

2024/25 Budget Saving Proposals – Adults and Health

Directorate	Adults and Health
Service Area	Provider Services
Headline Proposal	Explore the future of Learning Disabilities Supported Living schemes provided by the Council
Reference number	24AH2

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(200)	(252)	-	-	-
Cumulative Savings	(200)	(252)	(452)	(452)	(452)
FTEs affected	17 FTE	17 FTE	-	-	-

Description of Proposal
<p>Explore the role and ongoing viability of the Council as a provider of Supported Living care and support services at The Mews (Phase 1) and at Wilton Terrace (Phase 2). This proposal needs to be scoped alongside the wider commissioning framework for Learning Disabilities (LD) Supported Living. All three local authority staffed LD support living schemes are currently considered by commissioning as 'high risk' in regard to sustainability. One as a result of an expired lease arrangement and the other due to the history of long-standing voids (some of which are as a result of decisions made several years ago when demand and client types may have differed). Whilst conversations are currently being had as to how local authority provision could be reshaped to meet current levels of demand and need, there are opportunities to either reconsider the Council's role as a provider of accommodation as well as the provider of the care and support element of the service.</p> <p>Phase 1 of this proposal is deliverable during 2024/25 and is based on the Council exiting from being the provider of care and support at The Mews. This would involve joint working with Community Learning Disabilities Team to reassess/reaccommodate existing tenants into suitable alternatives and maximising available capacity across remaining in-house provision across Brighton Court and Wilton Terrace. Exiting as the service provider from The Mews eliminates the current tenancy risk associated with the setting, mitigates the cost of existing voids and releases staffing revenue costs, with alternative provision delivering a net saving.</p> <p>Phase 2 of this proposal is anticipated to be deliverable during 2024/25 and is sequential to Phase 1. This phase involves reassessment/reaccommodating of service users at Wilton Terrace in to alternative and more appropriate settings with a view to using the flats at Wilton Terrace to accommodate more complex, high cost, out of area placements. It is anticipated that this will create a net saving on the placement budget.</p>

Total number of potential FTE impacted through vacancy management and/or service re-design = 17 in 24/25, and 17 in 25/26

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	Yes
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	Yes
Other (specify)	Provider Market	Other (specify)	No

Potential impacts

The Council has a statutory responsibility to accommodate people assessed as requiring care services. This duty will continue to be discharged through the use of available care supported living capacity in the wider care home market in Kirklees.

Proposed mitigating actions

Possible post reductions across In House Care Provision. Options for the redeployment of the staff affected will be actively pursued within the service and, in particular, there are some opportunities for care staff to be redeployed to either other services such as Ings Grove/Moorlands Grange, Learning Disabilities Day Services, STUST

Liaise with CLDT / commissioning regarding re-assessments / places available within overall market.

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

Accountable Head of Service	Saf Bhuta, Head of Care Provision
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults and Health
Service Area	Adult Social Care
Headline Proposal	Alignment of Occupational Therapy services to improve outcomes for the citizens of Kirklees
Reference number	24AH3

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(100)	-	-	-	-
Cumulative Savings	(100)	(100)	(100)	(100)	(100)
FTEs affected	-	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> • To explore the opportunity to review pathways to better integrate the community occupational & Physiotherapy provision across adult social care, the accessible homes team and reablement team. This will benefit the system by reducing duplication across services and embracing 'prevent, reduce, delay' in relation to provision of care for people presenting with needs under the care act. • Embeds an approach of prevention and wellbeing for citizens and their carers. • Aligning the OT provision in will be achieved through minimising handoffs between teams. Greater consistency in practice will be achieved through the development of shared policies, procedures, learning and development plans under the existing POT. Workforce challenges can be addressed through improved student placement experience across a broader range of interventions and for those in the team there will be enhanced opportunities to develop and reduced movement between teams. It is envisaged that the enhanced profile of the OT service will have a positive impact on workforce recruitment and retention. • There are opportunities to integrate the different skillsets across the OT cohort, creating a holistic approach to assessment and provision of services to maximise independence. • It is expected that embedding a strengths based approach within the social work family utilising occupation and environmental changes to enhance peoples' independence we will be able to release £100k from the placement budget as we see a shift from prescription of residential placements to support at home.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	Yes	Information technology (IT)	Yes
Other (specify)	No	Other (specify)	No

Potential impacts

- Impact for internal staff relating to structures working across directorates.
- Reduction of service demarcation that reduces the impact of service intervention.
- Upskilling workforce around Care Act assessment and embedding 'prevent, reduce and delay' methodology.
- Increased consistency in approach to assessments, documentation and clinical reasoning.

Proposed mitigating actions

- The objective is to improve pathways and outcomes for citizens within current resources.
- This proposal will be developed in conjunction with the external consultants reviewing demand and capacity on behalf of adult social care.

Does this proposal require an Integrated Impact Assessment?	N
Will this proposal require a Specific Service Consultation?	Y

Accountable Head of Service	David Macdonald, Head of Service, Adult Social Care Operations South
Accountable Service Director	Cath Simms, Service Director, Adult Social Care Operations

Directorate	Adults and Health
Service Area	Commissioning
Headline Proposal	Contract Savings
Reference number	24AH4

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(277)	-	-	-	-
Cumulative Savings	(277)	(277)	(277)	(277)	(277)
FTEs affected	-	-	-	-	-

Description of Proposal
Commissioners and Contract staff will carry out an audit on all contracts across the Adult Services Commissioning to assess if our current contracts are providing value for money, how well they are delivering outcomes and whether they are fit for purpose. (£250k in 2024/25).
This proposal also includes a proposal to deliver Mental Capacity Act training internally, rather than commissioning an external training provider (£6k in 2024/25), and not reprocurring the PAMMS (Provider Assessment and Market Management) Landscape System after the current contract ends on 31 March 2024, exploring locally developed dashboards instead (£21k in 2024/25).

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	Yes	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts

Contracts Audit

- We will audit all Adult Services Commissioning Contracts and services we currently commission using the intelligence we hold from contract monitoring data and information intelligence leads hold, plus data from the Valuing Care tool which is a tool for assessing care packages assess whether the contract is meeting need and delivering outcomes for people.
- There is potential following this audit that some support packages may need a full reassessment so capacity from assessment teams will be needed so we can continue to meet people needs appropriately.

- We will review all contracts that are due to run out in 24/25 to understand what future commissions will need to look like, that they meet our aspirations for future delivery and retain good quality provision within the independent sector.

Mental Capacity Act Training

- 3 Council employees will have an increase in their work portfolio.

PAMMS Landscape System

- A local developed system would not enable immediate access to the Kirklees commissioning data set by neighbouring colleagues across the West Yorkshire region. Similarly, Kirklees would not be able to access data from West Yorkshire Local Authorities in real time (after the initial launch and go live period only 5 out of 15 Local Authorities have committed to using the system beyond April 2024).

Proposed mitigating actions

Contracts Audit

- Having robust and consistent approaches to reviewing contracts across the Adult Services will bring consistency to commissioning and contract activity. Working closely with partners across the whole system to fully understand the population and what future commissioning needs are will enable us to reshape, diversify, and right size services to meet need within financial resources available.

Mental Capacity Act Training

Delivering Mental Capacity Act training in house will:

- Give us control over the delivery of the programme, it will enable us to be flexible when and how many courses we deliver dependent upon demand/need.
- We can update the content of the training without additional cost as and when needed.
- There will be no break in the training programme delivery due to having to go out to procurement and this will save time on the procurement process.
- £6040 .00 cost savings each year

PAMMS Landscape System

- A commissioning data system is paramount in ensuring commissioning decisions and approaches are undertaken to reflect the local market and needs of the people of Kirklees. Developing a system to meet the needs of commissioning teams in Kirklees would provide annual monetary savings however staff resource would be needed for its development and maintenance. Commissioning the initial build of a local system would carry an initial cost but would be an invest to save approach by way of no further annual financial commitment for an IT system hosted outside of the Kirklees Authority (the data would be owned, held and managed internally).

Does this proposal require an Integrated Impact Assessment?	Yes – Contracts Audit Element Only
Will this proposal require a Specific Service Consultation?	Yes – Contracts Audit Element Only

Accountable Head of Service	Simon Baker, Head of Commissioning Partnerships and Market Development
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults and Health
Service Area	Adults and Health
Headline Proposal	Household Support Fund Grant
Reference number	24AH6

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(400)	400	-	-	-
Cumulative Savings	(400)	-	-	-	-
FTEs affected	-	-	-	-	-

Description of Proposal
Use of national Household Support Fund grant to support the work of the library service to enable digital access.

Impacts Will /could the proposal have implications for any of the following?

Service users / Customers	Yes / <u>No</u>	Legal / regulatory requirements	Yes / <u>No</u>
Council staff	Yes / <u>No</u>	Capital programme	Yes / <u>No</u>
Partners	Yes / <u>No</u>	Work location / building	Yes / <u>No</u>
Other Council Services	Yes / <u>No</u>	Contracts / procurement	Yes / <u>No</u>
Corporate (enabling) support	Yes / <u>No</u>	Information technology (IT)	Yes / <u>No</u>
Other (specify)	Yes / <u>No</u>	Other (specify)	Yes / <u>No</u>

Potential impacts
n/a
Proposed mitigating actions
n/a

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Richard Parry, Strategic Director, Adults and Health
Accountable Service Director	Richard Parry Strategic Director, Adults and Health

Directorate	Adults and Health
Service Area	Adult Operations South
Headline Proposal	Kirklees Integrated Community Equipment Service (KICES) Demand mitigation
Reference number	24AH7

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(200)	200	-	-	-
Cumulative Savings	(200)	0	0	0	0
FTEs affected	-	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> • This proposal is a reaction to the increasing pressures on the Section 75 budget (Better Care Fund) in relation to equipment provision for people who are managed in the community care system or who have been discharged from hospital with long or short-term needs. • 2022/23 saw budget pressures of £500K associated with the over prescription of equipment to support rapid discharge and increased unit costs for purchased equipment (due to demand chain issues) • This was managed in year through non recurrent funds to support hospital discharge. • Following a detailed analysis of prescriber behaviour an additional post has been agreed within budget. This will better support equipment prescribers to ensure most cost-effective solutions. Also, in scope of this role is to better control equipment recycling to prevent unnecessary waste. The post holder will be key in supporting the manager of the contract to keep contract cost within budget.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes / No
Council staff	Yes	Capital programme	Yes / No
Partners	Yes	Work location / building	Yes / No
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	Yes / No	Information technology (IT)	Yes / No
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts

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|---|
| <ul style="list-style-type: none">• Ensures equipment provision will meet assessed needs.• BCF support for proposal to manage increased costs/demand within available resources. |
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Proposed mitigating actions

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| <ul style="list-style-type: none">• A trial of the approach has already confirmed the opportunities to mitigate rising costs and rising demand. This approach has been supported by BCF partners. |
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Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	David Macdonald, Head of Service, Adult Social Care Operations South
Accountable Service Director	Cath Simms, Service Director, Adult Social Care Operations

Directorate	Adults and Health
Service Area	Adults and Health
Headline Proposal	Staffing savings across Adults and Health
Reference number	24AH9

Forecast Savings	2024/25	2025/26	2026/27	2027/28	2028/2029
	£000	£000	£000	£000	£000
Incremental Savings	(340)	(340)	-	-	-
Cumulative Savings	(340)	(680)	(680)	(680)	(680)
FTEs affected	7.5 FTE	7.5 FTE	-	-	-

Description of Proposal
<p>This proposal aims to reduce overall management posts across directorate management structure. As services changes are implemented, reviews and service redesigns undertaken we will have less need for the current level of management posts across the directorate. We have several areas where portfolio's responsibilities for certain manager posts can be merged plus there are opportunities to have discussions with partners about potential for joint lead roles across health and social care.</p> <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 7.5 in 24/25, and 7.5 in 25/26</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	No	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	Yes
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	Yes	Information technology (IT)	No
Other (specify)		Other (specify)	

Potential impacts
<p>This proposal is likely to have minimum impact on public as services will continue to be managed and we will ensure we minimise impact by ensuring portfolios are reviewed and any changes are communicated affectively to all concerned.</p>
Proposed mitigating actions
<p>We will mitigate any risks by continually reviewing management posts across all adult social care, we will do this by managing vacancies, review positions where people have indicated they wish to retire and seeking opportunities to work with partners to create joint posts that improve system changes and potential to make efficiencies that benefit H&SC.</p>

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Cath Simms, Service Director, Adult Social Care Operations & Michelle Cross, Service Director, Mental Health and Learning Disability & Jill Greenfield, Service Director, Communities and Access Services
Accountable Service Director	Cath Simms, Service Director, Adult Social Care Operations & Michelle Cross, Service Director, Mental Health and Learning Disability & Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Learning Disabilities
Headline Proposal	Supported Living Project
Reference number	24AH11

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(1680)	-	-	-	-
Cumulative Savings	(1680)	(1680)	(1680)	(1680)	(1680)
FTEs affected	-	-	-	-	-

Description of Proposal
<p>Learning Disability</p> <ul style="list-style-type: none"> We propose an in-year efficiency project to bring the budget back in line for 23/24, with additional savings for 24/25 and 25/26. The scope of the efficiencies project is to work within Business as usual to right size existing support packages in line with the Care Act and the indicative budget. One of the largescale priority projects for the Learning Disability service is the ‘supported living project’. It is known that economies of scale are not utilised within the supported living market with several solo placements and 2/3 bed shared houses being used as standard to support adults with Learning Disabilities. This is an area which has highlighted significant efficiencies within the system and out of the priority area’s is the most financially beneficial for the Local Authority. The skills developed through the targeted piece of efficiencies work from the previous year, has meant that assessors have improved their assessment skills, are being more creative, mindful of budgets and continue to right size support packages in line with need, the indicative budget and working in line with the Care Act.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	N/A	Other (specify)	No

Potential impacts**Service Users and Customers and Partners**

- As the team begin to reassess individuals, they are considering the indicative budget being generated by the support planning tool. This has meant that the support packages of some individuals have been right sized in line with their assessed needs.
- The efficiencies identified within the Supported Living project could have a significant impact upon the provider market as the local authority start to 'commission' services differently. This could also impact upon service users and customers due to the changes as we move towards 'pooled' direct payments. As an example. 3 individuals may want to live together in a house and pool their direct payments. Historically the Council have provided over provision and covered the cost of voids. The Council will no longer contribute towards the cost of voids unless they have been commissioned through the proper channels. This could lead to some providers becoming financially unstable and so a careful and considered approach is required to prevent market destabilisation.
- There is a risk providers will need to adapt and change their business models to ensure that they are 'future proof' and provide best outcomes to individuals or best value Council services.
- Market shaping has started and unless services are commissioned, the focus is now upon the provider to determine whether an arrangement is financially viable for them when individuals pool their Direct Payments together in line with their needs.

Proposed mitigating actions

- Planning, communication and joint working with providers, South West Yorkshire Partnership NHS Foundation Trust (SWYPT) and Learning Disabilities and Mental Health Commissioner,
- The team to continue to assess needs in line with the Care Act and right size as needed,
- Consider CQC dual registration for supported living placement to reduce the risk of VOIDS.

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

Accountable Head of Service	Christina McCool, Head of Learning Disability and Mental Health
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults and Health
Service Area	Learning Disabilities and Mental Health
Headline Proposal	Reduction of Agency Use against all hubs
Reference number	24AH12

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(80)	-	-	-	-
Cumulative Savings	(80)	(80)	(80)	(80)	(80)
FTEs affected	-	-	-	-	-

Description of Proposal
<p>Learning Disability</p> <p>The scope of the efficiencies project is to work within Business as usual to right size existing support packages in line with the Care Act and the indicative budget. It also focuses upon our agency usage across the service which has historically been high and has severely impacted upon the budget.</p> <p>During the 2022/23 there were 7 agency workers across the service. Currently there are 5 agency workers across their service covering 4 vacancies reducing to 4 agency workers on 12th July 2023. There is an 'agency reduction plan' in place with the aim to reduce to 2 by October 2023 and 0 by December 2023. This is dependent upon recruitment (marginally improving) and potential support from other teams in relation to the annual reviews. 2 large scale priority projects have slowed the success of reducing the agency usage within the team.</p> <p>£750k has been added to the Service budget which has allowed the teams to better understand their budgets and has meant a balancing of budgets that were once significantly overspent. Costs associated with agency usage are now within team budgets.</p> <p>Demand and Capacity as well as Time and Task studies across the service, highlighted several pressure areas. One pressure area is placement searches with individuals dedicating around 4 hours per week to this task. As a result, Support Options are going to support the team in this area. The project is within its infancy, but it is envisaged that this will create some capacity within the team.</p> <p>Revisiting the purpose of Workload Management as 2 new Deputy Managers undertake their induction may also create some capacity within the service to support the reduction of agency workers as pro-active case closure rates increase.</p>

The proposal includes:

- Reduction from 5 agency to 2 by October 2023
- Reduction from 2 agency to 0 by December 2023

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	N/A	Other (specify)	No

Potential impacts

Service Users and Customers and Partners

- Fewer agency workers and holding vacancies may mean longer wait times for assessment for service users and customers.

Proposed mitigating actions

- There are 2 workers per day on hub response who will be able to provide assistance and support to those who are waiting for assessment.
- Regular contacts are made via hub response for those waiting for assessment and support is also provided to providers as required through this function.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Christina McCool, Head of Learning Disability and Mental Health
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adult Social Care
Service Area	Learning Disability
Headline Proposal	Review of Direct Payment Policy application to ensure delivering to intended outcomes for individuals.
Reference number	24AH13

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(1750)	(4750)	-	-	-
Cumulative Savings	(1750)	(6500)	(6500)	(6500)	(6500)
FTEs affected	-	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> To undertake a large-scale review of Direct Payment Rates and potential over provision of services including respite. Revisit the support planning tool to ensure that it is fit for purpose, it demonstrates best use of council resources, and it is compliant in the allocation of the indicative budget. Use the transport policy as the mechanism to allow us to have discussions when assessing individuals who have an identified transport need. We require a spend to save model to ensure that individuals receive the right support and intervention to enable them to progress and increase their independence. We will do this through on time reviews, strength based intervention/assessment and working with our Community Plus service.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	Yes / No
Partners	Yes	Work location / building	No
Other Council Services	No	Contracts / procurement	Yes
Corporate (enabling) support	Yes / No	Information technology (IT)	Yes
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts
<ul style="list-style-type: none"> Changing the types of service offered to meet needs in different and more cost-effective ways can leave individuals feeling as though their needs are not being met. Longer term intervention and support from a social care assessor is required to ensure that new arrangements do not breakdown and the Service user and their family feel supported. To take a pro-active approach to review to prevent and delay breakdown care of care arrangements and it is predicted to reduce the need for crisis intervention.

- There is limited variety of community support options available to those with additional needs and therefore an increased reliance upon paid for services.
- Services are assessed and allocated equitably across Adult Social Care.
- Reduction in overnight respite support could increase reliance upon day support providers. There is a potential need for inhouse services to provide extended opening hours to enable informal carers to receive adequate breaks from their caring role.

Proposed mitigating actions

- We will not use support packages of costs determine the priority of a review.
- We endeavour to review/reassess everyone within a 12-to-18-month period in line with the Care Act.
- We will work with our stakeholders to increase community support, extend the in-house day support offer (extended hours and weekend provision) and work with services users and their carers through the assessment and review process.
- We would use the support planning tools part of our assessment process to ensure fair allocation of resources via an indicative budget to allow for a strength-based intervention to allow us to support plan in a strengths-based way.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Christina McCool, Head of Learning Disability and Mental Health
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults and Health
Service Area	Learning Disability and Mental Health
Headline Proposal	Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care.
Reference number	24AH14a

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Incremental Savings	(350)	(447)	(224)	-	-
Cumulative Savings	(350)	(797)	(995)	(1,021)	(1,021)
FTEs affected	-	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> Shared lives is a Care Quality Commission (CQC) registered provider. They successfully provide Day Opportunities, Respite and Long-term Placements for adults with social care needs. This service has historically supported individuals with a diagnosed learning disability, however recently we have looked to provide support to individuals known to mental health teams and young adults transitioning into adult social care. These placements have indicated significant savings on external placements and potentially reduced system wide pressures on things such as hospital admission. We propose an increase in staffing budget to enable the service to grow and meet the current demand. It is proposed that the additional staffing is met through re-deployments across the council and reductions in other service areas.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts
<ul style="list-style-type: none"> Resource would be needed within the assessment teams to review potential cases that could be moved across to Shared lives. Joint work would also be required with Children's services to identify individuals who are close to transition that should be considered for placements.

Proposed mitigating actions
Included above.

Does this proposal require an Integrated Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Christina McCool, Head of Learning Disability and Mental Health
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults & Health
Service Area	Communities and Access Services
Headline Proposal	Community Based Integrated Library and customer service functions & assets
Reference number	24AH17

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(950)	(912)	-	-	-
Cumulative Savings	(950)	(1862)	(1862)	(1862)	(1862)
FTEs affected	32.5 FTE	14.5 FTE	-	-	-

Description of Proposal
<p>This proposal is to develop a strength based integrated community library model which proposes to integrate the customer service function into the library estate, in order to create efficiencies. This will result in the reshaping of contact points for citizens. There will be access to digital and telephony support across the library network.</p> <p>The proposal enables a level of infrastructure that allows other services to be delivered and managed from within this structure.</p> <p>As part of this work, we want to build on the role that communities already play in supporting their local library offer and explore opportunities to take this further to enable community ownership, greater use of volunteer and community capacity, enabled and supported by the Council.</p> <p>This model would still enable the development and delivery of a library in the centre of Huddersfield as part of the cultural heart offer.</p> <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 32.5 in 24/25 and 14.5 in 25/26</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	Yes
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	No	Information technology (IT)	Yes
Other (specify)		Other (specify)	

Potential impacts

The approach to de-centralising customer service contacts into more local locations should be broadly positive due to an increased localised support structure being implemented.

Developing an Increased community and volunteer leadership model to deliver local library provision recognises and builds on the valuable contribution that they already make. However, this does mean that the library service will be more reliant on local communities supporting the service and this may result in opening hours changing or a narrower service offer being available.

Proposed mitigating actions

A centralised customer service offer will remain as will a centralised support offer to volunteers and communities running libraries.

A package of support will be offered to communities wishing to take on an enhanced leadership role in libraries to enable them to do so.

It is expected that there will be some transition required to support more vulnerable citizens accessing information and support, but this should stabilise.

Citizens will be upskilled to access digital and telephony support to increase their resilience to access self-help in the future.

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

Accountable Head of Service	Mags Rogerson, Head of Service, Local Integrated Partnerships & Dave Thompson, Head of Access Strategy and Delivery
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Communities and Access Services – Kirklees Direct
Headline Proposal	Bring all customer contact centre activity together across the Council
Reference number	24AH18

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(175)	(175)	-	-	-
Cumulative Savings	(175)	(350)	(350)	(350)	(350)
FTEs affected	4.5 FTE	4.5 FTE	-	-	-

Description of Proposal
<p>There are currently a number of separate telephone contact centres for citizens to access. Integrating all these contact centre services will bring efficiencies to service delivery. Kirklees Direct (created in 2003) is the main contact centre dealing with over 600k calls per year and supporting over 30 individual services.</p> <p>Proposals developed by these individual services will impact on reducing calls which in turn will create efficiencies and opportunities to reduce costs.</p> <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 4.5 in 24/25, and 4.5 in 25/26.</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	Yes
Other (specify)	No	Other (specify)	No

Potential impacts
There may be some disruption as services are merged but this should stabilise once staff are fully trained to support calls across the services supported.
Proposed mitigating actions
Integration will be phased with training programmes and support put in place for staff to minimise disruption for service users.

Does this proposal require an Integrated Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Dave Thompson, Head of Access Strategy and Delivery
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Communities and Access Services – Registration Service
Headline Proposal	Review of Service Delivery Model and fees and charges
Reference number	24AH19

Forecast Savings	2024/25	2025/26	2026/27	2027/28	2028/2029
	£000	£000	£000	£000	£000
Incremental Savings	(40)	(295)	-	-	-
Cumulative Savings	(40)	(335)	(335)	(335)	(335)
FTEs affected	-	9 FTE	-	-	-

Description of Proposal
<p>The Registration Service provides citizens with access to register births, deaths and access to ceremonies (eg citizenship ceremonies, civil partnerships and marriages) in two locations across the borough (Dewsbury & Huddersfield).</p> <p>The proposal is to move to one permanent registration location in Huddersfield and undergo a full review of service provision, with the offer of appointments in other locations to be explored.</p> <p>A service review will identify efficiencies, for example, in management roles and appropriate levels of resources to meet citizen needs for these services.</p> <p>The ceremonies fees and charges, that are not set by the National General Register Office, will also be reviewed to reflect the current and ongoing economic climate.</p> <p>There will also be a review of opening times to establish if these are meeting citizen’s needs and if any reduction of opening hours could provide any efficiencies.</p> <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 9 in 25/26</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	Yes
Other (specify)	No	Other (specify)	No

Potential impacts
Service delivery performance may reduce as the service is reviewed but should stabilise once completed.
Proposed mitigating actions
Ongoing impact assessments during the transition including prioritisation on frontline delivery. People use registration services infrequently (only a small number of times in their lives) and already typically travel for associated services (for instance to give birth at a birthing centre or to get married at a wedding venue).

Does this proposal require an Integrated Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Dave Thompson, Head of Access Strategy and Delivery
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Communities and Access Services
Service Area	Community Plus
Headline Proposal	Community Grant Scheme
Reference number	24AH20

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(604)	-	-	-	-
Cumulative Savings	(604)	(604)	(604)	(604)	(604)
FTEs affected	1 FTE	-	-	-	-

Description of Proposal
Reducing the funding available through community grants across Customer and Access Services.
Total number of potential FTE impacted through vacancy management and/or service re-design = 1 in 24/25

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts
<ul style="list-style-type: none"> Increased pressure on Voluntary and Community Sector partners Reduced new community led provision Change of funding source for the Community Anchor provision. Funding sustained through external grants for 24/25 only.
Proposed mitigating actions
<ul style="list-style-type: none"> Utilising external grant funds for a period of 1 year after this scheme ends would allow some small grants to still be offered out to support the community. Partnership funding to be explored with other external partners to contribute to the continue to utilise the fund via VCS investment strategy development and other strategic forums and intent.

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

Accountable Head of Service	Mags Rogerson, Head of Local Integrated Partnerships
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Communities and Access Services
Headline Proposal	Review of 24 hours services
Reference number	24AH21

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(120)	-	-	-	-
Cumulative Savings	(120)	(120)	(120)	(120)	(120)
FTEs affected	3.5 FTE	-	-	-	-

Description of Proposal
<p>The 24 hours service provides support for citizens on our emergency telephone helplines (for example emergency housing repairs for our council housing provision, flood information and our emergency duty team for adult and children’s social care). It also has responsibility for the operational activity of the CCTV function in our town centres and includes our mobile CCTV service.</p> <p>This proposal will review the 24hour service to ensure efficient use of resources are appropriately allocated to call activity and need. It will take into account the ongoing advancement in technology utilised by partners, alongside demand, to ensure efficient use of resources, including CCTV services which require repeated capital investment to ensure that equipment keeps up with technical advances.</p> <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 3.5 in 24/25</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts
The way in which community safety teams and the police are supported by the service will need to continue to change and this may be perceived as a reduced service. There may also be an impact on our call waiting times to our emergency telephone lines particularly at peak times.
Proposed mitigating actions
Priority will be given to resourcing incoming calls to the emergency telephone lines. Partner resources and advanced technology solutions they can employ continue to reduce the need for council resources.
Impact on other Directorates
Naz Parkar - Homes and Neighbourhoods – emergency repairs Graham West - CCTV Strategic Direction / Flooding / Highways / Street Cleansing

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Dave Thompson, Head of Access Strategy and Delivery
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults & Health
Service Area	Communities and Access Services
Headline Proposal	Community Safety
Reference number	24AH22

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(250)	-	-	-	-
Cumulative Savings	(250)	(250)	(250)	(250)	(250)
FTEs affected	-	-	-	-	-

Description of Proposal
To reduce the Safer Kirklees core base budget by £250,000, this will be replaced with other external funding.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	No	Legal / regulatory requirements	Yes
Council staff	No	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)		Other (specify)	

Potential impacts
If the funding can be secured at the level needed from the external funding source there would be no change to staffing levels.
Proposed mitigating actions
If the funding is not available then there would have to be a reduction in staffing.

Does this proposal require an Integrated Impact Assessment?	No - not currently required. Should the funding we have secured become unavailable, a full integrated impact assessment will be completed.
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Sarah Mitchell - Head of Communities
Accountable Service Director	Jill Greenfield – Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Provider Services
Headline Proposal	Ings Grove - exploring partnership delivery options
Reference number	24AH23

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(643)	(1099)	-	-	-
Cumulative Savings	(643)	(1742)	(1742)	(1742)	(1742)
FTEs affected	26 FTE	26 FTE	-	-	-

Description of Proposal
<ul style="list-style-type: none"> • This 40-bed unit currently provides intermediate care rehab placements, in partnership with LOCALA, to support with Discharge to Assess. This option proposes the termination of this service offer. • The Council and the wider health care system work closely together to provide a range of services that support hospital discharge, enable people to become more independent and to enable people with long term complex needs to live a good life. • The Council provides several services on behalf of the NHS but the cost to the Council of providing these services is not consistently reflected in the re-imburement that the Council receives from the NHS system. • Whilst there is good local operational joint working, the wider national funding arrangements for health and for social care are not well aligned. Consequently, whilst there are financial pressures across the system, the NHS system has seen a relative increase in funding compared to adult social care. • The Council will work closely with NHS partners/Locala to review the current arrangements and, where necessary, recover the full cost of providing the service. <p>Total number of potential FTE impacted through vacancy management and/or service re-design = 26 in 24/25, and 26 in 25/26</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	Yes
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	Yes
Other (specify)	Provider Market	Other (specify)	No

Potential impacts	
<ul style="list-style-type: none"> • This proposal will impact on system wide ambitions for Home First and Discharge to Assess • Intermediate Care services in Kirklees are effective in mitigating reducing/delaying demand for long term Adult Social Care, reduction in IMC bed capacity may lead to growth in long term care packages. • The proposal will also impact on staff across the Council's existing in-house provision. Options for the redeployment of the staff affected will be actively pursued within the service and there are likely to be opportunities for care staff to be redeployed to other services across the Council. • This proposal would go through a full and meaningful consultation process. 	
Proposed mitigating actions	
<ul style="list-style-type: none"> • It needs to be recognised that the D2A approach is a whole-system model. Adequate capacity needs to be available in all supporting Home First services to ensure hospital discharge teams have the confidence to discharge home first. • This proposal therefore sits alongside the investment proposals in Short Term Urgent Support services (such as Reablement, Rapid Response) to support with increased volumes into home-based solutions for support. • If this proposal is agreed there would need to be a communications strategy with NHS Partners/HR / union colleagues to ensure stakeholders are consulted. 	

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Saf Bhuta, Head of Care Provision
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Communities and Access Services
Service Area	Personalised Care Service
Headline Proposal	Review of Personalised Care funding and delivery model
Reference number	24AH24

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(170)	-	-	-	-
Cumulative Savings	(170)	(170)	(170)	(170)	(170)
FTEs affected	-	-	-	-	-

Description of Proposal
Reduced Council funding to support system wide approaches to Personalised care.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	No	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)		Other (specify)	

Potential impacts
Possible reduction in systemwide personalised care planning support and implementation.
Proposed mitigating actions
A service change process to reduce the management infrastructure and align frontline staffing costs within NHS budgets can be completed to release additional funds.
Impact on other Directorates
Corporate Strategy, Commissioning & Public Health Childrens – Early Support / Prevention family hubs Adult Social Care

Does this proposal require an Integrated Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Mags Rogerson, Head of Local Integrated Partnerships
Accountable Service Director	Jill Greenfield, Service Director, Communities and Access Services

Directorate	Adults and Health
Service Area	Learning Disability and Mental Health – linked to Communities and Health
Headline Proposal	To review the current Southwest Yorkshire Partnership NHS Foundation Trust (SWYPFT) and Kirklees Council’s Community Mental Health integration arrangements.
Reference number	24AH25

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(270)	-	-	-	-
Cumulative Savings	(270)	(270)	(270)	(270)	(270)
FTEs affected	12 FTE	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> The Service will review the current makeup of the integrated service and consider a split model of delivery for health and social care functions. Kirklees community mental health integrated partnership services are made of 1 Single Point of Access team, 1 Intensive Home-Based Treatment Team, 2 Core Community Mental Health Teams (CMHTs), 4 Enhanced CMHTs, 1 Young Dementia Service. The Teams work with people who require intensive multi-disciplinary interventions for people who are at risk of being admitted to psychiatric settings, often under the Mental Health Act (MHA), who have dual diagnosis, substance misuse and a risk of criminality. Also have unpredictable and complex social care presentation with higher risks of self-neglect, abuse, and exploitation compared to the general population. This means there is a great need for registered experienced social work & Approved Mental Health Professional interventions.
<p>Total number of potential FTE impacted through vacancy management and/or service re-design = 12 in 24/25</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	Yes	Information technology (IT)	Yes
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts

If we lost the social work establishment in the Community Mental Health Teams (CMHTs) the risks are.

- A service user's access to a dynamic holistic assessment
- Reduced professional knowledge and expertise.
- Reduced interagency communication and increased silo working.
- An increase in system wide duplication.
- It's a less cost-effective use of wider system resources.
- Failure to identify adult safeguarding and harm to the service user and risk to public safety.
- Increased mortality and suicide rates.
- Increased delays of the transfer of care (hospital discharges).
- Social Care Institute of Excellence (SCIE)

According to the Approved Mental Health Professionals (AMHP) national workforce, Kirklees Council have 30% less AMHPs required to meet the needs and safety of its population. We need to promote the AMHP role to ensure the council meets its statutory duties. This proposal could be a risk to recruiting and training AMHPs.

Proposed mitigating actions

We have a successful Mental Health Social Care Hub (MHSCH) made up of Kirklees Council social care staff who work with people who have complex social care needs who don't require SWYPT's interventions, they have developed good working relationships and pathways with non-integrated teams.

We can develop this model to create two teams to meet demand.

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

Accountable Head of Service	Christina McCool, Head of Learning Disability and Mental Health
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability

Directorate	Adults and Health
Service Area	Bereavement
Headline Proposal	Increase to Bereavement Fees and Charges
Reference	24EC18

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(180)	(65)	(75)	(85)	(95)
Cumulative Savings	(180)	(245)	(320)	(405)	(500)
FTEs affected	-	-	-	-	-

Description of Proposal
<p>This proposal is about increasing fees and charges in line with the rate of inflation.</p> <p>Lines of communication and engagement are well established through the Council's Bereavement Forum and other community and political links to ensure end users and partners are aware of any proposed changes.</p> <p>Whilst this is about increasing fees and charges, there are some positive elements to this as it will enable the service to continue to offer out of hours burials at no additional cost and to invest in future infrastructure.</p>

Impacts *Will /could the proposal have implications for any of the following?*

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)		Other (specify)	

Potential impacts
<p>The rising cost of funerals in general is having a detrimental impact on the lives of bereaved families in the following ways:</p> <ul style="list-style-type: none"> • Some accept the costs knowing that they cannot afford them, consequently falling into debt, and face legal action from service providers for unpaid bills. • Others attempt to dilute expenses by cutting out 'extra' funeral expenses. • Some may choose a cheaper alternative.

Proposed mitigating actions
The core aim is to ensure that Kirklees residents can continue to make funeral choices based on a transparent charging schedule which offers scope for personal, cultural and price preferences. We will explore offering cheaper options by trialling direct cremations. There is Community and government support available for families in hardship; Bereavement will proactively promote support services available.

Does this proposal require an Integrated Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	Not for fees and charges increases, other than notification via the Bereavement Forum.

Accountable Head of Service	Jenny Frear, Head of Venues
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Caretaking and Cleaning
Headline Proposal	Caretaking and Cleaning Increased charges to schools
Reference number	24EC20

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Incremental Savings	(200)	(200)	(200)	(200)	(200)
Cumulative Savings	(200)	(400)	(600)	(800)	(1,000)
FTEs affected	-	-	-	-	-

Description of Proposal
<p>To increase fees and charges in 2024/25 in order to achieve full cost recovery and to review year on year.</p> <p>Lines of communication and engagement are well established through the Council's School Liaison and Corporate Landlord colleagues to ensure everyone is aware of any proposed changes.</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)		Other (specify)	

Potential impacts
<ul style="list-style-type: none"> • Cost of cleaning will have an impact on schools' budgets as much as it does on internal services. • Schools are already struggling with budgets and are looking at efficiencies through retendering existing contracts, academisation options and reducing cleaning hours. • Whilst the Council is faced with escalating material costs coupled with salary increases, having to pass these costs onto clients/customers will almost certainly force schools to seek alternative provision possibly away from the public sector.

Proposed mitigating actions
<ul style="list-style-type: none"> • The service has been working with schools to mitigate by supporting a move from 52-week cleaning to term time only, which supports the schools in managing their budgets and retains their business for the Council. • Seeking alternative suppliers of materials to reduce costs is an ongoing challenge, but something which is actively looked at.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	<p>A fees and charges increase would require schools to be notified in advance.</p> <p>Operational/staffing changes would require service and TU consultations.</p>

Accountable Head of Service	Jenny Frear, Head of Venues
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Markets Service
Headline Proposal	Markets Vacancy Savings and Income Generation
Reference number	24EC21

Forecast Savings	2024/25	2025/26	2026/27	2027/28	2028/2029
	£000	£000	£000	£000	£000
Incremental Savings	(248)	-	-	-	-
Cumulative Savings	(248)	(248)	(248)	(248)	(248)
FTEs affected	2 FTE	-	-	-	-

Description of Proposal

The Markets service is proposing to delete existing vacant posts within the staffing structure and to deliver the required outcomes utilising existing resources. The service will also generate additional income with the re-introduction of car boot sales, launch of specialist markets and review of fees and charges.

Total number of potential FTE impacted through vacancy management and/or service re-design = 2 in 24/25

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	No	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts

- The Markets service currently supports activities within other services such as event delivery. As a result of not recruiting to existing vacancies, the service is likely to be unable to support this activity going forwards.
- The service will have reduced resilience in terms of cover for unplanned absences and as a result may have to prioritise delivery resulting in the cancellation of local markets at short notice.
- The service is currently working on two significant capital delivery projects, Dewsbury Blueprint (Market) and Huddersfield Market regeneration. As a result of holding the current vacancies, there could be an impact on the service's ability to contribute to the projects and achieve target dates for completion.

- There will be increased operating costs for market traders associated with the fees and charges review which could impact on the cost of goods to end users.
- Increasing trading hours at the markets associated with the delivery of car boot sales and specialist markets.
- Increased pressure on remaining teams as a result of holding vacancies and reviewing the overall management structure to support the running of the markets.
- Increased footfall into the markets linked to the new delivery models.
- Increased costs to traders linked to service charges and other fees.

Proposed mitigating actions

- The events programme compared to 23/24 will be scaled back and therefore required support from the Markets service for other services reduced. The service will also consult with the broader services in relation to the reduction in capacity to support.
- The service will seek to increase the number of casual staff recruited to further build resilience into the service to react to short notice absence.
- The project delivery timelines could be adjusted to support the reduction in capacity or further funding sought from external sources.
- Consultation and engagement will be undertaken with the traders’ representatives in relation to the fees and charges review with appropriate notice periods.
- Early engagement with traders and creation of communication plan to support the messages.
- Review of staffing rotas to deliver the new activity within existing resources.

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

Accountable Head of Service	Jaime Nalson, Acting Head of Culture and Tourism
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Culture & Tourism
Headline Proposal	Changes to the Creative Development offer
Reference number	24EC22

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(90)	-	-	-	-
Cumulative Savings	(90)	(90)	(90)	(90)	(90)
FTEs affected	-	-	-	-	-

Description of Proposal
<p>Reduced investment in the WOVEN festival leading to a review of the delivery model and offer, following evaluation and analysis of activity in 2023/24.</p> <p>Reduction of investment in cultural development activities and small event support.</p> <p>Reduction in the Council led events programme.</p>

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts
<p>Redesign of the delivery model for the WOVEN festival/project will result in:</p> <ul style="list-style-type: none"> • A reduced budget for delivery and management. • A reduced festival/project offer. • Reduced development around textiles & textiles heritage.
<p>Reduction of investment in cultural development activities and small event support will result in:</p> <ul style="list-style-type: none"> • Fewer development initiatives for culture and creative industries in Kirklees • Limited resource to respond to opportunities and lever additional support to Kirklees • Reduced resource for promotion and development of promotional tools e.g., Creative Kirklees website
<p>Reduction in Council led events programme will result in:</p> <ul style="list-style-type: none"> • Reduction in the number of Council led and partnership large scale community events delivered

Proposed mitigating actions**WOVEN:**

A consultation and review period has been taking place around learning and new approaches to delivery. The reduced resource for the WOVEN festival/project will be built into this review and transition process. External funding and sponsorship opportunities will be sought.

Reduction in cultural development activity:

Support and new initiatives will be reduced to work within budget. Reduced support will be carefully communicated with the sector through ongoing meetings and conversations and will echo the Council's need to reduce budgets. External funding will be sought in order to commission large scale programmes.

Reduction in Council led events:

Events impacted will be discussed with partners to look at alternative delivery models, particularly if there is a commercial opportunity. Careful communication around impacted events and conversation with the community around the next iteration. External funding and sponsorship opportunities will be sought.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Richard Smith/Jaime Nalson, Acting Head of Culture and Tourism
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Culture and Visitor Economy
Headline Proposal	Operational Review relating to Commercial Catering, Venues and Museums and Galleries
Reference number	24EC24

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(104)	-	-	-	-
Cumulative Savings	(104)	(104)	(104)	(104)	(104)
FTEs affected	7.5FTE	-	-	-	-

Description of Proposal
<p>To review and redesign operations relating to Commercial Catering, the Venues Service and further develop commercial activities in Museums and Galleries. Proposals include:</p> <ul style="list-style-type: none"> • Review of fees and charges in Museums and Galleries and the retail model to increase profit levels. • To secure a commercial operator for the catering concession at Oakwell Hall. • Redesign of Greenhead Park Conservatory Café Operation and opening hours. (Total number of potential FTE impacted through vacancy management and/or service re-design = 5 in 24/25) • Withdrawal of the Venues service from centres as part of Asset Rationalisation (Total number of potential FTE impacted through vacancy management and/or service re-design = 2.5 in 24/25)

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	Yes	Information technology (IT)	Yes
Other (specify)	No	Other (specify)	No

Potential impacts
<p>Review of fees and charges relating to commercial catering</p> <ul style="list-style-type: none"> • Fees and charges to be increased further so this may result in some drop off in business if this is not tolerated by customers due to the cost-of-living crisis

- Increase in weddings to generate income could mean reduction of other core uses such as school visits
- There is a need to ensure the repair/maintenance and presentation of Oakwell Hall site to a good standard in order to maximise the wedding/life event business, which could impact on other council teams leading this work and the amount of income which can be generated if self-financing
- The review of the retail offer will result in an increased range on offer with a broader price range to increase accessibility for all visits no matter the budget
- Increased job opportunities for casual workers on weddings and social functions

Oakwell Hall

- No catering offer if commercial operator cannot be secured thus reducing the quality of the visitor experience.

Greenhead Park

- Reduced experience for some visitors to the park
- 5 FTE substantive employees at risk of deployment or changes in hours of work

Venues Service

- This proposal is only achievable if decisions are taken to dispose of any venues.
- Local football and rugby clubs that use the venues as their club house will be impacted as the leagues in which they operate require teams to have a venue to provide changing spaces, toilets and refreshments.
- The venues are currently utilised to support the broader council's delivery functions such as driver training, taxi testing, team meetings and training. These bookings will be required to relocate to other venues.
- Other users of a specific venue will also need to relocate to other venues.
- Capital repayments on recent investments will continue to be paid placing additional pressure on the Venues budget.
- Possible staff redeployment or redundancies.
- Increased security costs associated with site mothballing.

Proposed mitigating actions

Review of fees and charges

- Monitoring of take up of business and adjustment with discounts/ offers if necessary
- Casual Wedding Co-ordinator recruitment is underway to service additional weddings
- Strategic management of calendar to ensure school booking slots are reserved
- Further income development through:
 - Review of concessions
 - Seek further external funding support
 - Growth of festivals and events such as Livefields and Yorkshire Day

Oakwell Hall

- If a commercial operator cannot be secured, to consider alternative provision e.g. mobile catering units.

Greenhead Park

- Mitigation would be potential deployment of employees and consultation with employees and users.

Venues service

- Early engagement with key users to support them in accessing other facilities will be required once a decision to close has been made.
- Other council buildings are available to deliver the current delivery functions such as Civic Centre 1.
- Other community buildings in a locality could be utilised to sustain activities within a community impacted by closure of one of the council's venues.

Does this proposal require an Integrated Impact Assessment?	Yes – review of fees and charges, Oakwell Hall, Greenhead Park, Closure of Venues
Will this proposal require a Specific Service Consultation?	Yes – Oakwell Hall, Greenhead Park, Closure of Venues

Accountable Head of Service	Jaime Nalson, Acting Head of Culture and Tourism, Jenny Frear, Head of Venues
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Venues – Town Halls
Headline Proposal	Increase commercial income
Reference number	24EC27

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(140)	(20)	-	-	-
Cumulative Savings	(140)	(160)	(160)	(160)	(160)
FTEs affected	-	-	-	-	-

Description of Proposal
Increase income by increasing opportunities for commercial hires and increasing charges.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	Yes	Capital programme	No
Partners	Yes	Work location / building	Yes
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts
<ul style="list-style-type: none"> Meeting room capacities and availability will be impacted by any decisions taken in relation to asset rationalisation which will impact on this savings template. By increasing the commercial utilisation of these spaces, there is the potential to further increase food and beverage surplus from commercial hires. Increased opportunities to host larger scale events within the main halls by ensuring the supporting ancillary rooms are available to enable the events to be delivered. Increased footfall into the town centres associated with the external hires generating further secondary income for the council and other businesses in the town centres. Income can be generated which funds service delivery so that the Town Halls can continue to provide the services required by Governance.

Proposed mitigating actions
<ul style="list-style-type: none"> • Opening of meeting rooms at Civic Centre 1 will mean council services have access to free meeting space and do not need to continue using the town halls and other venues. • Marketing plan targeted at commercial external room hire to be developed. • Service redesign and reskilling of the team to focus on proactive sales and marketing as part of the commercial plans.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	No

Accountable Head of Service	Jenny Frear, Head of Venues
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Catering
Headline Proposal	Increase School Meal charges
Reference number	24EC34

Forecast Mitigation	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Budget Mitigation	(503)	-	-	-	-
Cumulative Savings	(503)	(503)	(503)	(503)	(503)
FTEs affected	-	-	-	-	-

Description of Proposal
<ul style="list-style-type: none"> • Increase in price of a school meal by 20p per meal for 24/25. • Increase in buyback charge for maintained schools by 8% for 24/25

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	No
Council staff	No	Capital programme	No
Partners	Yes	Work location / building	No
Other Council Services	Yes	Contracts / procurement	Yes
Corporate (enabling) support	No	Information technology (IT)	No
Other (specify)	No	Other (specify)	No

Potential impacts

- Increase meal price to parents and schools putting pressure on school and household budgets
- Impact on uptake of school meals
- Loss of contracts

Proposed mitigating actions

- Support from Exchequer Services for vulnerable households
- Driving efficiencies to deliver service to schools at best value
- Marketing programme to maximise meal uptakes
- Ensuring children eligible for free school meals take up the offer by communicating with schools and encouraging the promotion of free school meals.

- Proactive campaign for schools to inform of all support options available for those children who are not eligible for free school meals.

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

Accountable Head of Service	Jenny Frear, Head of Venues
Accountable Service Director	Adele Poppleton, Service Director, Culture and Visitor Economy

Directorate	Adults and Health
Service Area	Welfare and Exchequer & Client Financial Affairs
Headline Proposal	Increasing the collection of social care income
Reference number	24AH28

Forecast Savings	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/2029 £000
Incremental Savings	(2,627)	-	-	-	-
Cumulative Savings	(2,627)	(2,627)	(2,627)	(2,627)	(2,627)
FTEs affected	-	-	-	-	-

Description of Proposal
National social care policy is that individuals are financially assessed and contribute towards the cost of their social care provision. There will be an end-to-end review of practice and processes in Adult Social Care and Welfare and Exchequer to increase collection of the income that individuals have been assessed to pay and to reduce bad debt provision which has increased significantly. Recent review work has identified opportunities to improve clarity, consistency and timeliness of activity and so deliver financial benefits and outcomes for the public.

Impacts

Will /could the proposal have implications for any of the following?

Service users / Customers	Yes	Legal / regulatory requirements	Yes
Council staff	Yes	Capital programme	No
Partners	No	Work location / building	No
Other Council Services	Yes	Contracts / procurement	No
Corporate (enabling) support	Yes	Information technology (IT)	Yes
Other (specify)	Yes / No	Other (specify)	Yes / No

Potential impacts
<ul style="list-style-type: none"> That customers are assessed to pay more for the care and support than they currently pay, we consider these increases in line with inflation, benefit and pension increases to minimise impact on individuals. The actual value in 24/25 will be higher given the uplift in pensions/fee rates and the work on the savings proposals shouldn't reduce it by much because most package reductions will still mean that the size of the package is above someone's chargeable contribution ceiling and so the amount that they pay doesn't reduce in line with the package reduction.

Proposed mitigating actions

- Significant variation in spending within the region from £13,869 per client (North East Lincolnshire) to £21,898 (North Lincolnshire) – a 60% difference between neighbouring authorities.
- Average spend per client in the region has increased by 12.9% this year, which is higher than the average increase nationally of 10.1%
- High spending per client is not necessarily negative if support is focused on those with the greatest care needs and those with lower-level needs are supported in other ways.
- The percentage of income compared to revised current gross spending can vary significantly as is evident from the region (ranging from 10.4% to 19.8% of revised spending)
- This variation will reflect policy decisions – income should be much higher where care homes are used to support older people.
- It will also reflect the processes in place. Sometimes this can be the most important.
- Robust review of procedures with all those involved in the process from operational colleagues to those responsible for debt collection will be needed to scope out this piece of work.
- Consider the amount of older people in care homes but have low income, this could be problematic and has a significant issue impact on income collection. Part of the work will require a corporate response from those involved in care assessments, financial assessments, billing, and debt recovery.

Does this proposal require an Integrated Impact Assessment?	No
Will this proposal require a Specific Service Consultation?	Yes

Accountable Head of Service	Various
Accountable Service Director	Michelle Cross, Service Director, Mental Health and Learning Disability /Isabel Brittain, Interim Service Director Finance.