and appraisal arrangements in place and audited as part of the Quality Assurance Framework

#### Success Measures

- Improved morale, confidence and skills of social workers and early help staff
- Reduced use of agency staff
- Reduced sickness absence (50% reduction September 2019)

#### Risks

- Inability to recruit and retain staff
- Inability to reduce sickness absence of staff
- Volume growth of referrals/ assessments/ Looked After Children which will impact on staffing levels.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Elaine McShane



**LEARNING & EARLY SUPPORT**

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
<b>Strategic Leadership</b>												
Statutory Responsibility for the Education System	944	(449)	495			495	(250)		245			245
Music Service	24	0	24			24			24			24
School Forum allocations	254	(255)	(1)			(1)			(1)			(1)
<b>Total</b>	<b>1,222</b>	<b>(704)</b>	<b>518</b>	<b>0</b>	<b>0</b>	<b>518</b>	<b>(250)</b>	<b>0</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>268</b>
<b>Schools Organisation, Planning and Admissions</b>												
Schools Organisation & Planning	281	(131)	150			150	(151)		(1)			(1)
School Admissions	433	(428)	5			5			5			5
<b>Total</b>	<b>714</b>	<b>(559)</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>155</b>	<b>(151)</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Education for Vulnerable Children Services incl Special Educational Needs</b>												
Kirklees Special Educational Needs (SEN) pupils in Other Local Authorities (OLA) Mainstream	370	(230)	140			140			140			140
Specialist Provision Co-ordination	790	(790)	0			0			0			0
SEN Assessment & Commissioning team (statutory)	437	(165)	272		700	972			972			972
Education of Looked After Children	354	(40)	314			314			314			314
Attendance & Pupil Support	1,191	(581)	610			610			610			610
Education Services for Vulnerable Children	1,202	(371)	831	(84)		747			747			747
Early Years SEN Support - Portex and ICAN services	186	(190)	(4)			(4)			(4)			(4)
Early Years SEN Support including Portage service	658	0	658		420	1,078			1,078			1,078
International New Arrivals	73	(72)	1			1			1			1
<b>Total</b>	<b>5,261</b>	<b>(2,439)</b>	<b>2,822</b>	<b>(84)</b>	<b>1,120</b>	<b>3,858</b>	<b>0</b>	<b>0</b>	<b>3,858</b>	<b>0</b>	<b>0</b>	<b>3,858</b>
<b>Early Learning</b>												
Private Voluntary & Independent Formula Funding (3 & 4 year olds)	15,050	(15,061)	(11)			(11)			(11)			(11)
Two year old funding	4,974	(4,974)	0			0			0			0
Early Years Quality Improvement, Workforce & Sufficiency	922	(585)	337	(300)		37			37			37
Direct Delivery of Daycare												
<b>Total</b>	<b>20,946</b>	<b>(20,620)</b>	<b>326</b>	<b>(300)</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>26</b>
<b>Post 16 services</b>												
Learning Services Trading	527	(20)	507			507			507			507
Traded School Improvement, Swimming, Booksplus, Management Information Systems, Kirklees Supply Service, Nexus, Governors services and Headteacher well-being	2,849	(2,805)	44			44			44			44
<b>Total</b>	<b>2,849</b>	<b>(2,805)</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>44</b>	<b>0</b>	<b>0</b>	<b>44</b>
<b>Early Support</b>												
	5,143	0	5,143	(290)	600	5,453			5,453			5,453

**LEARNING & EARLY SUPPORT**

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
<b>Commissioning</b>												
Other Commissioned Services	2,280	(46)	2,234			2,234			2,234			2,234
Targeted Mental Health Service Contracts	360	0	360			360			360			360
Stronger Families	1,679	(1,752)	(73)			(73)			(73)			(73)
<b>Total</b>	<b>4,319</b>	<b>(1,798)</b>	<b>2,521</b>	<b>0</b>	<b>0</b>	<b>2,521</b>	<b>0</b>	<b>0</b>	<b>2,521</b>	<b>0</b>	<b>0</b>	<b>2,521</b>
<b>DSG Schools</b>												
Primary Pupil Referral Unit	1,187	(1,187)	0			0			0			0
Secondary Pupil Referral Unit	3,709	(3,709)	0			0			0			0
Specialist Education Placements	2,513	(2,513)	0		3,700	3,700			3,700			3,700
Behavioural, Emotional & Exclusions	1,464	(1,461)	3									3
Further Education High Needs	805	(805)	0		1,600	1,600			1,600			1,600
Delegated School Budgets	236,341	(234,246)	2,095			2,095			2,095			2,095
SEN support including Further Education Post 16	3,509	(3,509)	0	(3,642)	2,250	(1,392)	(1,100)	150	(2,342)	(1,100)	100	(3,342)
Centrally Managed School Budgets	3,396	(4,260)	(864)			(864)			(864)			(864)
Childrens Pensions	3,816	(631)	3,185			3,185			3,185			3,185
Childrens Contingencies	10,469	(10,946)	(477)			(477)			(477)			(477)
<b>Total</b>	<b>267,209</b>	<b>(263,267)</b>	<b>3,942</b>	<b>(3,642)</b>	<b>7,550</b>	<b>7,850</b>	<b>(1,100)</b>	<b>150</b>	<b>6,900</b>	<b>(1,100)</b>	<b>100</b>	<b>5,900</b>
<b>Management &amp; Regulatory Functions</b>	834	(566)	268			268			268			268
<b>TOTAL LEARNING &amp; FAMILY SUPPORT</b>	<b>309,024</b>	<b>(292,778)</b>	<b>16,246</b>	<b>(4,316)</b>	<b>9,270</b>	<b>21,200</b>	<b>(1,501)</b>	<b>150</b>	<b>19,849</b>	<b>(1,100)</b>	<b>100</b>	<b>18,849</b>

**LEARNING & EARLY SUPPORT - MINUSES**

Service Activity	Proposed Change	£000				Total
		Savings Template Reference	2019-20	2020-21	2021-22	
<b>EXISTING MTFP MINUSES</b>						
Statutory Responsibility for the Education System	Bring vacancies forward, not replacing roles & commissioning tasks	EX LE1		(50)		(50)
Schools Organisation & Planning	Review of Statutory Responsibilities	EX LE2		(200)		(200)
Education Service for Vulnerable Children	Reduce support to Schools Organisation & Planning & School Admissions	EX LE3		(151)		(151)
Early Years Quality Improvement, Workforce & Sufficiency	Review systems and processes	EX LE4	(84)			(84)
Early Intervention & Prevention (EIP)	Review support to early learning (sufficiency & development)	EX LE5	(300)			(300)
	Review of Early Support		(290)			(290)
			<b>(674)</b>	<b>(401)</b>	<b>0</b>	<b>(1,075)</b>
<b>NEW MTFP MINUSES</b>						
Special Educational Needs (SEN) support including Further Education (FE) Post 16	High Needs Block annual funding uplift as per Government New funding formula implementation		(2,343)	(1,000)	(1,000)	(4,343)
	Additional Government Social Care funding allocation applied to High Needs demand pressure		(1,299)	(100)	(100)	(1,499)
			<b>(3,642)</b>	<b>(1,100)</b>	<b>(1,100)</b>	<b>(5,842)</b>
<b>TOTAL MINUSES FOR LEARNING &amp; EARLY SUPPORT</b>			<b>(4,316)</b>	<b>(1,501)</b>	<b>(1,100)</b>	<b>(6,917)</b>

**LEARNING & EARLY SUPPORT - PLUSES**

Service Activity	Proposed Change	£000				Total
		Savings Template Reference	2019-20	2020-21	2021-22	
<b><u>NEW MTFP PLUSES</u></b>						
<b><u>Education for Vulnerable Children Services incl Special Educational Needs</u></b>						
Special Educational Needs (SEN) Assessment & Commissioning team (statutory)	Special Educational Needs - Special Educational Needs Assessment & Commissioning Team (SENACT) investment		700			700
Early Years SEN Support including Portage service	Learning Investment (Access Fund & Portage)		420			420
<b><u>Early Intervention &amp; Prevention (EIP)</u></b>						
Early Intervention and Targeted Support	Restorative practice team investment		600			600
<b><u>Dedicated School Grant - Schools</u></b>						
Specialist Education Placements	Special Educational Needs -pressures		3,700			3,700
Further Education High Needs	Special Educational Needs -pressures		1,600			1,600
SEN support including Further Education Post	Special Educational Needs -pressures		2,250	150	100	2,500
16						
<b>TOTAL PLUSES FOR LEARNING &amp; EARLY SUPPORT</b>			<b>9,270</b>	<b>150</b>	<b>100</b>	<b>9,520</b>

Service Director	Learning & Early Support
Service Area	Statutory Responsibility for the Education System
Headline Proposal	Realign and consolidate the service.
Reference	EX LE1,EX LE2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(250)	
Cumulative Savings		(250)	(250)
Budget after Savings (Gross Controllable Budget)	919	669	669
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>This proposal will seek to maximise the sources of funding via Dedicated Schools Grant and review the opportunities to improve educational outcomes in line with the district's Learning Strategy.</p> <p>This will be undertaken in the context that school improvement and the required management oversight will be further realigned as well as supporting the new arrangements under the Education and Learning Partnership Board.</p> <p>A significant contribution to strategic work is currently made to the Council by maintained schools via contributions per pupil but this is likely to reduce in the next year, due to schools becoming Academies. In partnership with our schools, during 2019/20, the service will consolidate the operation of the 'Challenge and Support Strategy' and the interface between this and the role we can play by working collaboratively to secure external funding for our schools.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>There is scope to review existing operations and this has the potential to align current structures within Learning and Skills to reflect new ways of working. This will need to be devised together with our schools so there is shared understanding about our approach. The Council continues to have a duty to 'know' schools and settings and to ensure the sufficiency of provision of good and outstanding places for children.</p> <p>The Council currently knows schools well, enabling positive conversations with school and Multi Academy Trust leaders as well as the ability to respond to challenges from Ofsted, Regional Schools Commissioner and Department for Education. Ofsted expects us to know all our schools – and to engage in discussions relating to provision, outcomes and complaints. Relationships are key to ensure sharing of data and intelligence; community</p>

understanding; and shared commitment to development of school places to meet the needs of all pupils.

School to school support will increase, and the Council capacity to support the improvement of outcomes will need to be reconfigured and secured.

The development of the Education and Learning Partnership Board and investment in arrangements to support this will be required and are planned.

The timing of changes will need to be carefully considered to ensure that there is sufficient co-ordination of change.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Jo-Anne Sanders
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Service Director	Learning & Early Support
Service Area	Schools Organisation & Planning & Pupil Admissions
Headline Proposal	Reduce support to Schools Organisation and Planning & Pupil Admissions
Reference	EX LE3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(151)	
Cumulative Savings		(151)	(151)
Budget after Savings (Gross Controllable Budget including DSG)	280	129	129
FTE Reduction			

#### Description of Savings Proposal (Including interdependencies and risk)

This proposal will require the costs of the function to reduce and/or income to be generated, therefore this will require some reorganisation of the function to ensure the right skill mix to undertake the necessary activities and role.

Other activities supported by this budget are;

- Legal costs in relation to enacting required statutory processes, the transfer of land and buildings, commercial transfer agreements and costs in relation to schools that are in a Public Private Partnership contract.
- Human Resources costs in relation to staff transfer (TUPE) processes/re-organisation of staffing structures.
- Costs in relation to finance processes in terms of closing down school budgets and planning new arrangements for example where schools amalgamate.
- Costs in relation to the publication of legal notices and statutory consultation processes including newspaper advertisements, consultation documents.
- Physical Resources and Procurement costs that are required in order to enable the property transfer/landlord function of the asset in order that legal work can be instructed appropriately.
- General one-off costs associated with reorganisation, growth, relocation, amalgamation that cannot be capitalised, for example set up costs for modular accommodation, removal costs for equipment, pension assessments.

The ability to undertake these activities will be impacted by reduced capacity and so a more flexible approach to deploying capacity will be required.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

The Council has a duty to secure sufficient school places. The School Organisation function undertakes an annual return to the Education Funding Agency/Department for Education School Capacity Collection that determines the level of Capital Funding Grant the Council receives to fund

additional places and the strategic commissioning of additional places. There are opportunities to work with the Council's intelligence function to support this duty.

The Council is required to enable the process of academisation for schools subject to an academy order as stipulated in the Academies Act, and to provide support to reorganisation proposals to amalgamate, expand, close or open provision. Dialogue with schools about contributing towards the funding for some of this activity as mitigation is possible.

If this contribution or the re-distribution of activity across the wider functions that support children is not sufficient, there could be an impact on sufficiency duties that will require mitigation.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Jo-Anne Sanders
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Service Director	Learning & Early Support
Service Area	Education Services for Vulnerable Children
Headline Proposal	Review systems and processes
Reference	EX LE4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(84)		
Cumulative Savings	(84)	(84)	(84)
Budget after Savings (Controllable Budget)	748	748	748
FTE Reduction			

<b>Description of Savings Proposal (Including interdependencies and risk)</b>
This proposal will seek to examine existing systems and processes to secure efficiencies in order to make the reductions required within the context of prioritising the Education Psychologists (EP).

<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</b>
The numbers of children and young people requiring and requesting assessments is increasing. Special Educational Needs & Disabilities (SEND) related activity is forecast to be overspent by current year end compared to the amount of government grant funding set aside to support this activity (the High Needs Block of the Dedicated Schools Grant).
Government changes to the current schools National Funding Formula means the Council will receive an increase in high needs grant funding over the next 2 years at least to support SEND activity. Further increases in high needs grant funding are indicated over the following 5 years, subject to the next Government spending review post 2020. The Council is working to reduce costs within the High Needs Block. This includes a broader strategic review that is currently being considered.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Mandy Cameron
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Service Director	Learning & Early Support
Service Area	Early Learning
Headline Proposal	Review support to early learning (sufficiency & development)
Reference	EX LE5

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(300)		
Cumulative Savings	(300)	(300)	(300)
Budget after Savings (Gross Controllable Budget including DSG)	485	485	485
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>The support arrangements to learning and early support undertook a restructure in 2017-18.</p> <p>The next phase of delivery will be to examine the approach and leadership for this service area and opportunities for amalgamating the functions and reducing the overall cost. This will prompt a service review and a reduction of staff. Opportunities will be explored to couple together sufficiency duties here with statutory duties for schools (mainstream and specialist).</p> <p>This will be in conjunction with the review of the administration arrangements for early education and childcare placements.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<ul style="list-style-type: none"> <li>• Opportunities arise to ensure statutory duties are met by taking a strategic overview of all early years' requirements and developing a new model for delivery through school community hubs.</li> <li>• There are opportunities for schools and their partners in health, social care and the wider Voluntary and Community Sector via School Community Hubs to contribute to the provision of a vibrant and sustainable childcare market and to co-ordinate delivery of the wider children's centre core offer.</li> <li>• This will require some initial Council resource and a refocus of some Council roles to concentrate on supporting the development of partnerships between schools and their partners, including local childcare providers and to support capacity building within the community hub so that the model is self-sustaining.</li> <li>• It will therefore be critical to align and integrate this to deliver our Early Help offer and consideration given to what resources can be shared to support delivery of these statutory duties.</li> </ul>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES
Accountable Head of Service	Jo-Anne Sanders

**INTEGRATION, ACCESS & COMMUNITY HUB**

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
Community Liaison	1,967	(246)	1,721			1,721			1,721			1,721
<b>Access, Strategy &amp; Delivery</b>												
Library & Information Centres	3,518	(49)	3,469	(300)		3,169			3,169			3,169
Registrars	669	(639)	30			30			30			30
Customer Service Centres	1,323	(72)	1,251			1,251			1,251			1,251
Kirklees Direct	2,635	(847)	1,788	(100)		1,688	(100)		1,588			1,588
Digital Services	65	0	65			65			65			65
Community Languages	601	(714)	(113)			(113)			(113)			(113)
<b>Total</b>	<b>8,811</b>	<b>(2,321)</b>	<b>6,490</b>	<b>(400)</b>	<b>0</b>	<b>6,090</b>	<b>(100)</b>	<b>0</b>	<b>5,990</b>	<b>0</b>	<b>0</b>	<b>5,990</b>
<b>Management &amp; Regulatory Functions</b>	365	0	365	(300)		65			65			65
<b>TOTAL INTEGRATION</b>	<b>11,143</b>	<b>(2,567)</b>	<b>8,576</b>	<b>(700)</b>	<b>0</b>	<b>7,876</b>	<b>(100)</b>	<b>0</b>	<b>7,776</b>	<b>0</b>	<b>0</b>	<b>7,776</b>

**INTEGRATION - MINUSES**

Service Activity	Proposed Change	Savings Reference	£000			
			2019-20	2020-21	2021-22	Total
<b>EXISTING MTFP MINUSES</b>						
<b>Access, Strategy &amp; Delivery</b>						
Library & Information Centres	Re-shape Library and information Service	EX IN1	(300)			(300)
Access to Services - Customer Service	New ways of working	EX IN2	(100)	(100)		(200)
Management & Regulatory	Cross-cutting savings expected on budget areas in Integration and potentially more widely across the organisation	EX IN3	(300)			(300)
<b>TOTAL MINUSES FOR INTEGRATION</b>			<b>(700)</b>	<b>(100)</b>	<b>0</b>	<b>(800)</b>

Service Director	Integration, Access & Community Hub
Service Area	Access, Strategy & Delivery - Library and Information Centres
Headline Proposal	Re-shape Library and information Service
Reference	EX IN1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Incremental Savings	(300)			
Cumulative Savings	(300)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)	3,168	3,168	3,168	3,168
FTE Reduction	10			

Description of Savings Proposal (Including interdependencies and risk)
<p>In August 2018 cabinet agreed a service delivery framework for the library service and gave a period of time to establish how the service, with support from communities and partners will contribute to Council priorities and outcomes in a local context within a reduced financial resource.</p> <p>The £300k savings will be made from a review of the library service delivery in line with the agreed framework. The framework detailed the following:</p> <ul style="list-style-type: none"> <li>• Libraries must be situated in the right building in the right place, to meet community needs and maximise the impact on early intervention and prevention</li> <li>• Libraries should be situated where possible on one floor to ensure an efficient and cost effective delivery model</li> <li>• A local plan should be developed for each area to reflect the differing needs of each community</li> <li>• Staff should be equipped and supported to deliver on the future library strategy and job profiles should reflect the future roles needed to deliver the new service</li> <li>• The services and activities provided must meet the Council's outcomes</li> </ul> <p>There will also be a move to secure an external partner to provide the Home Service on behalf of the Council.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>A full service review will include individual equality impact assessments, which will identify mitigating action on a place by place basis. Consultation was undertaken in 2018 and influenced the cabinet decisions. Engagement is and will continue to be ongoing as changes to service delivery are considered on a place by place basis.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Dave Thompson
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Service Director	Integration, Access & Community Hub
Service Area	Access, Strategy & Delivery – Access to Services
Headline Proposal	New ways of working
Reference	EX IN2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)	(100)	
Cumulative Savings	(100)	(200)	(200)
Budget after Savings (Controllable Budget)	1,711	1,611	1,611
FTE reduction	5	5	

Description of Savings Proposal (Including interdependencies and risk)
<p>The service has been moving to digital by design and automated service delivery models. There will be a complete service redesign looking at staff to manager ratios, senior role requirements and service delivery changes.</p> <p>Increasing digital by design contacts, increased automation of telephone calls and reducing avoidable contact are necessary to meet the budget requirements. Risks include the increase of services using the customer service centres and Kirklees Direct as those resources reduce.</p> <p>The proposals from 2019/20 onwards relate to the expected ongoing roll out of Universal Credit (from 2017 to at least 2022) and the transferring of claims and contacts to the Department for Work and Pensions (DWP). As the DWP take on all responsibility for specific claims this will reduce the caseload, the volume of claims for back office processing, and contacts into the customer service centres and Kirklees Direct.</p> <p>Consideration will be given to reducing opening hours of both the customer service centres and telephone contact centre. Online would remain 24/7 with telephone contacts for emergency services only.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
Continued work with services to reduce avoidable contact, digital by design and automated services.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Thompson
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Service Director	Integration, Access & Community Hub
Service Area	Management & Regulatory
Headline Proposal	Cross-cutting savings expected on budget areas in Integration and potentially more widely across the organisation
Reference	EX IN3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Incremental Savings	(300)			
Cumulative Savings	(300)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)	7,876	7,876	7,876	7,876
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>There will be a corporate whole system approach to delivering service changes and a further £300k of cross-cutting savings is expected on budget areas in Integration and potentially more widely across the organisation. These cross-cutting savings as set out are an indicative target. Specific savings will be shaped up early 2019/20 based on a more considered review of the potential impact of place based work across the organisation. It is acknowledged there are to be timing considerations in terms of actual delivery.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>The potential impact will be assessed as the savings plans are shaped further in early 2019/20. Key factors will be taken into account through this planning, and mitigating actions taken to alleviate and/or avoid significant issues.</p>

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Thompson
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ADULTS SOCIAL CARE OPERATION

SERVICE ACTIVITY	18-19			18-19 NET CONTROLLABLE BUDGET			19-20			20-21			21-22		
	CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	BUDGET PROPOSAL £000
Assessment and Care Management	6,328	(1,548)	4,780	(560)		4,220			4,220			4,220			4,220
Assessment and Care Management Gateway to Care	1,340	(118)	1,222			1,222			1,222			1,222			1,222
<b>Total</b>	<b>7,668</b>	<b>(1,666)</b>	<b>6,002</b>	<b>(560)</b>	<b>0</b>	<b>5,442</b>	<b>0</b>	<b>0</b>	<b>5,442</b>	<b>0</b>	<b>0</b>	<b>5,442</b>	<b>0</b>	<b>0</b>	<b>5,442</b>
<b>Demand Led Activity</b>															
Self Directed Support	15,674	(8,973)	6,701	(1,094)	4,300	9,907	(3,577)	8,050	14,380	(3,791)	7,350	17,939			17,939
Independent Sector Residential and Nursing Placements	33,484	(13,792)	19,692	(267)	950	20,375			20,375			20,375			20,375
Independent Sector Residential and Nursing Placements - Older People	4,860	(1,703)	3,157	(120)		3,037			3,037			3,037			3,037
Independent Sector Residential and Nursing Placements - Physical Disabilities															
<b>Total</b>	<b>38,344</b>	<b>(15,495)</b>	<b>22,849</b>	<b>(387)</b>	<b>950</b>	<b>23,412</b>	<b>0</b>	<b>0</b>	<b>23,412</b>	<b>0</b>	<b>0</b>	<b>23,412</b>	<b>0</b>	<b>0</b>	<b>23,412</b>
<b>In-House Residential - Older People</b>	5,203	(1,735)	3,468			3,468			3,468			3,468			3,468
Day Care and Other Contracted Services	847	(37)	810			810			810			810			810
In-House Day Care	2,367	(646)	1,721	(183)		1,538	(50)		1,488	(100)		1,388			1,388
Contracted Services (mainly independent sector day care)	3,214	(683)	2,531	(183)	0	2,348	(50)	0	2,298	(100)	0	2,198			2,198
<b>Total</b>	<b>6,233</b>	<b>(4,890)</b>	<b>1,343</b>			<b>1,343</b>			<b>1,343</b>			<b>1,343</b>			<b>1,343</b>
<b>Other Demand-Led Services</b>	1,568	(434)	1,134			1,134			1,134			1,134			1,134
Excellent Homes for Life (supported living)	4,569	(3,728)	841	(33)		808			808			808			808
Provision of Community Equipment	362	0	362			362			362			362			362
Emergency Support (including Persons from Abroad)	1,126	(1,063)	63	(20)		43			43			43			43
Care Phones and Assistive Technology	3,304	0	3,304	(4,917)	2,700	(1,613)		1,800	187			187			187
Other Demand Led	0	(12,400)	(12,400)	(7,560)		(17,260)			(17,260)			(17,260)			(17,260)
Adult Social Care Grant & Better Care Funding	17,162	(22,515)	(5,353)	(12,530)	2,700	(15,183)		1,800	(13,383)		0	(13,383)			(13,383)
<b>Total</b>	<b>79,597</b>	<b>(49,401)</b>	<b>30,196</b>	<b>(14,194)</b>	<b>7,950</b>	<b>23,952</b>	<b>(3,627)</b>	<b>9,850</b>	<b>30,175</b>	<b>(3,891)</b>	<b>7,350</b>	<b>33,634</b>			<b>33,634</b>
<b>Total Demand Led</b>															
Early Intervention & Prevention	400	0	400			400			400			400			400
Support for Carers	400	0	400	0	0	400	0	0	400	0	0	400	0	0	400
<b>Total</b>	<b>0</b>	<b>(1,244)</b>	<b>(1,244)</b>		<b>320</b>	<b>(924)</b>		<b>48</b>	<b>(876)</b>			<b>(876)</b>			<b>(876)</b>
<b>Older People Residential Strategy</b>	4,319	(519)	3,800	(113)		3,687			3,687			3,687			3,687
Management & Regulatory Functions															
<b>TOTAL ADULTS SOCIAL CARE OPERATION</b>	<b>91,984</b>	<b>(52,830)</b>	<b>39,154</b>	<b>(14,867)</b>	<b>8,270</b>	<b>32,557</b>	<b>(3,647)</b>	<b>9,898</b>	<b>38,808</b>	<b>(3,891)</b>	<b>7,350</b>	<b>42,267</b>			<b>42,267</b>



**ADULTS SOCIAL CARE OPERATION - MINUSES**

Service Activity	Proposed Change	£000				Total
		Savings Template Reference	2019-20	2020-21	2021-22	
<b>EXISTING MTFP MINUSES</b>						
Assessment & Care Management	Staffing Realignment within Adult Social Care	EX AS1	(310)			(310)
<b>Demand Led Activity</b>						
Self Directed Support (SDS)	Staffing Realignment within Adult Social Care	EX AS2	(250)			(250)
	Adjustment to reflect the profiling of national living wage contract pressures		(93)			(93)
	Reduced spend on independent sector home care and apply proportional spend on direct payment	EX AS3	(988)			(988)
	Independent Living fund reduction in grant		(13)			(13)
<b>Independent Sector Residential and Nursing Placements</b>						
Independent Sector Residential & Nursing Placements - Older People	Reduction of Older People & Physical Disability placements	EX AS4	(267)			(267)
Independent Sector Residential & Nursing Placements - Physical Disabilities	Reduction of Older People & Physical Disability placements	EX AS5	(120)			(120)
<b>Day Care and Other Contracted Services</b>						
Contracted Services (mainly Independent Sector Day Care)	Review of all existing contracts	EX AS6	(133)			(133)
	Older People's Independent Sector Day Services	EX AS7	(50)	(50)	(100)	(200)
<b>Other Demand-Led Services</b>						
Provision of Community Equipment	Community equipment	EX AS8	(33)			(33)
Care Phones & Assistive Technology	Care phones - increased income	EX AS9	(20)			(20)
Other Demand-Led	Review of out of hours services	EX AS10	(67)			(67)
Adult Social Care Grant & Better Care Funding	Additional Better Care funding		(5,700)			(5,700)
<b>Management &amp; Regulatory Functions</b>						
	Business support realignment across Adult Social Care	EX AS12	(93)			(93)
	Reduction of Transport Costs	EX AS13	(20)	(20)		(40)
			(8,157)	(70)	(100)	(8,327)

**ADULTS SOCIAL CARE OPERATION - MINUSES**

Service Activity	Proposed Change	£000			
		Savings Template Reference	2019-20	2020-21	2021-22
<b>NEW MTFP MINUSES</b>					
Assessment & Care Management	Reprofiling of demand led activity developments		(1,800)		(1,800)
<b>Demand Led Activity</b>					
Self Directed Support (SDS)	Adult Social Care Council Tax Precept			(3,577)	(7,368)
<b>Other Demand-Led Services</b>					
Care Phones & Assistive Technology	Care phones - increased income	NEW AS1	(250)		(250)
Other Demand-Led	Additional Better Care Fund offset - assumed rolled forward from 2019-20		(2,600)		(2,600)
Adult Social Care Grant & Better Care	Change in bad debt provision	NEW AS2	(200)		(200)
	Additional Government social care funding allocation		(1,860)		(1,860)
			(6,710)	(3,577)	(14,078)
<b>TOTAL MINUSES FOR ADULTS SOCIAL</b>			<b>(14,867)</b>	<b>(3,647)</b>	<b>(22,405)</b>

**ADULTS SOCIAL CARE OPERATION - PLUSES**

Service Activity	Proposed Change	£000			
		2019-20	2020-21	2021-22	Total
<b>EXISTING MTFP PLUSES</b>					
Demand Led Activity Independent Sector Residential & Nursing Placements - Older People	Future Pressures - Older People Demographic (3%)	950			950
Adult Social Care Grant & Better Care Funding	Improved Better Care offer - spring 2017 budget further allocation	2,700			
Older People's Residential Strategy	Minor budget adjustments to direct residential provision	20	48		68
		<b>3,670</b>	<b>48</b>		<b>1,018</b>
<b>NEW MTFP PLUSES</b>					
Assessment & Care Management	Reprofiling of demand led activity developments		1,800		1,800
<b>Demand Led Activity</b>					
Adult Social Care Grant & Better Care Funding	Adult Social Care - Third Party Contracts	4,300	4,300	3600	12,200
Older People Residential Strategy	Adult Social Care - demand led pressures		3,750	3,750	7,500
	Net pressure	300			300
		<b>4,600</b>	<b>9,850</b>	<b>7,350</b>	<b>21,800</b>
<b>TOTAL PLUSES FOR ADULTS SOCIAL CARE OPERATION</b>		<b>8,270</b>	<b>9,898</b>	<b>7,350</b>	<b>22,818</b>

Service Director	Adults Social Care Operation
Service Area	Assessment and Care Management
Headline Proposal	Staffing Related Savings
Reference	EX AS1, EX AS2, EX AS10, EX AS12, EX AS13

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(740)	(20)	
Cumulative Savings	(740)	(760)	(760)
Budget after Savings (Controllable Budget)	11,439	11,419	11,419
FTE Reduction	15		

Description of Savings Proposal (Including interdependencies and risk)
<p>A number of savings are proposed that relate to the wider question of how the staffing complement is best placed to fulfil the outcomes and tackle the demands of the current Social Care market. A number of projects and workstreams will be undertaken to ensure that the workforce is the best fit, and that processes and methodologies undertaken are the most effective in achieving outcomes. These include the following:</p> <p><u>Staffing realignment</u></p> <p>It is proposed that the Adult social care workforce and structure be reviewed and aligned with new ways of working resulting from the Transformation programme. Developments around on-line assessment, reviews to enhance self-service and redesigned business processes will support more efficient working and enable managerial duties to be streamlined. Improved demand management, more integrated ways of working and alignment with Early Intervention and Prevention will deliver more effective and efficient ways of working.</p> <p><u>Business Support realignment across Adult Social Care</u></p> <p>This proposal will enable both commissioning and adults' services to investigate and realign its business support and have a well organised, structured support service which is able to deliver services based on the key priorities for 'New Council'.</p> <p>The realignment will focus on providing a cost effective and efficient service by reconsidering the number of vacancies and secondments within the service with a view to either removing or realigning posts to where pressures are emerging. The proposal is to merge existing resources, whilst addressing wider service changes and ensuring resources are used flexibly to support the changing demands within the directorate.</p> <p><u>Review of out of hours services</u></p> <p>A report was previously submitted to cabinet that set out proposals for developing a 24 hrs service provision for the council, where all out of hours operations are centralised.</p> <p>The council has a number of functions that operate outside of normal office hours, providing emergency cover and telephone assistance for a variety of services, including</p>

Kirklees Neighbourhood Housing (KNH), Children's and Young People's services, Adults' services, and Environmental Services.

Each service has different arrangements to cover these provisions and it is intended to consider how we can join up services where appropriate to achieve efficiencies and savings.

The report recommended taking a 2 phase approach. Phase 1 involved merging together CCTV and Kirklees Direct Out of Hours Service, with savings based on an overall reduction in staffing levels; done by removing vacancies and temporary staff.

Phase 2 will bring in Children's and Adults' services to identify any potential saving and, in addition, will identify potential revenue savings within the councils current commitments for security and alarms. It will also consider the potential for a service that includes KNH CCTV to make further savings across the council.

Once successfully completed, the new service will offer an opportunity to then explore expanding our current CCTV provision to support early intervention and prevention, and economic resilience, and then to consider further expansion into the external market. This will require careful consideration so as not to adversely affect the local economy and local businesses, but could see CCTV provision for key local partners, schools, colleges and universities.

#### Reduction of Transport Costs

The council is continuing to work towards allowing all employees to be able to manage their time and their travel through working smarter. This is being done by balancing travel needs through using environmentally friendly forms of transport wherever possible and having the equipment and suitable locations, through the Mobile and Agile Programme to minimise unnecessary travel. This will be facilitated by the options of facilities across the district that will be accessible to staff and the use of mobile technology to assist in working from home, or other locations.

The savings will be comprised of the following reductions:

- number and value of mileage claims
- number of parking claims being required
- number of council funded travel cards
- need for city cars/rental cars

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes**

#### Staffing realignment

There is a risk of continued rising demand which the system cannot meet, the mitigation will be through work streams including the re-design of Front Door, the Digital by Design offer and pathway re-design. The relative timings may present some risk.

New ways of working have been introduced and will continue to be implemented throughout 2019/20 but embedding cultural change takes time.

Business Support realignment across Adult Social Care

Reductions in staffing and management levels within business support will impact on the services being supported. Before any decisions are finalised, an impact analysis will be created.

Review of out of hours services

This proposal has the potential to improve out of hours services for adults and the work will link to the corporate front door services to deliver a consistent approach across the council out of hours.

Ensuring our legal duties with regards to safeguarding and data protection, particularly with phase 2, are fundamental to the approach being proposed. The project will work closely both internally and with partner organisations to ensure protection of the most vulnerable adults and children and safeguard their interests at all times.

Reduction of Transport Costs

Essential travel, parking etc. will continue to be offered to ensure business critical travel is sustained.

Employees will be supported through the use of technology and options for workplace and travel to ensure they are supported.

Promotion and further development of the green agenda.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Simon McGurk, David MacDonald, Saf Bhuta, Simon Baker, Michelle Cross, Amanda Evans.
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Service Director	Adults Social Care Operation
Service Area	Demand Led Services
Headline Proposal	Reduced spend on independent sector home care and apply proportional spend on direct payment
Reference	EX AS3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(988)		
Cumulative Savings	(988)	(988)	(988)
Budget after Savings (Controllable Budget)	13,686	21,736	29,086
FTE Reduction			

Description of Savings Proposal (including interdependencies and risk)
<p>Reduction in demand for commissioning of home care packages and applying more rigorous practice with direct payments through:</p> <ul style="list-style-type: none"> <li>• Implementing the systems thinking methodology</li> <li>• Redesigning, refocusing to align more closely with the early intervention and prevention offer</li> <li>• Closely monitoring direct payments and ensuring unspent resources are reclaimed</li> <li>• Redesign of the response at single point of access</li> <li>• Targeting of reablement interventions</li> <li>• Greater scrutiny of current packages through reviews</li> <li>• Increased use of assistive technology</li> </ul> <p>The budget after savings shown takes account of amounts included for third party contracts and demand led pressures.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<ul style="list-style-type: none"> <li>• Adult social care demand and level of need is increasing significantly which places increased challenge on the system.</li> <li>• The system relies on sufficient independent sector homecare in the market. Market development is ongoing and homecare contracts have been retendered.</li> <li>• The reshaping of early intervention and prevention will take some time to embed and this gives rise to the risk of an increase in demand in the early stages.</li> <li>• Services are targeting resources to ensure reviews are completed; consequently reducing need across adult social care.</li> </ul>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Simon McGurk & David MacDonald

Service Director	Adults Social Care Operation
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Reduction of older people and physical disability placements
Reference	EX AS4 & EX AS5

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(387)		
Cumulative Savings	(387)	(387)	(387)
Budget after Savings (Controllable Budget)	21,009	21,009	21,009
FTE Reduction			

#### Description of Savings Proposal (including interdependencies and risk)

Individuals will be supported to stay at home for as long as possible through:

- Home based interventions such as reablement and home care that maximise independence and safety at home
- Support from assistive technology
- Support with maximising their strengths, abilities and use of local community resources
- Early intervention and prevention support

The service will ensure that guidance, support and the right packages of care are offered to people and this will be done by adopting a strengths based approach.

The service will continue to work closely with clinical commissioning groups and health colleagues to ensure people with continuing healthcare needs are identified and appropriately supported.

The budget after savings shown takes account of amounts included for demand led pressures.

#### Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Demand for adult social care is rising and so this diverting demand may be hidden by demographic changes.

There is likely to be a consequent impact on the budget that supports people at home. Ensuring appropriate early intervention and prevention interventions will assist in mitigating this.

Changes in the design of reablement services to maximise integration opportunities and embed a 'discharge to assess pathway' will ensure that people have increased opportunities to maximise independence and make decisions about long term care from their homes



As part of other savings we will encounter reducing resources which will need to ensure reviewing resources are appropriately targeted.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Simon McGurk & David MacDonald
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Service Director	Adults Social Care Operations
Service Area	Day Care and Contracted services
Headline Proposal	Review of all existing contracts
Reference	EX AS6

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(133)		
Cumulative Savings	(133)	(133)	(133)
Budget after Savings (Controllable Budget)	1,720	1,670	1,570
FTE Reduction			

#### Description of Savings Proposal (including interdependencies and risk)

Reduction in demand and commissioning of day care services through:

- Redesigning, refocusing and more alignment with the early intervention and prevention offer
- Reconfiguration of the existing day services provision
- Greater scrutiny of current packages through reviews
- Developing and using community resources
- Transformation programme for day care services

Review of all existing contracts and:

- Amend accordingly with any revised demand levels indicated by early intervention and prevention management.
- Redesign and remodel contracts based on occupancy levels/take up
- Reduce and decommission low level need/risk contracts
- Identify potential contracts for risk assessed reduction in provision
- Implement integrated commissioning arrangements
- Ensure robust contract evaluation process is implemented

The budget after savings shown also takes account of savings template EX AS7.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

- The achievement of any savings in this area will be considered against the early intervention and prevention proposals being developed elsewhere and an equality impact assessment being developed for that area.
- Adult social care demand and level of need is increasing significantly which places increased challenge on the system.
- The reshaping of early intervention and prevention will take some time to take place and embed, and this gives rise to the risk of an increase in demand in the early stages.
- The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market Development is ongoing.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Simon Baker
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Service Director	Adults Social Care Operations
Service Area	Commissioning and Health Partnerships
Headline Proposal	Older People's Independent Sector Day Services
Reference	EX AS7

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)	(50)	(100)
Cumulative Savings	(50)	(100)	(200)
Budget after Savings (Controllable Budget)	522	472	372
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>The projected savings outlined above will be achieved by:</p> <ul style="list-style-type: none"> <li>• A review of all individuals currently using independent sector day services will take place to identify individuals with low level need</li> <li>• Working with the current providers, community hubs and the voluntary and community sector, to identify community resources which may be in a position to provide alternative daytime activities to meet low level need.</li> <li>• Consultation with service users and carers to find out what would meet their needs.</li> <li>• Calculation of actual potential savings for future years.</li> <li>• Developing an exit strategy from the current contract.</li> <li>• Modelling of services for individuals with higher level needs.</li> <li>• Developing resources in the community in line with the outcomes of the service user and carer consultation.</li> <li>• Commencement of movement of individuals with low level needs towards community-based support solutions.</li> <li>• As money is released from the contract, investment into community services which aim to meet individuals with higher level needs.</li> </ul>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<ul style="list-style-type: none"> <li>• Adult social care demand and level of need is rising significantly which places increased challenge on the system.</li> <li>• As part of other savings, the review team will reduce. The service will ensure that reviewing capacity is focussed where need is greatest.</li> <li>• The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market development is ongoing.</li> </ul>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Simon Baker
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Service Director	Adults Social Care Operation
Service Area	Other Demand Led Services
Headline Proposal	Community equipment
Reference	EX AS8

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(33)		
Cumulative Savings	(33)	(33)	(33)
Budget after Savings (Controllable Budget)	810	810	810
FTE Reduction			

Description of Savings Proposal (including interdependencies and risk)
The reduced spend will be achieved through the new approach to clinical oversight, to ensure that the equipment supplied meets needs at the best price.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>The approved list of equipment will continue to be reviewed against best clinical advice to ensure that service users receive the appropriate equipment to meet assessed need.</p> <p>Service modelling has taken place as part of the tendering exercise.</p> <p>The long term contract of 5 years with the option for a further 2 years should offer more stability and consistency.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Simon Baker
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Service Director	Adults Social Care Operation
Service Area	Care Phones & Assistive Technology
Headline Proposal	Increase in the use of Assistive Technology/Care phones - increased income
Reference	EX AS9 & NEW AS1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(270)		
Cumulative Savings	(270)	(270)	(270)
Budget after Savings (Controllable Budget)	25,734	33,734	40,984
FTE Reduction			

#### Description of Savings Proposal (Including interdependencies and risk)

A more pro-active approach to the use of Assistive Technology will allow more people to live with confidence and safety in their own homes. This in turn will lead to a reduced level of demand within frontline care.

A diagnostic analysis has been started (similar to that undertaken in other Local Authorities), and initial observations suggest that there are realistic savings/benefits to be achieved from an increased focus on Assistive Technology provision.

Further work is ongoing around options, and this will shape the direction the project takes in 2019-20. Savings are expected of £250k in 2019/20.

It is also proposed to achieve an increase in care phone income of £20K in 2019/20 through promoting and marketing the service with the aim of realising a 7% increase in the number of service users paying for the service. It is also intended to explore new opportunities to support independent providers and other partners through the provision of chargeable services.

The budget after savings shown takes account of amounts included for third party contracts and demand led pressures.

#### Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Assistive Technology is already provided by Adults Services. Savings will be achieved by extending the scope and range of this, to enable more service users than currently. This will provide more people with the freedom to live their lives rather than being reliant on more costly and intrusive packages of care. The savings of £250k will be seen across the spectrum of demand-led Adult Social Care.

With regards the income target - some housing scheme providers are considering solutions to address their concerns which include asking care phones to provide out of

hours telecare monitoring alongside a number of other services. This would be a chargeable service and therefore may provide some additional income for the Council.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	David MacDonald
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Service Director	Adult Social Care
Service Area	Other Demand Led
Headline Proposal	Change in Bad Debt Provision
Reference	NEW AS2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)		
Cumulative Savings	(200)	(200)	(200)
Budget after Savings (Controllable Budget)	200	200	200
FTE Reduction	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>In recent years there has been a need to increase the level of the bad debt provision held within Adults. This provision is to cover the cost of having to write-off or reverse debts owed to the Service that have not been paid. In line with this, there has been a revenue budget to cover the annual in-year cost of such increases.</p> <p>Recent work has been carried out to review the level of the provision, realigning it to a realistic and manageable position. Closer scrutiny will also mean that it should not increase by the levels seen in previous years. As such, the revenue budget can be reduced accordingly.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>There should be no change to the outcomes of the service.</p> <p>There is a risk that if the current economic climate worsens, the level of bad debt may increase over the longer term. This will be mitigated by the Service assessing the level on a continual basis, and taking action as appropriate.</p>

Does this proposal require an Equality Impact Assessment?	YES/NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Richard Parry
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COMMISSIONING, QUALITY & PERFORMANCE

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	21-22 BUDGET PROPOSAL £000
<b>Assessment and Care Management</b>	3,540	(649)	2,891			2,891			2,891			2,891
<b>Demand Led Activity</b>												
<b>Self Directed Support</b>	22,370	(4,093)	18,277	(424)		17,853			17,853			17,853
<b>Independent Sector Residential and Nursing Placements</b>	7,314	(3,568)	3,746	(67)	2,000	5,679		1,370	7,049		1,551	8,600
<b>Independent Sector Residential and Nursing Placements - Mental Health</b>	26,611	(8,674)	17,937	(423)	2,200	19,714			19,714			19,714
<b>Disabilities</b>												
<b>Total</b>	<b>33,925</b>	<b>(12,242)</b>	<b>21,683</b>	<b>(490)</b>	<b>4,200</b>	<b>25,393</b>	<b>0</b>	<b>1,370</b>	<b>26,763</b>	<b>0</b>	<b>1,551</b>	<b>28,314</b>
<b>In-House Residential - Learning disability</b>	2,605	(699)	1,906			1,906			1,906			1,906
<b>Day Care and Other Contracted Services</b>	3,106	(376)	2,730			2,730			2,730			2,730
<b>In-House Day Care</b>	3,756	(26)	3,730	(234)		3,496			3,496			3,496
<b>Contracted Services (mainly independent sector day care)</b>	6,862	(402)	6,460	(234)	0	6,226	0	0	6,226	0	0	6,226
<b>Total</b>												
<b>Other Demand-Led Services</b>												
<b>Emergency Support (Including Persons from Abroad)</b>	31	0	31			31			31			31
<b>Learning Disability Shared Lives</b>	1,083	0	1,083			1,083			1,083			1,083
<b>Total</b>	1,114	0	1,114	0	0	1,114	0	0	1,114	0	0	1,114
<b>Total Demand Led</b>	<b>66,876</b>	<b>(17,436)</b>	<b>49,440</b>	<b>(1,148)</b>	<b>4,200</b>	<b>52,492</b>	<b>0</b>	<b>1,370</b>	<b>53,862</b>	<b>0</b>	<b>1,551</b>	<b>55,413</b>
<b>Early Intervention &amp; Prevention</b>												
<b>Supporting People</b>	5,439	(1,309)	4,130	(250)	500	4,380		250	4,630			4,630
<b>Total</b>	<b>5,439</b>	<b>(1,309)</b>	<b>4,130</b>	<b>(250)</b>	<b>500</b>	<b>4,380</b>	<b>0</b>	<b>250</b>	<b>4,630</b>	<b>0</b>	<b>0</b>	<b>4,630</b>
<b>Commissioning</b>												
<b>Contracts Management</b>	747	(300)	447			447			447			447
<b>Commissioning Heads of Service</b>	61	0	61			61			61			61
<b>Other Commissioning Infrastructure</b>	889	(176)	713			713			713			713
<b>Total</b>	<b>1,697</b>	<b>(476)</b>	<b>1,221</b>	<b>0</b>	<b>0</b>	<b>1,221</b>	<b>0</b>	<b>0</b>	<b>1,221</b>	<b>0</b>	<b>0</b>	<b>1,221</b>
<b>Management &amp; Regulatory Functions</b>	457	0	457			457			457			457
<b>TOTAL COMMISSIONING, QUALITY &amp; PERFORMANCE</b>	<b>78,009</b>	<b>(19,870)</b>	<b>58,139</b>	<b>(1,398)</b>	<b>4,700</b>	<b>61,441</b>	<b>0</b>	<b>1,620</b>	<b>63,061</b>	<b>0</b>	<b>1,551</b>	<b>64,612</b>

**COMMISSIONING, QUALITY & PERFORMANCE - MINUSES**

Service Activity	Proposed Change	£000			Total
		2019-20	2020-21	2021-22	
<b>EXISTING MTFP MINUSES</b>					
<b>Demand Led Activity</b> Self Directed Support (SDS)	Apply proportionate spend on direct payments Independent Living fund reduction in grant	(412) (12)			(412) (12)
<b>Independent Sector Residential and Nursing Placements</b> Independent Sector Residential & Nursing Placements - Learning Disabilities Independent Sector Residential & Nursing Placements - Mental Health	Reduction in high cost learning disability placements Mental health placements	(423) (67)			(423) (67)
<b>Day Care and Other Contracted Services</b> Contracted Services (mainly Independent Sector Day Care)	Review of all existing contracts	(234)			(234)
<b>NEW MINUSES</b>		(1,148)	0	0	(1,148)
<b>Demand Led Activity</b> Supporting People	Additional Savings - New Life Changes Fund	(250)			(250)
<b>TOTAL MINUSES FOR COMMISSIONING, QUALITY &amp; PERFORMANCE</b>		(1,398)	0	0	(1,398)

**COMMISSIONING, QUALITY & PERFORMANCE - PLUSES**

Service Activity	Proposed Change	Savings Reference	£000			
			2019-20	2020-21	2021-22	Total
<b><u>EXISTING MTFP PLUSES</u></b> Independent Sector Residential & Nursing Placements - Learning Disabilities	Adult Social Care - demand-led pressures		2,200			2,200
<b><u>NEW MTFP PLUSES</u></b> <b>Demand Led Activity</b> Independent Sector Residential & Nursing Placements - Mental Health	Further demand led pressures		2,200	0	0	2,200
Supporting People	Mental Health Housing related support Additional savings - one year only		500	1,370	1,551	4,921
				250		500
			2,500	1,620	1,551	5,671
<b>TOTAL PLUSES FOR COMMISSIONING, QUALITY &amp; PERFORMANCE</b>			4,700	1,620	1,551	7,871

Service Director	Commissioning, Quality & Performance
Service Area	Demand Led Services
Headline Proposal	Apply proportionate spend on direct payments
Reference	EX CQ1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(412)		
Cumulative Savings	(412)	(412)	(412)
Budget after Savings (Controllable Budget)	15,905	15,905	15,905
FTE Reduction			

#### Description of Savings Proposal (Including interdependencies and risk)

A direct payment represents a device which an individual, who is entitled to receive social care services, can be awarded a payment and the freedom to purchase care services for themselves. This differs from the traditional approach of the Council acting for the individual and purchasing care on their behalf.

Direct payments offer much greater choice and flexibility over all aspects and ways in which the care is received. This also includes the type of care purchased, control over who is employed and flexibility over when that care is delivered. They can be used to purchase respite care and in some instances are being used to purchase equipment or approved modifications to a residence if agreed as an assessed need.

In allowing the council to offer this opportunity there is a need to ensure that guidance, support and right sizing of packages is offered to these clients and this will be done by adopting some of the following approaches;

- Systems thinking methodology
- Redesigning, refocusing and adopting the tiered approach
- Close monitoring of direct payments and ensuring reclaim of unspent resources
- Redesign the response at the front door
- Greater scrutiny of current packages through reviews
- Increasing use of Assistive Technology

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

- Councils are expected to offer direct payments from within their existing resource base. There is no assigned budget for direct payments costs which are instead deducted against the relevant care budget i.e. Learning Disabilities (LD) & Mental Health (MH) when a direct payment is set up.

- Adult social care demand and level of need has risen significantly which places increased challenge on the system.
- The system relies on well trained and experienced personal assistants in the market. Market development needs to be considered as there is a significant gap in this area for LD/MH. Peer Brokerage in MH has proven to be successful and needs to be expanded to meet future demand.
- The reshaping of early intervention and prevention will take some time to embed and there will be a need to ensure early engagement of Community Plus in supporting LD/MH service users to seek alternatives where costly interventions aren't needed.
- Services have identified internal resource to ensure reviews are carried out this year and we understand the level of need across LD and MH through this process. We will be able to include this as part of the ongoing review cycle.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Cross
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Service Director	Commissioning, Quality & Performance
Service Area	Independent sector residential & nursing placements
Headline Proposal	Reduction in high cost learning disability placements
Reference	EX CQ2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Income/Expenditure Savings	(423)		
Cumulative Savings	(423)	(423)	(423)
Budget after Savings (Controllable Budget)	20,419	20,419	20,419
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction in the number of high cost learning disability placements through:</p> <ul style="list-style-type: none"> <li>• Development of the supported living market.</li> <li>• Supporting people in residential care to move to more cost effective community based arrangements.</li> <li>• Better commissioning of placements that agree a phased reduction in cost.</li> </ul> <p>The budget after savings shown takes account of amounts included for demand led pressures.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Continuing Health Care funding is reducing and demand on learning disability placements is increasing. The level of need is also increasing.</p> <p>More dedicated capacity in reviewing will be needed to ensure that the cost of placements is regularly reviewed and strength based practice is applied in all cases.</p> <p>Work is ongoing to explore 'joint commissioning' of placements – including pooled budgets.</p> <p>Further market development will be needed to ensure sufficient supported living arrangements.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Cross
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Service Director	Commissioning, Quality & Performance
Service Area	Independent sector residential & nursing placements
Headline Proposal	Mental health placements
Reference	EX CQ3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(67)		
Cumulative Savings	(67)	(67)	(67)
Budget after Savings (Controllable Budget)	3,987	3,987	3,987
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>The Mental Health service is reviewing the service users accessing local and external residential placements.</p> <p>Cases will be prioritised for review and will cover people living in a range of different settings. The review will reassess the service users' social care and establish how these needs can be best met using a more independence model of care.</p> <p>The outcome of these reviews will inform local commissioning with the view of providing not only more appropriate and recovery focussed support but also review the costs of these individual packages.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>In addition to this, the Local Authority Commissioners are looking to redesign the range of local social care residential placements and have already begun to work more proactively with Clinical Commissioning Group and local providers to ensure rehabilitation/recovery provisions are in place across Kirklees. Work has begun to establish a local rehabilitation/ recovery pathway that ensures service users are stepped down in a timely manner from acute settings.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Cross
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Service Director	Commissioning, Quality & Performance
Service Area	Day care and contracted services
Headline Proposal	Review of all existing contracts
Reference	EX CQ4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(234)		
Cumulative Savings	(234)	(234)	(234)
Budget after Savings (Controllable Budget)	2,966	2,966	2,966
FTE Reduction			

#### Description of Savings Proposal (Including interdependencies and risk)

Reduction in demand and commissioning of day care services through:

- Redesigning, refocusing and more alignment of the Early Intervention & Prevention offer
- Reconfiguration of the existing day services provision
- Greater scrutiny of current packages through reviews
- Developing and using community resources
- Transformation programme for day care services.

Review of all existing contracts and:

- Amend accordingly with any revised demand levels indicated by Early Intervention & Prevention Management
- Redesign and remodel contracts based on occupancy levels/take up
- Reduction and decommissioning of low level need/risk contracts
- Identify potential contracts for risk assessed reduction in provision
- Implementation of integrated commissioning arrangements
- Ensure robust contract evaluation process is implemented.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

- The achievement of any savings in this area will be considered against the Early Intervention & Prevention proposals being developed elsewhere and any Equality Impact Assessment being developed for that area.
- Adult social care demand and level of need is increasing significantly which places increased challenge on the system.
- The reshaping of early intervention and prevention will take some time to complete and embed and this gives rise to the risk of an increase in demand in the early stages.
- The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market development is ongoing.



Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Simon Baker
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**ECONOMY, REGENERATION & CULTURE**

SERVICE ACTIVITY	18-19		18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	21-22 BUDGET PROPOSAL £000
	CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE BUDGET £000											
Housing General Fund	4,720	1,892	(2,828)	1,892			1,892			1,892			1,892
Highways	957	567	(390)	567			567			567			567
Markets	1,530	(536)	(2,066)	(536)	(40)		(576)			(576)			(576)
Planning	2,688	575	(2,113)	575	(120)		455			455			455
Creative Economy	685	674	(11)	674	(100)		574			574			574
Museums & Galleries	933	649	(284)	649			649			649			649
Sport & Physical Activity	1,825	1,209	(616)	1,209		45	1,254			1,254	(150)		1,104
Economic Resilience	3,905	3,458	(447)	3,458		300	3,758			3,758			3,758
Asset Strategy	725	(119)	(844)	(119)			(119)			(119)			(119)
Management & Regulatory Functions	46	46	0	46			46			46			46
<b>TOTAL ECONOMY, REGENERATION &amp; CULTURE</b>	<b>18,014</b>	<b>8,415</b>	<b>(9,599)</b>	<b>8,415</b>	<b>(260)</b>	<b>345</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>8,500</b>	<b>(150)</b>	<b>0</b>	<b>8,350</b>

**ECONOMY, REGENERATION & CULTURE - MINUSES**

Service Activity	Proposed Change	£000			
		2019-20	2020-21	2021-22	Total
<b><u>EXISTING MTFP MINUSES</u></b> <b><u>Sport &amp; Physical Activity</u></b> Grant to Kirklees Active Leisure	Continuation of existing approach and reducing reduction of financial support to KAL			(100)	(100)
Planning	Continuation of existing approach and reducing reduction of financial support to KAL			(50)	(50)
Markets	Planning fee increase	(120)			(120)
<b><u>NEW MTFP MINUSES</u></b> Creative Economy	Closure of two markets and increased income	(40)			(40)
	Reduction in events budget	(160)		(150)	(310)
		(100)			(100)
<b>TOTAL MINUSES FOR ECONOMY, REGENERATION &amp; CULTURE</b>		<b>(260)</b>	<b>0</b>	<b>(150)</b>	<b>(410)</b>

**ECONOMY, REGENERATION & CULTURE - PLUSES**

Service Activity	Proposed Change	Savings Template Reference	£000			Total
			2019-20	2020-21	2021-22	
<b>NEW MTFP PLUSES</b> Economic Resilience						
<b>Sport &amp; Physical Activity</b> Grant to Kirklees Active Leisure	Regeneration capacity requirements - new investment Additional budget for care leavers fund		300 45			300 45
<b>TOTAL PLUSES FOR ECONOMY, REGENERATION &amp; CULTURE</b>			345	0	0	345

Service Director	Economy, Regeneration & Culture
Service Area	Kirklees Active Leisure (KAL)
Headline Proposal	Continuation of existing approach and reducing reduction of financial support to KAL
Reference	EX ER1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings			(100)
Cumulative Savings			(100)
Budget after Savings (Controllable Budget)*	1,143	1,143	993
FTE Reduction			

\*Includes budget savings from Ex ER2

<b>Description of Savings Proposal (Including interdependencies and risk)</b>	
<p>At this stage, KAL has not identified the areas in which the savings will be achieved, however, KAL and the council will work together innovatively through a commissioning model within which the outcomes Kirklees Council wishes to see for its citizens and the rules of engagement are clearly specified. These will take account of the correlation between economic status and physical health and it is recognised that physical activity and the critical role leisure centres play in supporting a number of Kirklees' outcomes. This will enable KAL to deploy its expertise and capability in the leisure market to ensure those outcomes are met. KAL will have the flexibility as part of this arrangement to adjust its business plan to implement new ways of working and deliver the efficiencies needed. KAL has proven market knowledge and is uniquely placed to exploit the opportunities to secure new sources of income and the commissioning arrangement will empower KAL to optimise demand by tailoring its services to what is needed in each of its localities. As a strong and viable business, KAL's business plan has made provision for contingencies and has the financial strength to enable it to deliver what are challenging targets whilst delivering the commissioned outcomes.</p>	
<b>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</b>	
<p>To deliver the level of savings required, KAL may seek to increase the price of some of its services and activities which may lead to issues of affordability and the council will seek to mitigate the impact of this by ensuring KAL has due regard to those on low incomes. As a service that is operating in a commercial market, it is in KAL's interest to ensure its pricing strategy remains competitive for its users.</p> <p>There may be some re-configuration of services as KAL begins to tailor its services to the requirements of each locality and the council and KAL will work together to ensure any disruption is minimised through careful planning and communication.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES - KAL's Chief Executive has been consulted and he has informed his trustees
<b>Accountable Head of Service</b>	Adele Poppleton

Service Director	Economy, Regeneration & Culture
Service Area	Kirklees Active Leisure (KAL)
Headline Proposal	Continuation of existing approach and reducing reduction of financial support to KAL
Reference	EX ER2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings			(50)
Cumulative Savings			(50)
Budget after Savings (Controllable Budget)*	1,098	1,098	948
FTE Reduction			

\*Includes saving from Ex ER1

Description of Savings Proposal (Including interdependencies and risk)	
<p>At this stage, KAL has not identified the areas in which the savings will be achieved, however, KAL and the council will work together innovatively through a commissioning model within which the outcomes Kirklees Council wishes to see for its citizens and the rules of engagement are clearly specified. These will take account of the correlation between economic status and physical health and it is recognised that physical activity and the critical role leisure centres play in supporting a number of Kirklees' outcomes. This will enable KAL to deploy its expertise and capability in the leisure market to ensure those outcomes are met. KAL will have the flexibility as part of this arrangement to adjust its business plan to implement new ways of working and deliver the efficiencies needed. KAL has proven market knowledge and is uniquely placed to exploit the opportunities to secure new sources of income and the commissioning arrangement will empower KAL to optimise demand by tailoring its services to what is needed in each of its localities. As a strong and viable business, KAL's business plan has made provision for contingencies and has the financial strength to enable it to deliver what are challenging targets whilst delivering the commissioned outcomes.</p>	
Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>To deliver the level of savings required, KAL may seek to increase the price of some of its services and activities which may lead to issues of affordability and the council will seek to mitigate the impact of this by ensuring KAL has due regard to those on low incomes. As a service that is operating in a commercial market, it is in KAL's interest to ensure its pricing strategy remains competitive for its users.</p> <p>There may be some re-configuration of services as KAL begins to tailor its services to the requirements of each locality and the council and KAL will work together to ensure any disruption is minimised through careful planning and communication.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES - KAL's Chief Executive has been consulted and he has informed his trustees
Accountable Head of Service	Adele Poppleton

Service Director	Economy, Regeneration & Culture
Service Area	Planning
Headline Proposal	Planning Fees
Reference	EX ER3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(120)		
Cumulative Savings	(120)	(120)	(120)
Budget after Savings (Controllable Budget)	455	455	455
FTE Reduction			

Description of Savings (Including interdependencies and risk)
<p><b>Increased Planning Fees (£120k in year 1)</b></p> <p>We have generally seen an uplift in planning fees over the past few years. The increase has been driven by the volume of applications rather than an increase in base line fees (this was carried out nationally in 2011/12). As available land decreases then the key drivers of planning fees – major applications start to fall.</p> <p>DCLG introduced 20% increase at the end of the last financial year. This has increased planning fee income. However, the number of large applications has not been as significant due to the delay in adopting the local plan. In addition, the DCLG does need to be satisfied that staffing/resources do match the increased fees to ensure a quality of service. In anticipation of this increased workload, driven, in part, by the Local Plan adoption timescales as well as better fees, there has already been some increases in staff in certain areas. In particular, major developments, Highways Development Management and the area teams.</p> <p>Once adoption is in place we anticipate an up surge in applications and fees which will cover the £120k saving and additional staff costs.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p><b>Risk</b> - Planning applications and development activity reduces significantly as a result of delayed local plan.</p>

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Simon Taylor
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Service Director	Economy, Regeneration & Culture
Service Area	Markets
Headline Proposal	Closure of two markets and increased income
Reference	EX ER4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(40)		
Cumulative Savings	(40)	(40)	(40)
Budget after Savings (Controllable Budget)	(576)	(576)	(576)
FTE Reduction	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>This saving will be delivered through the closure of Heckmondwike and Holmfirth markets and by working smarter with cleansing costs through the use of a new compactor. The service will also explore the potential for increased income by reviewing the charges levied, for example for car boot sales (£2 extra per car); additional international market; and Sunday markets on New Street every Sunday.</p> <p>These proposals will increase the profit margin for Markets and enable the service to get nearer to reaching the income target set each year, but it will not deliver any contribution to the Council's savings target.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Heckmondwike and Holmfirth markets have been under-performing for a number of years and so any impact on outcomes in those towns will be minor. Existing traders will be offered stalls in the remaining markets so their businesses should not be affected. Where there is capacity and appetite from the community for a community asset transfer, this will be explored.</p> <p>The additional international market and Sunday markets will contribute to achieving the outcome "Kirklees has sustainable economic growth and provides good employment for and with communities and businesses" by providing space for businesses to trade and increasing town centre vibrancy.</p>

Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	Yes

Accountable Head of Service	Adele Poppleton
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Service Director	Economy, Regeneration & Culture
Service Area	Creative Economy
Headline Proposal	Reduction in funding to Events Budget
Reference	NEW ER1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)		
Cumulative Savings	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	256	256	256
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
Reduction in the Events budget which supports district wide festivals and participation in regional and national events.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
The impact will be that less can be commissioned in relation to events. With fewer events, there will be lower levels of cultural and town centre vibrancy and fewer opportunities to promote the district in a positive way unless funding can be sourced from partners, other funders and sponsors to help grow the events programme.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Naz Parkar
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**COMMERCIAL, REGULATORY & OPERATIONAL SERVICES**

SERVICE ACTIVITY	18-19		18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	21-22 BUDGET PROPOSAL £000
	CONTROLLABLE GROSS EXPENDITURE £000	BUDGET £000											
Highways	24,622	6,060	(18,562)	6,060			6,060			6,060			6,060
West Yorkshire Driver Training	4,419	(502)	(4,921)	(502)	501		(1)			(1)			(1)
Seasonal Weather	1,234	1,203	(31)	1,203			1,203			1,203			1,203
Waste Services	25,643	17,838	(7,805)	17,838			17,838			17,838			17,838
Transport Services	5,237	(1,370)	(6,607)	(1,370)	(103)		(1,473)			(1,473)			(1,473)
Bereavement Services	1,540	(1,683)	(3,223)	(1,683)	(50)		(1,733)			(1,733)			(1,733)
Parks & Greenspaces	6,476	2,895	(3,581)	2,895	(25)		2,870	(50)		2,820	(50)		2,770
Business & Enterprise Centres	749	(517)	(1,266)	(517)			(517)			(517)			(517)
Building Control	616	(380)	(996)	(380)			(380)			(380)			(380)
Commercialisation	551	(707)	(1,258)	(707)			(707)			(707)			(707)
Local Land Charges	199	(74)	(273)	(74)			(74)			(74)			(74)
Highways Registry	65	15	(50)	15			15			15			15
Environmental Health	1,914	1,184	(730)	1,184			1,184			1,184			1,184
School Facilities Management													
School Facilities Management - School Transport	2,646	2,515	(131)	2,515		1,000	3,515			3,515			3,515
School Facilities Management - Catering/Assets	15,747	(1,775)	(17,522)	(1,775)	(55)		(1,830)	(55)		(1,885)	(55)		(1,940)
School Facilities Management - Cleaning	9,433	429	(9,004)	429	(25)		404			404			404
Quality & Standards	155	153	(2)	153			153			153			153
<b>Total</b>	<b>27,981</b>	<b>1,322</b>	<b>(26,659)</b>	<b>1,322</b>	<b>(80)</b>	<b>1,000</b>	<b>2,242</b>	<b>(55)</b>	<b>0</b>	<b>2,187</b>	<b>(55)</b>	<b>0</b>	<b>2,132</b>
Corporate Landlord	12,428	8,756	(3,672)	8,756	(300)	310	8,766			8,766			8,766
Facilities Management													
Capital Delivery & Development	1,350	(846)	(2,196)	(846)									(846)
Physical Resources & Procurement - Overheads	1,032	1,032	0	1,032			1,032			1,032			1,032
Commercial portfolio	1,206	(1,697)	(2,903)	(1,697)			(1,697)			(1,697)			(1,697)
<b>Total</b>	<b>3,588</b>	<b>(1,511)</b>	<b>(5,099)</b>	<b>(1,511)</b>	<b>0</b>	<b>0</b>	<b>(1,511)</b>	<b>0</b>	<b>0</b>	<b>(1,511)</b>	<b>0</b>	<b>0</b>	<b>(1,511)</b>

**COMMERCIAL, REGULATORY & OPERATIONAL SERVICES**

SERVICE ACTIVITY	18-19		18-19 NET CONTROLLABLE BUDGET £000	19-20 BUDGET PROPOSAL £000	20-21 BUDGET PROPOSAL £000	21-22 BUDGET PROPOSAL £000	18-19		19-20		20-21		21-22	
	CONTROLLABLE GROSS EXPENDITURE £000	CONTROLLABLE INCOME £000					MINUSES £000	PLUSSES £000	MINUSES £000	PLUSSES £000	MINUSES £000	PLUSSES £000	MINUSES £000	PLUSSES £000
Town Halls & Public Halls	946	(838)	108	58	58	58	(50)							58
Car Parking	2,673	(5,935)	(3,262)	(4,012)	(3,762)	(3,562)	(750)		250				200	
Cliffe House	424	(417)	7	7	7	7								7
Management & Regulatory Functions	1,505	0	1,505	705	955	1,205	(1,550)		250				250	
<b>TOTAL COMMERCIAL, REGULATORY &amp; OPERATIONAL SERVICES</b>	<b>122,810</b>	<b>(91,923)</b>	<b>30,887</b>	<b>30,540</b>	<b>30,935</b>	<b>31,280</b>	<b>(2,908)</b>	<b>(105)</b>	<b>500</b>	<b>(105)</b>	<b>450</b>	<b>(105)</b>	<b>450</b>	<b>31,280</b>

**COMMERCIAL, REGULATORY & OPERATIONAL SERVICES - MINUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2019-20	2020-21	2021-22
<b>EXISTING MTFP MINUSES</b>					
Transport Services	Smarter Practices/efficiencies	EX CR1	(103)		(103)
Bereavement Services	Additional income potential, 20%, through smarter marketing/product offer	EX CR2	(50)		(50)
Parks & Greenspaces	Cost Recovery on Services	EX CR3	(25)	(50)	(125)
<b>Schools Facilities Management</b>					
Schools Facilities Management - Catering/Assets	Meal Price Increase/reduced subsidy on Living Wage	EX CR4	(55)	(55)	(165)
Schools Facilities Management - Cleaning	Realignment to current performance	EX CR5	(25)		(25)
Corporate Landlord	New ways of working	EX CR6	(300)		(300)
Car Parking	Bus lane enforcement	EX CR7	(750)		(750)
			<b>(1,308)</b>	<b>(105)</b>	<b>(1,518)</b>
<b>NEW MTFP MINUSES</b>					
Town Halls	Introduce handling fee on Town Hall ticket sales,	NEW CR1	(50)		(50)
Management & Regulatory	Review bad debt policy	NEW CR2	(50)		(50)
	Review of contribution from HRA	NEW CR3	(1,500)		(1,500)
			<b>(1,600)</b>		<b>(100)</b>
<b>TOTAL MINUSES FOR COMMERCIAL, REGULATORY &amp; OPERATIONAL SERVICES</b>			<b>(2,908)</b>	<b>(105)</b>	<b>(1,618)</b>

**COMMERCIAL, REGULATORY &  
OPERATIONAL SERVICES - PLUSES**

Service Activity	Proposed Change	Savings Template Reference	£000			Total
			2019-20	2020-21	2021-22	
<b>EXISTING MTFP PLUSES</b> Car Parking	Bus lane enforcement	EX CR7		250	200	450
<b>NEW MTFP PLUSES</b> West Yorkshire Driver Training	Loss of driver training contract		501			501
Schools Facilities Management - Catering/Assets - School Transport	School transport pressure related to High Needs		1,000			1,000
Corporate Landlord	Fire Safety - new investment		310			310
Management & Regulatory	Council Infrastructure		750	250	250	1,250
<b>TOTAL PLUSES FOR COMMERCIAL, REGULATORY &amp; OPERATIONAL SERVICES</b>			<b>2,561</b>	<b>500</b>	<b>450</b>	<b>3,511</b>

Service Director	Commercial, Regulatory and Operational Services
Service Area	Transport Services
Headline Proposal	Smarter practices/efficiencies
Reference	EX CR1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(103)		
Cumulative Savings	(103)	(103)	(103)
Budget after Savings (Controllable Budget)	(1,473)	(1,473)	(1,473)
FTE Reduction	3		

Description of Savings Proposal (Including interdependencies and risk)
Review of transport operations resulting in more efficient working practices including the release of current vacancies. This will include managing vacancies as a result of reduced provision at George Street, to be phased over a two year period in line with incoming lease vehicles.

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Potential to have some impact on vehicle availability.</p> <p>There are risks associated with the change that demand from services may not be met therefore impacting on service delivery in front line areas. However, the impact will continue to be monitored via the service.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Bereavement Services
Headline Proposal	Additional income potential, through smarter marketing/ product offer
Reference	EX CR2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)		
Cumulative Savings	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	(1,734)	(1,734)	(1,734)
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
Having reviewed the fees and charges in 2018 including a decision to not seek full cost recovery for burial services, the service is now considering the impact of this and looking at ways in which it can be more commercial in its operation in relation to opportunities and initiatives to provide smarter product offers and improved marketing of services available.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Capital investment secured for the following:</p> <ul style="list-style-type: none"> <li>• Replacement Cremators across both Huddersfield and Dewsbury crematoriums to commence early in 2019 and will run for 12 months. This is essential works to ensure machinery is robust and capable of meeting future operational needs. Existing cremators are prone to breakdown and some parts are now obsolete. New cremators will operate more efficiently.</li> <li>• Cemeteries – continue to develop under-utilised space and maximise capacity.</li> <li>• Memorialisation – consideration to a range of options that can generate income.</li> <li>• Offer competitive pricing, improved marketing and IT access to service (bookings, memorial purchases) to improve our offer.</li> <li>• Potential service change to ensure correct structure and skills to develop business element to service. This will be done in line with corporate guidelines and with Trade Union and employee engagement.</li> </ul> <p>Political briefings and community engagement/planning to understand impact and encourage change.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Phil Deighton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parks & Open Spaces
Headline Proposal	Cost recovery on services
Reference	EX CR3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(25)	(50)	(50)
Cumulative Savings	(25)	(75)	(125)
Budget after Savings (Controllable Budget)	1,805	1,755	1,705
FTE Reduction	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Parks &amp; Open Spaces provide a number of services to our partners Kirklees Neighbourhood Housing (KNH), from maintaining gardens to grounds maintenance on estates. These services have traditionally been provided with a significant subsidy and as such the service has commenced a programme of reviewing actual costs against any charges. This work was completed in 2018 and it is proposed to now pass through the full cost to KNH in 2021/22.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>It is proposed that there is full cost recovery to remove any cross subsidy of the HRA fund, but at the same time we will use our Volunteer Community Coordinators, Environment Strategy Unit and other such resources to design out costs and ensure value for money.</p> <p>The final level of saving will be dependent on the level of cost recovery that balances the benefits/outcomes with the resource pressures we face, but it is estimated at £125,000 by 2019/20.</p>

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Will Acornley
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Service Director	Commercial and Operational Regulatory Services
Service Area	School Facilities Management – Catering/Assets
Headline Proposal	Meal price increase/reduced subsidy on living wage
Reference	EX CR4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(55)	(55)	(55)
Cumulative Savings	(55)	(110)	(165)
Budget after Savings (Controllable Budget)	(2,239)	(2,294)	(2,349)
FTE Reduction			

Description of Savings proposals (including interdependencies and risk)
<p>People in Kirklees have aspirations and achieve their ambitions through education, training, employment and lifelong learning.</p> <p>Our school meals catering service is a significant local employer with provision of a good quality school meals service that includes the provision of two courses and a drink to children entitled to free school meals at its core.</p> <p><b>2019/20</b> Increase the price of a meal by 5p to deliver standstill budget.</p> <p>Infant free school meal (UIFSM), which accounts for 44% of the primary school meals served, has remained fixed for three years. The inability to recover inflation on universal free school meals generates a further £70,000 pressure on the service.</p> <p><b>2019/20 onwards</b> By 2020, national living wage (NLW) uplifts will mean the commercial sector pay levels align to the 'local' NLW levels paid to council staff. The proposal is to implement a phased reduction to the subsidy by passing on costs to schools across a three year period. However the council will continue to support schools at this time by not passing on the proposed bottom loaded pay award.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Recovering NLW costs from maintained schools as a part of their current SLA charge could lead to contract loss as school budgets are already stretched. Schools would incur an increase charge per pupil of £1.72 per annum. For example, a school with 200 pupils on the roll would incur an additional charge of £344 in the first year rising to £1,034 by the third. There is a small risk that schools will as a result of passing on the costs choose to retender their contracts. Close monitoring of contract retention will need to happen over the three year period.</p>

The service continues to mitigate inflationary pressures by striving to improve operational efficiencies and productivity.

Does this proposal require an Equality Impact Assessment?

YES

Will this proposal require a Specific Service Consultation

NO

Accountable Head of Service

Phil Deighton

Service Director	Commercial, Regulatory & Operational Services
Service Area	Schools Facilities Management – Cleaning
Headline Proposal	Realignment to current performance
Reference	EX CR5

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(25)		
Cumulative Savings	(25)	(25)	(25)
Budget after Savings (Controllable Budget)	780	780	780
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
Proposals include reduced council subsidy on living wage, reduction of relief staffing levels, and from 2019/20, £25k reduced staff hours through efficiency savings.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
As the Council rationalises its accommodation and occupies fewer buildings, the saving will be delivered. However, if this were to happen at a faster rate than expected, there would be an impact on overall controllable surplus for the Caretaking & Cleaning service.  Staff will be offered alternative hours to reduce the impact of the efficiencies in line with council procedures.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Corporate Landlord
Headline Proposal	New ways of working
Reference	EX CR6

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(300)		
Cumulative Savings	(300)	(300)	(300)
Budget after Savings (Controllable Budget)	9,276	9,276	9,276
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduced facility management repairs budget by £200k. The council will continue to adopt a prudential approach to repairs and the most efficient deployment of capital and revenue funding.</p> <p>The number of operational assets is projected to reduce. Asset disposal programme £100k: a further batch of assets is to be brought forward to dispose in 2019/20 that will release further revenue savings.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>The budget savings are linked to the transformation of the council and the delivery of a number work streams. The reduced unplanned maintenance budget will be focused on strategic priorities and support service delivery.</p>

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parking
Headline Proposal	Bus lane enforcement
Reference	EX CR7

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(750)	250	200
Cumulative Savings	(750)	(500)	(300)
Budget after Savings (Controllable Budget)	(4,012)	(3,762)	(3,562)
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>The Council is committed to improving the flow of traffic and encouraging and supporting more sustainable choices of transport.</p> <p>The proposal is to review how the operation of existing bus lanes across the district’s key route network contribute to economic impact and improving air quality.</p> <p>This may include incentivising greener modes of travel, the de-commissioning of certain sections of bus lanes and/or introducing enforcement charges on lanes/sections of lanes where driver behaviour results in contravention or parking in the bus lane.</p> <p>The deliverability of the proposal will be measured via a robust implementation plan and will require legal consultations and notices.</p> <p>The proposals are likely to require a one-off capital investment.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>The Council is looking to ensure those bus lanes in operation have an ongoing strategic fit.</p> <p>The introduction of camera monitoring of traffic regulations is intended to reduce the level of contraventions and so reduce delays on the highway network. A lack of enforcement of the bus lanes leads to the misuse of these and subsequently has an adverse effect on public transport, journey times and congestion.</p> <p>The scheme aims to improve the reliability of bus services, deter unauthorised vehicles, improve air quality, and encourage the use of more sustainable transport modes, particularly bus patronage and cycling.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Phil Deighton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Management & Regulatory
Headline Proposal	Income Generation Initiatives
Reference	NEW CR1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)		
Cumulative Savings	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	336	336	336
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>To apply a booking handling fee of 10% per ticket on all Town Hall ticket sales. This is a proportionate charge to be applied to the face value of each ticket. Currently a £1.00 per ticket charge is currently levied on all tickets with a value of £12.00 or more.</p> <p>Neighbouring authorities currently levy charges of 6% on all ticket sales or apply a theatre support or booking fee ranging from £1.20 - £1.75.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Through the application of a proportionate charge to the face value of each ticket sold by the Council will result in a lesser fee for lower priced events.</p> <p>By applying a 10% fee across the range of events where tickets are sold by the Council on behalf of other groups will result in a more fair way of distributing the charge to minimise the impact on smaller amateur dramatic groups and lower priced events.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Karl Battersby
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Management & Regulatory
Headline Proposal	Income Generation Initiatives
Reference	NEW CR2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)		
Cumulative Savings	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	N/A	N/A	N/A
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
To review our current policy to develop a more efficient approach to income collection in order to reduce bad debt.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
To review policy and to revise back office procedures and processes in order to take upfront payment for services wherever possible.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Karl Battersby
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Directorate	Commercial, Regulatory and Operational
Service Area	Management & Regulatory
Headline Proposal	Increased HRA contribution for services bought-in
Reference	NEW CR3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,500)		
Cumulative Savings	(1,500)	(1,500)	(1,500)
Budget after Savings (Controllable Budget)	N/A	N/A	N/A
FTE Reduction	-	-	-

**Description of Savings Proposal (Including interdependencies and risk)**

Organisational review of general fund services 'bought-in' by the Housing Revenue Account (HRA) that contribute to the Council's landlord responsibilities to Council tenants. This also includes services charged to Kirklees Neighbourhood Housing (KNH), which are also paid for by HRA. The majority of these services bought-in reside in Economy & Infrastructure, but also include some in other Directorates as well, both front line and back office activity. This exercise has reviewed existing charges to HRA to ensure full cost recovery, and that the charges are reasonable and appropriate. Overall, the exercise has identified scope to increase existing charges by about £1.5m per annum from current.

**Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes**

None. The resourcing implications for HRA/KNH Fee are factored into the longer term HRA business plan and can be accommodated within projected HRA resources without any service impact.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Helen Geldart
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**POLICY, INTELLIGENCE & PUBLIC HEALTH**

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
<b>PUBLIC HEALTH</b>												
<u>Health Protection Services</u>												
Sexual Health	3,946	0	3,946	(100)		3,846			3,846	(423)		3,423
Health Checks	279	0	279			279			279			279
Health Protection	496	(38)	458			458			458			458
Child Measurement	14	0	14			14			14			14
<b>Total</b>	<b>4,735</b>	<b>(38)</b>	<b>4,697</b>	<b>(100)</b>	<b>0</b>	<b>4,597</b>	<b>(100)</b>	<b>0</b>	<b>4,597</b>	<b>(423)</b>	<b>0</b>	<b>4,174</b>
Substance Misuse	5,887	(278)	5,609	(100)		5,509			5,509	(400)		5,109
Obesity	173	0	173	(17)		156			156			156
Physical Activity	354	0	354	(17)		337			337			337
Smoking & Tobacco	569	0	569			569			569			569
5-19 Public Health	1,485	0	1,485			1,485			1,485			1,485
0-5 Public Health	0	0	0			0			0			0
Health Improvement	6,860	0	6,860	(69)		6,791			6,791			6,791
Health at Work	4	0	4			4			4			4
Public Mental Health	6	0	6			6			6			6
Corporate Health & Safety	6,870	0	6,870	(69)		6,801			6,801	0		6,801
Emergency Planning Team	161	(40)	121			121			121			121
Management & Regulatory Functions	276	(107)	169			169			169			169
Public Health Grant for Public Health activity within Policy, Intelligence & Public Health	688	0	688			688			688			688
Public Health Grant for recommissioning activity Council wide	0	(19,928)	(19,928)	(823)	675	(20,076)		19,253	(823)		823	0
Public Health Grant for recommissioning activity Council wide	0	(6,052)	(6,052)			(6,052)		6,052	0			0
<b>Total Public Health</b>	<b>21,198</b>	<b>(26,443)</b>	<b>(5,245)</b>	<b>(1,126)</b>	<b>675</b>	<b>(5,696)</b>	<b>(1,126)</b>	<b>0</b>	<b>19,609</b>	<b>(823)</b>	<b>823</b>	<b>19,609</b>
<b>Communities Plus</b>												
Healthwatch	25	0	25			25			25			25
Cohesion	280	0	280			280			280			280
Voluntary Sector Support	1,216	(224)	992			992			992			992
<b>Total</b>	<b>1,521</b>	<b>(224)</b>	<b>1,297</b>	<b>0</b>	<b>0</b>	<b>1,297</b>	<b>0</b>	<b>0</b>	<b>1,297</b>	<b>0</b>	<b>0</b>	<b>1,297</b>

**POLICY, INTELLIGENCE & PUBLIC HEALTH**

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
<b>Community Safety Hub</b>												
Safer Kirklees	1,032	(497)	535			535			535			535
Vulnerable Persons Scheme	30	0	30			30			30			30
<b>Total</b>	<b>1,062</b>	<b>(497)</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>565</b>	<b>0</b>	<b>0</b>	<b>565</b>
Prevent	306	(127)	179			179			179			179
Intelligence	1,869	(367)	1,502		130	1,632			1,632			1,632
<b>TOTAL POLICY, INTELLIGENCE &amp; PUBLIC HEALTH</b>	<b>25,956</b>	<b>(27,658)</b>	<b>(1,702)</b>	<b>(1,126)</b>	<b>805</b>	<b>(2,023)</b>	<b>0</b>	<b>25,305</b>	<b>23,282</b>	<b>(823)</b>	<b>823</b>	<b>23,282</b>

**POLICY, INTELLIGENCE & PUBLIC HEALTH - MINUSES**

Service Activity	Proposed Change	Savings Reference	£000			
			2019-20	2020-21	2021-22	Total
<b><u>EXISTING MTFP MINUSES</u></b>						
<b><u>Public Health</u></b>						
Sexual Health	Incorporating additional schemes into Integrated Sexual Health Services Main Contract	EX PI1	(100)		(423)	(523)
Substance Misuse	Reducing payments in Primary Care and ongoing contract efficiencies	EX PI2	(100)		(400)	(500)
Obesity	Incorporating additional schemes into Healthy Child Programme main contract	EX PI3	(17)			(17)
Physical Activity	Incorporating additional schemes into Healthy Child Programme main contract	EX PI4	(17)			(17)
Miscellaneous	Incorporating additional schemes into Healthy Child Programme main contract	EX PI5	(69)			(69)
<b><u>NEW MINUSES</u></b>						
Public Health Grant	Public Health savings deferred funded by use of reserve (see pluses sheet)		(303)		(823)	(1,126)
			(823)			(823)
<b>TOTAL MINUSES FOR POLICY, INTELLIGENCE &amp; PUBLIC HEALTH</b>			<b>(1,126)</b>	<b>0</b>	<b>(823)</b>	<b>(1,949)</b>

**POLICY, INTELLIGENCE & PUBLIC HEALTH - PLUSES**

Service Activity	Proposed Change	Savings Reference	£000			
			2019-20	2020-21	2021-22	Total
<b>EXISTING MTFP PLUSES</b>						
<u>Public Health</u> Public Health Grant	Government grant funding reduction		675			675
<b>NEW PLUSES</b>						
<u>Public Health</u> Public Health Grant	Public Health grant unringfenced and rolled into Business Rates Retention			25,305		25,305
Intelligence	Business intelligence - new investment		130			130
Public Health Grant	Public Health savings deferred funded by use of reserve (see minuses sheet)				823	823
			130	25,305	823	26,258
<b>TOTAL PLUSES FOR POLICY, INTELLIGENCE &amp; PUBLIC HEALTH</b>			805	25,305	823	26,933

Service Director	Policy, Intelligence & Public Health
Service Area	Sexual Health
Headline Proposal	Incorporating Additional Schemes into Integrated Sexual Health Services Main Contract
Reference	EX PI1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)		(423)
Cumulative Savings	(100)	(100)	(523)
Budget after Savings (Controllable Budget)	3,846	3,846	3,423
FTE Reduction	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>The current contract is due to end on 31/03/2021 and a new service will be commissioned and procured with a start date of 01/04/2021.</p> <p>Original savings of £523k were due to be found in 2019/20 but these will be staggered until 2021/22 by using Public Health reserves to alleviate the pressure until then. £100k will be found in 2019/20 from unplanned variances on other budget headings which will allow partial savings to be made.</p> <p>Work has begun with the current providers in order to determine the impact on services and identify any potential risks from the reduced budget in 2021/22 and ensure that the new model takes this into consideration.</p> <p>Possible exploration of savings to be found in 2021/22 will be through the following:</p> <ul style="list-style-type: none"> <li>• Review the HIV prevention element by working with the provider to find contract efficiencies</li> <li>• Reducing tariff prices in primary care and expanding the spokes from the integrated service to ensure maximum coverage across Kirklees</li> <li>• Greater focus and emphasis on early intervention and prevention. This will reduce the need for more costly clinical interventions later on in the treatment journey</li> </ul> <p>Risks:</p> <ul style="list-style-type: none"> <li>• GP prescribing in primary care may decrease due to a reduction in tariff prices, which would result in higher demand in the main service and increased waiting times.</li> <li>• Out of area payments are out of our control and hence may increase.</li> </ul>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

We may see an increase in HIV late diagnosis. In order to mitigate against this we will look to increase investment in rapid HIV testing.

In order to mitigate against the risks to the main integrated service we will work with the provider to refocus the service on high risk groups.

Does this proposal require an Equality Impact Assessment?

YES

Will this proposal require a Specific Service Consultation

NO

Accountable Head of Service

Emily Parry-Harries

Service Director	Policy, Intelligence & Public Health
Service Area	Substance Misuse
Headline Proposal	Reducing payments in Primary Care and Ongoing Contract Efficiencies
Reference	EX PI2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)		(400)
Cumulative Savings	(100)	(100)	(500)
Budget after Savings (Controllable Budget)	5,515	5,515	5,115
FTE Reduction	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>The current contract is due to end on 31/03/2021 and a new service will be commissioned and procured with a start date of 01/04/2021.</p> <p>Original savings of £500k were due to be found in 2019/20 but these will be staggered until 2021/22 by using Public Health reserves to alleviate the pressure until then. £100k will be found in 2019/20 from unplanned variances on other budget headings which will allow partial savings to be made.</p> <p>Work has begun with the current providers in order to determine the impact on services and identify any potential risks from the reduced budget in 2021/22 and ensure that the new model takes this into consideration.</p> <p>Possible exploration of savings to be found in 2021/22 will be through the following:</p> <ul style="list-style-type: none"> <li>Working with the provider to find efficiencies via a whole integrated system approach (the provider is now responsible for managing the full integrated substance misuse provision including services in primary care and acute care)</li> <li>Greater focus and emphasis on early intervention and prevention. This will reduce the need for more costly clinical interventions later on in the treatment journey.</li> </ul> <p>Risks: The implications of further reduction will be assessed to ensure the viability of the service is not threatened.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>We propose that a new model will be co-produced with the current providers; identified risk will be explored and mitigated as the model develops in more detail.</p> <p>Planning and detailed discussions with the provider will ensure that any risks identified will be managed in preparation for the savings (2021/22).</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Emily Parry-Harries
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Service Director	Policy, Intelligence & Public Health
Service Area	Obesity, Physical Act, Healthy Child
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme
Reference	EX PI3 (Obesity) PI4 (Physical Act) and PI5 HCP

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(103)		
Cumulative Savings	(103)	(103)	(103)
Budget after Savings (Controllable Budget)	7,296	7,296	7,296
FTE Reduction	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings are proposed from the following programme areas:</p> <p>2019/20</p> <ul style="list-style-type: none"> <li>• Obesity &amp; Physical Activity (START) - (£34k)</li> <li>• Nutrition Initiative - Food for Life (£18k)</li> <li>• Auntie Pam's support for mums-to-be and families (£15k)</li> <li>• Nutrition FINE (Food Initiative Nutritional Education) (£36k)</li> </ul> <p><b>Obesity and Physical Activity - (START)</b></p> <p>The START service is being redesigned, which will accommodate a reduction in budget by applying a system-wide approach to focus on the following:</p> <ul style="list-style-type: none"> <li>• Early intervention – intervening at the earliest possible opportunity to ensure that future parents understand the importance of healthy weight.</li> <li>• Addressing the social norm that has developed due to the majority of the population now being an unhealthy weight, resulting in people being unable to recognise healthy weight. This includes both the population and the workforce.</li> <li>• Working in conjunction with partners to ensure that every opportunity is taken to integrate learning about healthy weight into existing programmes of work.</li> <li>• Working co-productively with families to develop pathways and interventions to assist them to achieve and maintain healthy weight as a family. This will include working with existing providers to ensure that their offer is accessible and appealing to target families.</li> <li>• Working to upskill the staff who are in contact with families, to ensure that they are confident to introduce the subject of weight into their conversations with parents, and to offer appropriate advice and signposting.</li> </ul> <p>This proposal relies upon the interdependencies between START and Thriving Kirklees, FINE project, Community Hubs and Early Help Team.</p>

The risk associated with this proposal is that parents do not engage with the service. This risk has always existed when commissioning weight management services. This service will incorporate enough flexibility to ensure that it accommodates for the needs of service users.

#### **Nutrition Initiative - Food for Life**

The Food for Life contract ended September 2017 and was not renewed. Please see below for future plans.

#### **Auntie Pam's support for mums-to-be and families**

When the Healthy Child Programme (HCP) was being developed Auntie Pam's was considered as an interdependent service within that programme. However, because of subsequent HCP partnership developments, Auntie Pam's was not included in the final submission.

A key element in the initial development of the service was to ensure value for money delivery, not replicating heavy spending services that were then developed by NHS and Council. As the service is volunteer-led, staffing costs would continue to be low and a programme of work, co-produced, to reduce the on-costs of the service will be conducted which will include the exploration of co-location with other services.

#### **Nutrition FINE (Food Initiative Nutritional Education)**

Discussions will commence next calendar year with FINE to identify specifically where savings can be made in 2019/20. This could affect the outputs and outcomes that the service can deliver. However we will seek to mitigate the impact of the budget reduction as described below.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

#### **Obesity and Physical Activity - (START)**

The service is being redesigned to mitigate for any negative outcomes by applying a much broader, system-wide approach to tackling childhood obesity. This should result in greater impact by resulting in fewer children presenting as overweight or obese at Reception Year - the first weighing and measuring point for children as part of the National Child Measurement Programme.

#### **Nutrition Initiative - Food for Life and Nutrition FINE (Food Initiative Nutritional Education)**

Public Health is currently reviewing the Food Strategy to ensure a system-wide strategic approach to food and nutrition. The strategy will ensure that available resources are better targeted with a focus on those populations in the greatest need/with the least healthy diets, critical stages of child development and malnutrition in later life.

The work programme will cover both policy and interventions. It will include Public Health and FINE staff working with partners to develop the capacity and capability of wider staff and community members to support them to improve diet and nutrition related outcomes for the people of Kirklees. The staff and community members that we will work with include those in Thriving Kirklees, Start (children’s weight management service), Schools as Community Hubs and staff from local hot food takeaways. The work programme will include embedding the principles of Food for Life in school settings. Interdependencies also exist between nutrition initiatives and the new Wellness Model to be commissioned.

**Auntie Pam’s support for mums-to-be and families**

To ensure the impact on outcomes and service provision is minimised, the focus will be on co-location of services which will ensure that interventions presently delivered will continue.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Emily Parry-Harries
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**CORPORATE SERVICES**

SERVICE ACTIVITY	18-19		18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSSES £000	21-22 BUDGET PROPOSAL £000
	CONTROLLABLE GROSS EXPENDITURE £000	BUDGET £000											
<b>Democracy</b>													
Ward Based Activity	460	0	0	460			460			460			460
Elections	452	0	0	452	(122)		330			330			330
Electoral Registration	476	(8)	(8)	468			468			468			468
Civic Office	45	0	0	45			45			45			45
Governance Core	1,545	(173)	(173)	1,372			1,372			1,372			1,372
Councillors Allowances	1,438	0	0	1,438			1,438			1,438			1,438
Information Governance	121	0	0	121		200	321			321			321
<b>Total</b>	<b>4,537</b>	<b>(181)</b>	<b>(181)</b>	<b>4,356</b>	<b>(122)</b>	<b>200</b>	<b>4,434</b>	<b>0</b>	<b>0</b>	<b>4,434</b>	<b>0</b>	<b>0</b>	<b>4,434</b>
<b>Corporate Governance, Management &amp; DRM</b>													
	628	(496)	(496)	132			132			132			132
<b>Communications &amp; Marketing</b>													
	882	(302)	(302)	580			580			580			580
<b>Policy Unit</b>													
	497	(23)	(23)	474			474			474			474
<b>Transformation Team</b>													
	0	0	0	0	(859)		(859)			(859)			(859)
<b>Human Resources Professional Service</b>													
	3,761	(1,184)	(1,184)	2,577			2,577			2,577			2,577
<b>Risk</b>													
	581	(379)	(379)	202			202			202			202
<b>Legal Services</b>													
	1,971	(511)	(511)	1,460	(122)		1,338	(121)		1,217			1,217
<b>Procurement</b>													
	530	(209)	(209)	321			321			321			321
<b>Finance &amp; Accountancy</b>													
	4,513	(1,631)	(1,631)	2,882	(301)	0	2,581	(100)	0	2,481	(100)	0	2,381
<b>IT</b>													
	12,138	(2,317)	(2,317)	9,821	(1,360)	650	10,471	(1,360)		9,111			9,111
<b>Welfare &amp; Exchequer</b>													
	4,338	(2,870)	(2,870)	1,468			1,468			1,468			1,468
Income Collection - Welfare & Exchequer	5,482	(499)	(499)	4,983	(50)		4,933	(50)		4,883			4,883
Welfare & Complimentary Benefits	108,727	(108,808)	(81)	(81)			(81)			(81)			(81)
<b>Total</b>	<b>118,547</b>	<b>(112,177)</b>	<b>(112,177)</b>	<b>6,370</b>	<b>(50)</b>	<b>0</b>	<b>6,320</b>	<b>(50)</b>	<b>0</b>	<b>6,270</b>	<b>0</b>	<b>0</b>	<b>6,270</b>
<b>Management &amp; Regulatory Functions</b>													
	1,300	143	143	1,443	(250)	0	1,193	0	0	1,193	0	0	1,193
<b>TOTAL CORPORATE SERVICES</b>	<b>149,885</b>	<b>(119,267)</b>	<b>(119,267)</b>	<b>30,618</b>	<b>(1,704)</b>	<b>850</b>	<b>29,764</b>	<b>(1,631)</b>	<b>0</b>	<b>28,133</b>	<b>(100)</b>	<b>0</b>	<b>28,033</b>

**CORPORATE SERVICES - MINUSES**

Service Activity	Proposed Change	£000			
		Savings Template Reference	2019-20	2020-21	2021-22
<b>EXISTING MTFP MINUSES</b>					
<u>Democracy</u> Elections	Smoothing adjustment to reflect cycle of elections		(122)		(122)
<u>Access, Strategy &amp; Delivery</u> Transformation Team	Reduction in sickness absence	EX CS1	(859)		(859)
Legal Services	Further saving to be identified	EX CS2	(122)	(121)	(243)
Finance & Accountancy	Efficiency savings	EX CS3	(201)		(201)
HD-One: Financial & HR Transactional Services	Efficiency savings	EX CS3		(100)	(200)
IT	IT Efficiency Savings	EX CS4		(1,360)	(1,360)
<u>Welfare &amp; Exchequer</u> Welfare & Complimentary Benefits	More Automation of back office services	EX CS5	(50)	(50)	(100)
HD-One: Financial & HR Transactional Services	Income generation	EX CS6	(100)		(100)
<b>NEW MTFP MINUSES</b>					
Management & Regulatory	Strategy & Commissioning Review	NEW CS1	(250)		(250)
			(1,454)	(1,631)	(3,185)
<b>TOTAL MINUSES FOR CORPORATE SERVICES</b>			<b>(1,704)</b>	<b>(1,631)</b>	<b>(3,435)</b>

**CORPORATE SERVICES - PLUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2019-20	2020-21	2021-22
<b>EXISTING MTFP PLUSES</b>					
IT	Capitalisation of digital scheme staffing		650		650
<b>NEW MTFP PLUSES</b>					
Information Governance	New investment		200		
<b>TOTAL PLUSES FOR OFFICE OF THE CHIEF EXECUTIVE</b>			<b>850</b>	<b>0</b>	<b>650</b>

Directorate	Corporate Services
Service Area	Transformation Team
Headline Proposal	Reduction in sickness absence
Reference	EX CS1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(859)		
Cumulative Savings	(859)	(859)	(859)
Budget after Savings (Controllable Budget)	N/A	N/A	N/A
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposal to reduce the current level of staff sickness through a variety of interventions, including delivering the people strategy.</p> <p>This assumes that all of the cost of sickness can be saved, not just the cost of agency cover, as it eliminates the cost associated with retention of staff capacity to cover sickness absence.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Andy Simcox
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Service Director	Legal, Governance & Commissioning
Service Area	Legal Services
Headline Proposal	Further savings to be identified
Reference	EX CS2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(122)	(121)	
Cumulative Savings	(122)	(243)	(243)
Budget after Savings (Controllable Budget)	1,338	1,217	1,217
FTE Reduction			

#### Description of Savings Proposal (Including interdependencies and risk)

The original MTFP setting out the additional planned savings for Legal Services assumed that there might be a reduction in demand for legal services as other service areas were cut but it highlighted the risk of this not happening.

The reduction in demand hasn't materialised from the intelligence we have on time recording / case management information, discussion with service areas and spend on legal matters as well as cases open. In some cases the demand has increased, and there are pressure areas in children's and adult's services as well as an increase in property work (to increase capital receipts) and information governance.

We have enabled some services to undertake legal work that was previously done by Legal Services - for example some prosecutions, some lower value contracts/ procurement and we are looking at other areas where we can do this as set out in EX RE1 (past year) but this process is dependent on other services being willing and having the resources to do this.

Ultimately we don't control demand - it arises from service areas.

We are continuing to look at ways in which we can reduce the overall corporate cost of legal services to the Council. As noted below a significant amount of spend on legal support is external where the budget is held elsewhere. We are reviewing areas where it would be better to do this differently and reduce the overall corporate spend

#### **Spend elsewhere as follows:**

	<b>Barrister &amp; Ext Solicitors</b>	<b>All other disbs*</b>
2016/2017	£999,970	£921,600
2017/2018 to end Nov	£962,343	£629,180

\*this includes a wide range of costs linked to the matter e.g. search fees, court fees, assessment reports, medical reports.



We operate two frameworks across West Yorkshire for using external solicitors and barristers to keep costs competitive. We also use other frameworks where we can to get best value for money.

2019/20 and 2020/21

As above for 2018/19. The savings here are again dependent on reduced service area demand and the likely need for legal support across the Council. These are more difficult to foresee and are not controlled by Legal Services.

#### Interdependencies and Risk

Demand for legal support isn't decreasing overall. Although it fluctuates across legal work types there is no discernible reduction in demand overall.

The impact of Ofsted and Commissioner work is now known and will for the short to medium term be likely to impact on the support for Children's Services work which is a potential and significant risk area. There is the possibility we may need to fill new posts to support Children's Services during this period to reduce the cost of external legal spend.

There are other pinch areas – for example Adult Social Care, Special Educational Needs.

Staff absence (maternity leave) needs to be covered either by a temporary replacement or a locum or by external solicitors. This was previously offset by vacancies on the establishment but there are no longer any such vacancies as they were used to make previous savings. Parts of the service are operating much reduced staffing levels.

There are risks that costs will continue to be passed to Local Authorities to deal with and manage - for example Judiciary – continue to pass on costs to public sector to save costs e.g. drafting orders.

Historic external trading target (£180k) needs adjustment to reflect what is achievable. The original target was set more than 10 years ago when Legal Services were a traded service and when there was significant work from WYTS, KNH, schools and academies. Due to structural and economic changes outside the Council that is no longer the case and the retention of this target in the Legal Services budget significantly distorts the reported financial performance of the service.

Further work is needed to consider the current budget for external income and the ability with less staff to achieve that. There is a significant risk that this won't be achieved.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

We need to look at the corporate cost of legal support and how we can do things differently to reduce cost.

Service is largely demand driven. Reducing staff numbers any further is not cost effective and is likely to result in increased use of external lawyers at greater cost or create an unacceptable level of risk of an impaired quality of service .

Alternatively we may need to take a corporate decision (where it is appropriate) not to do some things. We can make suggestions about how we manage matters and deal with cases / advice that comes through but ultimately cases are impacted by strategic decisions / policy/ day to day activities of the Council.

Obvious synergy with approach to risk/commissioning approach moving forwards.

The Ofsted review/ Commissioner decision is now known as noted above. It will give an opportunity to review how we work together with Children’s Services. This area of work represents about half of the demand for legal support.

Services will need to do more themselves and recognise when the best time to seek support is. We will continue to help services to do this e.g. low value contracts, non-contested prosecutions and identify other areas.

The West Yorkshire Legal Framework (WYLAW) framework for Solicitors has recently been retendered. We need to ensure we will continue to move towards more effective collaboration across WYLAW.

We corporately need to improve recording of disbursements across service areas.

Potential for better use of IT by the Courts. The new approach would transfer information to court electronically. Impact on paper lite policies and data protection risks

Improvements to case management system across Legal Services to move towards a more paper lite approach

Consider opportunities to improve external trading but subject to earlier comments.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Julie Muscroft John Chapman Karl Larrad Margaret Miller
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Service Director	Finance, IT & Transactional Services
Service Area	Finance & Accountancy
Headline Proposal	Efficiency savings
Reference	EX CS3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental savings (Existing)	(201)	(100)	(100)
Cumulative Savings	(201)	(301)	(401)
Budget after Savings (Net Controllable Budget)	2,618	2,518	2,418
FTE Reduction	7.5	2.5	

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings of £201k in the accountancy function through the expanded rollout and development of SAP functionality to support core budget manager competency and skills through direct reporting access to key financial information, and through greater financial process automation. Savings also underpinned by smarter and prioritised use of available professional capacity to ensure delivery of key statutory accounting and service requirements based on relative complexity and risk.</p> <p>The balance of £200k savings relates to HD-One, which is the Council's centre of excellence for the provision of payroll, payment processing and organisational infrastructure required to support the efficient running of the Council's core business system, SAP.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>There is reliance on IT colleagues for continued SAP support, maintenance and development, including associated transactional processes.</p> <p>Turnover of staff who support key specialist /technical accounting roles will be mitigated by effective forward and succession planning to ensure that statutory accounting and organisational requirements are met over the medium term.</p>

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	James Anderson
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Service Director	Finance, IT & Transactional Services
Service Area	Information Technology
Headline Proposal	IT Efficiency Savings
Reference	EX CS4

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(1,360)	
Cumulative Savings		(1,360)	(1,360)
Budget after Savings (Controllable Budget)	10,581	9,221	9,221
FTE Reduction		28	

**2020/21**

IT and Change Service Review  
Contract Review & Renegotiation (Phase 2)

Dependencies

Mobile and Agile Programme,  
Digital by Design Programme,  
SAP Support Self Sufficiency  
Network Support Switches to BAU  
Rightsizing post-transformation  
Smaller Council  
Automation of IT support  
Reduced Application Portfolio  
Simplified development methods

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

- Frontline IT services will be automated / self service at first point of contact
- Reduction in out of hours support cover / availability due to better automation
- Onsite call response reduction due to less frequency of calls
- Contracted level of service reduced
- Reduced capacity of the service

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Terence Hudson
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Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer - Welfare & Complimentary Benefits
Headline Proposal	More Automation of back office services
Reference	EX CS5

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)	(50)	
Cumulative Savings	(50)	(100)	(100)
Budget after Savings (Controllable Budget)	3,893	3,843	
FTE Reduction	2	2	

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of welfare and complimentary benefits staffing, in light of changes to automation, caseload changes and implementation of Universal Credit (UC) in Kirklees. (UC rollout will run until at least 2023.)</p> <p>Statutory Service - this proposal will potentially impact on some of the most vulnerable people in Kirklees. The migration to Universal Credit (UC) is a national process run by the Department for Work and Pensions, the migration of working age Housing Benefit claimants to UC has already started in Kirklees for single people in June 2015. November 2017 saw the start of couples UC migration in Kirklees. The Council already has procedures in place to assist residents with the changes including "Advice Kirklees".</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
See above

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Steven Bird
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Service Director	Finance, IT & Transactional Services
Service Area	Finance & Accountancy
Headline Proposal	Income generation
Reference	EX CS6

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings (New)	(100)		
Cumulative Savings	(100)	(100)	(100)
Budget after Savings (Net Controllable Budget)	912	912	912
FTE Reduction			

<b>Description of Savings Proposal (Including interdependencies and risk)</b>
This proposal relates to HD-One, the Council's centre of excellence for the provision of payroll, payment processing, and organisational infrastructure required to support the efficient running of the Council's core business system, SAP. The proposal relates both to potential new charging opportunities for work provided for non-general fund activity, and as well a review of current recharge income to ensure all reasonable costs are recovered from existing work provided in relation to non-general fund activity.

<b>Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</b>
None

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Eamonn Croston
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Service Director	Corporate Services
Service Area	Management & Regulatory
Headline Proposal	Strategy & Commissioning Review
Reference	NEW CS1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(250)		
Cumulative Savings	(250)	(250)	(250)
Budget after Savings (Controllable Budget)	N/A	N/A	N/A
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>The Review of the Council's Strategy and Commissioning functions will be focused on improving the effectiveness and value of corporate functions and processes, in governance, strategic planning, assurance, resource management and support services.</p> <p>The intended result is to increase impact and value of services delivered, and address any gaps in capacity and quality. By improving processes and internal capacity, there will be productivity gains and reduced need to draw on external support. In addition, proposals for greater integration of functions will give options for improved efficiency.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Rachel Spencer-Henshall
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CENTRAL BUDGETS

SERVICE ACTIVITY	18-19 CONTROLLABLE GROSS EXPENDITURE £000	18-19 CONTROLLABLE INCOME £000	18-19 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	20-21 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	21-22 BUDGET PROPOSAL £000
Treasury Management	23,824	(1,063)	22,761	(11,451)	669	11,979	(889)	7,490	18,580		2,351	20,931
General Contingencies	744	(535)	209	(289)	1,504	1,424	(5)	1,600	3,019	(4)		3,015
Inflation	(470)	0	(470)	(1,200)	5,802	4,132	(1,300)	4,050	6,882	(1,300)	4,050	9,632
Central Pension & Related Costs	2,107	(314)	1,793			1,793			1,793			1,793
Joint Committees	19,814	0	19,814	(386)	160	19,588	(190)		19,398		367	19,765
<b>TOTAL CENTRAL BUDGETS</b>	<b>46,019</b>	<b>(1,912)</b>	<b>44,107</b>	<b>(13,326)</b>	<b>8,135</b>	<b>38,916</b>	<b>(2,384)</b>	<b>13,140</b>	<b>49,672</b>	<b>(1,304)</b>	<b>6,768</b>	<b>55,136</b>



**CENTRAL BUDGETS - TECHNICAL ADJUSTMENTS**

Service Activity	Proposed Change	£000		
		2019-20	2020-21	2021-22
General Contingencies	Insurance Fund - re-base service insurance premia budgets Decrease in general contingencies budgets required PFI prepayment base budget Review of superannuation rate Parish Council grant Future years inflation requirement	1,000 (22) 300 (63) 4,602 18	1,600 (5) 2,750 (199)	
Inflation	Review of treasury management budget aligned to future capital expenditure borrowing requirements and wider treasury management strategy			(4)
Treasury Management	MRP - phased release to support High Needs pressures MRP - release for mental health budgets MRP - reprofiled	(5,000) (1,400) (4,400)	1,000 1,400 4,400	2,750 1,351 1,000
Joint Committees	Transport Levy Contribution Review – Combined Authority	(226)	(190)	367
<b>TOTAL TECHNICAL ADJUSTMENTS FOR CENTRAL BUDGETS</b>		<b>(5,191)</b>	<b>10,756</b>	<b>5,464</b>
				<b>11,029</b>

## HRA Revenue Budget Summary

ACTIVITY	2018-19 Net Controllable Budget		Budget Total 2019-20		Budget Total 2020-21		Budget Total 2021-22	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Repairs &amp; Maintenance</b>	22,800	(1,558)	22,242	(342)	21,900	0	21,900	0
<b>Housing Management</b>	13,622	(500)	13,122	0	13,122	0	13,122	0
Policy & Management	2,493	(30)	3,463	0	3,463	0	3,463	0
Council Services bought in	16,577	(869)	15,957	0	15,957	0	15,957	0
Kirklees Neighbourhood Housing (KNH) Management Fee	1,652	(135)	1,517	0	1,517	0	1,517	0
Special Services (Communal facilities)								
<b>sub-total</b>	<b>34,344</b>	<b>(1,534)</b>	<b>34,059</b>	<b>0</b>	<b>34,059</b>	<b>0</b>	<b>34,059</b>	<b>0</b>
<b>Other Expenditure</b>								
Depreciation charge on HRA Assets	16,500	0	16,500	0	16,500	0	16,500	0
Interest payable on capital debt	8,454	(322)	8,132	(229)	7,903	(316)	7,587	0
Bad debt provision	2,652	(400)	2,252	0	2,852	0	2,952	100
Other	684		2,114	0	3,057	0	4,010	953
<b>Sub total</b>	<b>28,290</b>	<b>(722)</b>	<b>28,998</b>	<b>(229)</b>	<b>30,312</b>	<b>(316)</b>	<b>31,049</b>	<b>1,053</b>
<b>Total Expenditure</b>	<b>85,434</b>	<b>(3,814)</b>	<b>85,299</b>	<b>(571)</b>	<b>86,271</b>	<b>(316)</b>	<b>87,008</b>	<b>1,053</b>
Dwelling Rent income	(79,734)	(1,571)	(79,899)	(2,006)	(80,392)	(2,398)	(82,257)	533
Excellent Homes for Life (PFI) Government Grant	(7,912)		(7,912)	0	(7,912)	0	(7,912)	0
Tenant & Leaseholder charges for services & facilities	(3,186)	(137)	(3,312)	(273)	(3,585)	(117)	(3,702)	0
Other	(916)	(21)	(872)	(21)	(893)		(893)	
<b>Total Income</b>	<b>(91,748)</b>	<b>(1,729)</b>	<b>(91,995)</b>	<b>(2,300)</b>	<b>(92,782)</b>	<b>(2,515)</b>	<b>(94,764)</b>	<b>533</b>
<b>Net Operating Expenditure</b>	<b>(6,314)</b>	<b>(5,543)</b>	<b>(6,696)</b>	<b>(2,871)</b>	<b>(6,511)</b>	<b>(2,831)</b>	<b>(7,756)</b>	<b>1,586</b>
Revenue contribution to capital expenditure	6,314	0	6,696	(185)	6,511	0	7,756	1,245
Appropriation (from)/to HRA Reserves	0	0	0	0	0	0	0	0
<b>Net Surplus/deficit</b>	<b>0</b>	<b>(5,543)</b>	<b>0</b>	<b>(3,056)</b>	<b>0</b>	<b>(2,831)</b>	<b>0</b>	<b>2,831</b>

**HOUSING REVENUE ACCOUNT - MINUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2019-20	2020-21	2021-22
<b>Repair &amp; Maintenance</b>	efficiency savings phased release of revenue budget in later years following initial upfront investment requirement of £1.1m in 2018-19 for essential compliance work	HRA 1	(804) (754)	(342)	(1,146) (754)
<b>Housing Management</b>	Strategic Priorities to support Capital initiatives reduced budget efficiency savings Estates Management review of procurement budget requirement Communal Lighting and Sheltered Heating - review of budget requirement	HRA 2 HRA 1	(500) (869) (30) (135)		(500) (869) (30) (135)
<b>Income</b>					
Dwelling Rent	year 1 includes the impact of extra week rent (53 week rent year). Years 2 & 3 reflect assumed uplift of CPI at 2.6% +1%		(1,571)	(2,006)	(5,975)
Tenant & leaseholder service and other charges	Review of Service Charge costs including Assisted Gardens	HRA 3	(137)	(273)	(527)
Other	Garage Rent Additional Income Target	HRA 3	(21)	(21)	(42)
Interest payable on capital debt	interest charges in line with current profile of debt repayment across years		(322)	(229)	(867)
Bad Debt Provision	Full year effect of Universal Credit being implemented		(400)	0	(400)
<b>TOTAL MINUSES FOR HRA (net operating expenditure)</b>			<b>(5,543)</b>	<b>(2,871)</b>	<b>(2,831)</b>
Revenue contribution to capital				(185)	(185)
<b>TOTAL MINUSES FOR HRA</b>			<b>(5,543)</b>	<b>(3,056)</b>	<b>(2,831)</b>
					<b>(11,430)</b>

**HOUSING REVENUE ACCOUNT - PLUSES**

Service Activity	Proposed Change	Savings Template Reference	£000			
			2019-20	2020-21	2021-22	Total
Repair & Maintenance KNH Management Fee	Improved Lettable Standard Inflationary increase for 2018/19 (£212k) & Clean Up Campaigns (£37k)		1,000 249			1,000 249
<b>Other expenditure</b> Bad Debt Provision	Full year effect of Universal Credit being implemented		0	600	100	700
Inflation provision requirement	Annual provision requirement reflects RPI assumption for repair & maintenance, utility uplift and salary increases		930	943	953	2,826
Corporate and democratic core	Council Support Services (Recharges)		500			500
Council Services bought in	Council Support Services (Recharges) and change in cost model		1,000			1,000
<b>Income</b>						
Dwelling Rent Income	Year 1 reflects 1% Rent Reduction. Year 2 reflects revert back to 52 week rent year.		1,406	1,513	533	3,452
Tenant & leaseholder service and other charges	PFI Service Charges		11			11
Other	Removal of Blue Badge Discount on Garages		65			65
<b>TOTAL PLUSES FOR HRA (net operating expenditure)</b>			<b>5,161</b>	<b>3,056</b>	<b>1,586</b>	<b>9,803</b>
Revenue Contribution to Capital			382		1,245	1,627
<b>TOTAL PLUSES FOR HRA</b>			<b>5,543</b>	<b>3,056</b>	<b>2,831</b>	<b>11,430</b>

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	KNH Fee - Indicative Savings
Reference	HRA 1

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,673)	(342)	-
Cumulative Savings	(1,673)	(2,015)	(2,015)
Budget after Savings (Controllable Budget)	38,199	37,857	37,857

Description of Savings Proposal (Including interdependencies and risk)
In 2019, work will continue embedding the new operating models for Kirklees Neighbourhood Housing (KNH) ensuring that KNH is fit for purpose, able to effectively respond to the changing external environment within a context of delivering savings and value for money. The focus will continue to be on finding ways to deliver more with less whilst providing an improved service to our customers, and greater tenant voice.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Strategic decisions agreed with the revised lettable standard could impact on void turnaround times, leading to delays with tenants moving into properties and loss of rent. A recent review of the void process has taken place and once embedded will improve re-let times. Robust mitigating actions will continue to be developed to improve performance. Equality Impact Assessments will be carried out as part of this work.	
Planned training and handover of tasks is taking place to embed the new structures and to support cultural change, but this will take time. Effective consultation and engagement with staff and tenants where relevant will continue.	
Does this proposal require an Equality Impact Assessment?	NO (re 19/20)
Will this proposal require a Specific Service Consultation	NO (re 19/20)
Accountable Head of Service	Naz Parker

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Policy and Management
Reference	HRA 2

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(500)		
Cumulative Savings	(500)	(500)	(500)
Budget after Savings (Controllable Budget)	(13,122)	(13,122)	(13,122)
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>This was a pre-existing contingency development budget of £500k not now required, so offered up as savings. This may be re-introduced in the future to support development opportunities, but this will be subject to a valid business case.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>There will be no initial impact as this budget was not being spent. If there is a future need for this budget a business case will be provided.</p>	
Does this proposal require an Equality Impact Assessment?	NO (19/20)
Will this proposal require a Specific Service Consultation	NO( 19/20)

Accountable Head of Service	Naz Parker
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Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Tenant & leaseholder service and other charges
Reference	HRA 3

Forecast Savings	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(158)	(294)	(117)
Cumulative Savings	(158)	(452)	(569)
Budget after Savings (Controllable Budget)	(4,184)	(4,478)	(4,595)
FTE Reduction			

Description of Savings Proposal (Including interdependencies and risk)
<p>A review of service charges has been carried out to assess whether charges are appropriate and to calculate the cost of service delivery. As the review is linked to affordability and has connectivity with welfare systems in place to help people with housing costs. The full costs will not be recovered in 2019/20 but existing costs will be increased by the September RPI figure (3.3%).</p> <p>There will be a review of garage rents in 2019/20. Current charges will be increased by inflation of 3.3%.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>There is potential for adverse impact on tenants if service charges are increased or new charges are applied, some of which would not be covered by the housing element of benefits. This would put at risk the ability of a tenant to successfully sustain a tenancy. This has been mitigated by modelling the effects of not increasing the service charges through the business plan, which shows that this decision is affordable and by inflating current service charges by the inflationary increase of 3.3%.</p> <p>There is potential for a negative response from leaseholders to any service charge changes and potential for restrictions on changes to service charges within lease documentation.</p>	
Does this proposal require an Equality Impact Assessment?	YES (19/20)
Will this proposal require a Specific Service Consultation	YES (19/20)

Accountable Head of Service	Naz Parker
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## 6 YEAR CAPITAL INVESTMENT PLAN 2018/19 - 2023/24 (OUTCOME BASED)

EXPENDITURE SUMMARY	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	6 Yr Total £'000
Achievement	14,257	23,021	21,554	15,814	12,544	5,044	92,234
Children	448	600	850	3,600	4,200	750	10,448
Independent	2,442	5,813	11,482	8,550	750	0	29,037
Sustainable Economy	46,112	73,561	99,048	63,577	55,071	15,804	353,173
Well	2,340	5,863	12,626	9,260	2,249	867	33,205
Safe & Cohesive	0	180	20	0	0	0	200
Clean & Green	547	1,100	5,375	25	6,500	20,500	34,047
Efficiency & Effectiveness	4,700	4,613	3,937	3,900	3,900	3,900	24,950
<b>GENERAL FUND</b>	<b>70,846</b>	<b>114,751</b>	<b>154,892</b>	<b>104,726</b>	<b>85,214</b>	<b>46,865</b>	<b>577,294</b>
Strategic Priorities	9,348	10,961	7,650	6,000	6,000	6,000	45,959
Baseline	18,478	22,818	16,767	17,675	17,375	15,605	108,718
<b>HOUSING REVENUE ACCOUNT</b>	<b>27,826</b>	<b>33,779</b>	<b>24,417</b>	<b>23,675</b>	<b>23,375</b>	<b>21,605</b>	<b>154,677</b>
<b>TOTAL PLAN</b>	<b>98,672</b>	<b>148,530</b>	<b>179,309</b>	<b>128,401</b>	<b>108,589</b>	<b>68,470</b>	<b>731,971</b>

FUNDING SUMMARY	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	6 Yr Total £'000
<b><i>Direct/Earmarked Contributions to Schemes</i></b>							
Capital Grants / Contributions	34,624	53,370	73,159	53,317	38,358	14,453	267,281
Earmarked Capital Receipts	7,568	5,140	4,590	4,590	4,590	4,590	31,068
Revenue Contributions (HRA)	15,702	19,031	10,901	8,651	5,430	7,958	67,673
Reserves (HRA)	9,400	11,917	11,493	13,579	16,500	12,202	75,091
<b><i>Pooled resources</i></b>							
Non Earmarked Capital Receipts	1,690	500	500	500	500	500	4,190
Corporate Prudential Borrowing	29,688	58,572	78,666	47,764	43,211	28,767	286,668
<b>TOTAL</b>	<b>98,672</b>	<b>148,530</b>	<b>179,309</b>	<b>128,401</b>	<b>108,589</b>	<b>68,470</b>	<b>731,971</b>



**6 YEAR CAPITAL INVESTMENT PLAN 2018/19 - 2023/24 (OUTCOME BASED)**

GENERAL FUND CAPITAL PLAN		Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	6 Yr Total £'000
<b>ACHIEVEMENT</b>									
<b>Strategic Priorities</b>									
	New Pupil Places in Primary/Secondary Schools	G/B	6,809	11,119	5,704	864	544	544	25,584
	Delivery of an Autistic Spectrum Disorder (ASD) School to mitigate expenditure on out of area ASD placements	B	50	1,000	1,600	350	0	0	3,000
*	District Sufficiency - SEND	B/G	0	1,000	6,000	9,750	7,750	500	25,000
	Dewsbury Learning Quarter	B	376	2,000	0	0	0	0	2,376
*	Libraries & Public Buildings	B	0	1,550	3,100	350	0	0	5,000
	<b>Strategic Priorities Total</b>		<b>7,235</b>	<b>16,669</b>	<b>16,404</b>	<b>11,314</b>	<b>8,294</b>	<b>1,044</b>	<b>60,960</b>
<b>Baseline</b>									
	Basic Need	G	331	500	500	500	500	500	2,831
	Capital Maintenance	G/B	4,860	3,600	3,400	3,200	3,000	2,800	20,860
	Devolved Formula Capital	G	969	900	850	800	750	700	4,969
	<b>Baseline Total</b>		<b>6,160</b>	<b>5,000</b>	<b>4,750</b>	<b>4,500</b>	<b>4,250</b>	<b>4,000</b>	<b>28,660</b>
<b>One Off Projects</b>									
	Early Years Provision	G	198	0	0	0	0	0	198
	SEND Provision	G	50	852	400	0	0	0	1,302
	Healthy Pupils	G	358	0	0	0	0	0	358
	Completed Schemes	B	106	0	0	0	0	0	106
	Commissioning option appraisals to facilitate the delivery of the outcomes of the SEN High Level review of future needs	B	150	500	0	0	0	0	650
	<b>One Off Projects Total</b>		<b>862</b>	<b>1,352</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,614</b>
	<b>ACHIEVEMENT TOTAL</b>		<b>14,257</b>	<b>23,021</b>	<b>21,554</b>	<b>15,814</b>	<b>12,544</b>	<b>5,044</b>	<b>92,234</b>
<b>CHILDREN</b>									
<b>Strategic Priorities</b>									
*	Specialist Accommodation/Youth Services	B/G	0	600	850	3,600	4,200	750	10,000
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>600</b>	<b>850</b>	<b>3,600</b>	<b>4,200</b>	<b>750</b>	<b>10,000</b>
<b>One Off Projects</b>									
	IT Infrastructure to build Children's System	R	448	0	0	0	0	0	448
	<b>One Off Projects Total</b>		<b>448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>448</b>
	<b>CHILDREN TOTAL</b>		<b>448</b>	<b>600</b>	<b>850</b>	<b>3,600</b>	<b>4,200</b>	<b>750</b>	<b>10,448</b>
<b>INDEPENDENT</b>									
<b>Strategic Priorities</b>									
	Pump Prime & Commissioning Specialist Accommodation	B	0	1,250	750	0	0	0	2,000
	Commissioning Option Appraisals to facilitate outcomes of Specialist Accommodation Strategy	B	100	650	0	0	0	0	750
*	Day Services Support for Vulnerable Adults	B	0	1,750	9,950	8,550	750	0	21,000
	<b>Strategic Priorities Total</b>		<b>100</b>	<b>3,650</b>	<b>10,700</b>	<b>8,550</b>	<b>750</b>	<b>0</b>	<b>23,750</b>
<b>One Off Projects</b>									
	Adults Social Care Operation	G/R	450	700	50	0	0	0	1,200
	Information Technology (Digital)	B/R	942	1,463	732	0	0	0	3,137
	Information Technology	B/R	950	0	0	0	0	0	950
	<b>One Off Projects Total</b>		<b>2,342</b>	<b>2,163</b>	<b>782</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,287</b>
	<b>INDEPENDENT TOTAL</b>		<b>2,442</b>	<b>5,813</b>	<b>11,482</b>	<b>8,550</b>	<b>750</b>	<b>0</b>	<b>29,037</b>

GENERAL FUND CAPITAL PLAN	Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	6 Yr Total £'000
<b>SUSTAINABLE ECONOMY</b>								
<b>Strategic Priorities</b>								
A62 & A644 Corridors & Cooper Bridge	G	142	5,600	18,000	22,405	22,405	0	68,552
Corridor Improvement Programme – A62 Smart Corridor	G	275	3,380	3,920	176	0	0	7,751
Corridor Improvement Programme - Holmfirth Town Centre Access Plan	G	33	718	3,906	0	0	0	4,657
Huddersfield Southern Gateways	G	95	3,000	4,000	842	0	0	7,937
A653 Leeds to Dewsbury Corridor (M2D2L)	G	27	4,097	4,097	4,097	0	0	12,318
A629 Ainley Top to Huddersfield (Phase 5)	G	628	3,167	3,781	3,909	0	0	11,485
Huddersfield Station Gateway Phase 1	G	2	0	5,000	0	0	0	5,002
Huddersfield Station gateway Phase 2	G	0	0	5,000	0	0	0	5,000
UTMC Urban Traffic Mangt & Control	G	98	0	0	0	0	0	98
North Kirklees Orbital Route (NKOR)	G	52	0	0	0	0	0	52
<i>West Yorkshire plus Transport Schemes</i>		<b>1,352</b>	<b>19,962</b>	<b>47,704</b>	<b>31,429</b>	<b>22,405</b>	<b>0</b>	<b>122,852</b>
Aspirational Regeneration of Major Town Centres - Feasibility	B	150	200	150	0	0	0	500
Regeneration of Strategic Town Centres - Dewsbury	B	220	2,070	5,310	4,144	3,256	0	15,000
Regeneration of Strategic Town Centres - Huddersfield	B	1,885	2,050	7,140	7,000	12,406	0	30,481
<i>Town Centre Action Plans</i>		<b>2,255</b>	<b>4,320</b>	<b>12,600</b>	<b>11,144</b>	<b>15,662</b>	<b>0</b>	<b>45,981</b>
KSDL (HD One)	B	100	4,000	4,900	4,000	0	0	13,000
Property Investment Fund	B**	1,000	12,500	11,500	0	0	0	25,000
* Housing (Joint Venture)	B	0	1,250	1,250	0	0	0	2,500
<i>Loans - Development Finance</i>		<b>1,100</b>	<b>17,750</b>	<b>17,650</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>40,500</b>
Local Growth Fund	B	100	150	0	0	0	0	250
Site Development	G	0	6,000	0	0	0	0	6,000
<b>Strategic Priorities Total</b>		<b>4,807</b>	<b>48,182</b>	<b>77,954</b>	<b>46,573</b>	<b>38,067</b>	<b>0</b>	<b>215,583</b>
<b>Baseline</b>								
Housing (Private)	G	3,435	4,111	3,111	3,111	3,111	3,111	19,990
Highways	G/B	16,253	9,868	9,151	8,843	8,843	8,843	61,801
Corporate Landlord Asset Investment	B	4,799	3,250	1,300	1,300	1,300	1,300	13,249
* Corporate Landlord Asset Investment	B	0	1,000	1,000	1,000	1,000	1,000	5,000
Vehicle Replacement Programme	B	2,377	1,250	1,250	1,250	1,250	1,250	8,627
Environment & Strategic Waste	B	148	100	100	100	100	100	648
School Catering	B	288	200	200	200	200	200	1,288
<b>Baseline Total</b>		<b>27,300</b>	<b>19,779</b>	<b>16,112</b>	<b>15,804</b>	<b>15,804</b>	<b>15,804</b>	<b>110,603</b>
<b>One-Off Projects</b>								
Housing (Private)	G/R	601	0	432	0	0	0	1,033
Economic Resilience	G/B	1,768	550	0	0	0	0	2,318
Strategic Asset Utilisation	B	2,567	150	150	0	0	0	2,867
Leeds City Region Revolving Fund	B	1,632	0	0	0	0	0	1,632
Highways	B/B*/G	3,304	3,700	3,200	1,000	1,000	0	12,204
Highways - Local Comm Road Resurfacing	G	2,711	0	0	0	0	0	2,711
Corporate Landlord Compliance	B	1,000	1,000	1,000	0	0	0	3,000
School Catering - Compliance Essential Works	B*	139	200	200	200	200	0	939
Ward Based Activity	B	283	0	0	0	0	0	283
<b>One-Off Projects Total</b>		<b>14,005</b>	<b>5,600</b>	<b>4,982</b>	<b>1,200</b>	<b>1,200</b>	<b>0</b>	<b>26,987</b>
<b>SUSTAINABLE ECONOMY TOTAL</b>		<b>46,112</b>	<b>73,561</b>	<b>99,048</b>	<b>63,577</b>	<b>55,071</b>	<b>15,804</b>	<b>353,173</b>

GENERAL FUND CAPITAL PLAN		Funding	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	6 Yr Total £'000
<b>WELL</b>									
<b>Strategic Priorities</b>									
	Spen Valley Leisure Centre	B	350	1,650	8,000	3,500	232	0	13,732
	Spen Valley Leisure Centre - KAL Contrib	B*	0	0	0	750	0	0	750
	Hudds Leisure Centre	B	234	0	0	0	0	0	234
*	Dewsbury Sports Centre Priorities	B	0	300	250	300	1,400	250	2,500
	<b>Strategic Priorities Total</b>		<b>584</b>	<b>1,950</b>	<b>8,250</b>	<b>4,550</b>	<b>1,632</b>	<b>250</b>	<b>17,216</b>
<b>Baseline</b>									
	KAL Self Finance Programme	B*	1,756	2,200	617	617	617	617	6,424
*	Play Strategy	B/G	0	1,713	3,759	4,093	0	0	9,565
	<b>Baseline Total</b>		<b>1,756</b>	<b>3,913</b>	<b>4,376</b>	<b>4,710</b>	<b>617</b>	<b>617</b>	<b>15,989</b>
	<b>WELL TOTAL</b>		<b>2,340</b>	<b>5,863</b>	<b>12,626</b>	<b>9,260</b>	<b>2,249</b>	<b>867</b>	<b>33,205</b>
<b>SAFE AND COHESIVE</b>									
<b>Strategic Priorities</b>									
*	Youth Offending Team	B	0	180	20	0	0	0	200
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
	<b>SAFE AND COHESIVE TOTAL</b>		<b>0</b>	<b>180</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>CLEAN AND GREEN</b>									
<b>Strategic Priorities</b>									
*	Depot Works	B	0	100	375	25	0	0	500
*	Waste Management Plant/Infrastructure	B	0	1,000	5,000	0	6,500	20,500	33,000
	<b>Strategic Priorities Total</b>		<b>0</b>	<b>1,100</b>	<b>5,375</b>	<b>25</b>	<b>6,500</b>	<b>20,500</b>	<b>33,500</b>
<b>One Off Projects</b>									
	Electric Vehicle Charge Points	G	547	0	0	0	0	0	547
	<b>One Off Projects Total</b>		<b>547</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>547</b>
	<b>CLEAN AND GREEN TOTAL</b>		<b>547</b>	<b>1,100</b>	<b>5,375</b>	<b>25</b>	<b>6,500</b>	<b>20,500</b>	<b>34,047</b>
<b>EFFICIENCY AND EFFECTIVENESS</b>									
<b>Baseline</b>									
	Information Technology	B*	900	900	900	900	900	900	5,400
	Flexible Capital Receipts Strategy	R	3,000	3,000	3,000	3,000	3,000	3,000	18,000
	<b>Baseline Total</b>		<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>23,400</b>
<b>One Off Projects</b>									
*	Internal Renovation Works	B	0	713	37	0	0	0	750
	<b>One Off Projects Total</b>		<b>0</b>	<b>713</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>
	<b>RISKS AND PRESSURES</b>		<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>
	<b>EFFICIENCY AND EFFECTIVENESS TOTAL</b>		<b>4,700</b>	<b>4,613</b>	<b>3,937</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>24,950</b>
<b>GENERAL FUND CAPITAL PLAN TOTAL</b>			<b>70,846</b>	<b>114,751</b>	<b>154,892</b>	<b>104,726</b>	<b>85,214</b>	<b>46,865</b>	<b>577,294</b>

**Key :**

B = Borrowing

B\* = Service Funded Borrowing

B\*\* = Borrowing for provision of loans for development projects, covered by repayments

G = Grant

R = Capital Receipts

\* New Bids

**6 YEAR CAPITAL INVESTMENT PLAN 2018/19 - 2023/24 (OUTCOME BASED)**

<b>HRA CAPITAL PLAN - STRATEGIC PRIORITIES &amp; BASELINE</b>	<b>Funding</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>6 Yr Total £'000</b>
<b>HRA Strategic Priorities</b>								
Housing Growth	H / R	4,320	4,000	4,000	4,000	4,000	4,000	24,320
New Build Phase 1 - Ashbrow Extra Care	H / G	990	3,961	1,650	0	0	0	6,601
Garage/Green Space Development Phase 1	H / R	2,038	0	0	0	0	0	2,038
Remodelling / High Rise	H / R	2,000	2,000	2,000	2,000	2,000	2,000	12,000
IT System (Universal Housing Replacement)	H	0	1,000	0	0	0	0	1,000
		<b>9,348</b>	<b>10,961</b>	<b>7,650</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>45,959</b>
<b>HRA Baseline</b>								
Housing Capital Plan	H	10,889	11,006	10,522	11,346	10,960	9,190	63,913
Estate Improvements (Neighbourhood Investment)	H	1,988	731	746	760	775	775	5,775
Compliance	H	2,200	1,000	1,000	1,000	1,000	1,000	7,200
* Compliance - Fire Doors	H	0	6,650	1,000	1,000	1,000	1,000	10,650
Fuel poverty	H / G	662	638	650	663	676	676	3,965
Adaptations	H	2,739	2,793	2,849	2,906	2,964	2,964	17,215
		<b>18,478</b>	<b>22,818</b>	<b>16,767</b>	<b>17,675</b>	<b>17,375</b>	<b>15,605</b>	<b>108,718</b>
<b>HOUSING REVENUE ACCOUNT TOTAL</b>		<b>27,826</b>	<b>33,779</b>	<b>24,417</b>	<b>23,675</b>	<b>23,375</b>	<b>21,605</b>	<b>154,677</b>

**Key :**

B = Borrowing

G = Grant

R = Capital Receipts

H = HRA revenue contribution/major repairs reserve

\* New Bids