

Appendix B

KIRKLEES COUNCIL

Medium Term Financial Plan

2017-2021

REVENUE BUDGET

INTRODUCTION

How did we develop this documentation

- The budget plans take account both of existing year 2 and 3 Directorate budget plans which have rolled forward into years 1 and 2 of the updated 2020-21 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.

- Profiling of some of the resource allocation proposals, in particular with regard to budgeted activity that is to be re-shaped by the theme work, are indicative at this stage. These proposals will continue to be developed over the MTFP as part of our more detailed implementation of re-shaping of services to a New Council.
- 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 “2016-17 net controllable budget” provides the baseline or starting point for savings or increases proposed in the following four years to the financial year 2020-21.
- Inflation uplifts have been applied to Directorate expenditure and income budgets for 2017-18, in line with budget approvals. Inflation provision for the following 3 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 interdependencies 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.

2015-16 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 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.

BUDGET DOCUMENTATION 2017-21
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Overall Summary By Directorate

	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
DIRECTORATE													
Children & Young People	356,303	(282,609)	73,694	(18,646)	12,900	67,948	(4,787)		63,161	(3,429)		59,732	58,248
Adults, Commissioning & Public Health Place	183,834	(88,166)	95,668	(12,301)	18,653	102,020	(10,649)	8,616	99,987	(10,341)	1,625	91,271	91,993
Resources	137,083	(97,384)	39,699	(5,932)	517	34,284	(2,635)		31,649	(555)		31,094	31,094
Communities Transformation & Change	165,281	(127,893)	37,388	(4,613)		32,775	(4,451)	297	28,621	(1,993)		26,628	26,315
Economic Resilience	8,854	(2,142)	6,712	(2,556)	334	4,490	(537)	232	4,185			4,185	4,185
	16,056	(2,602)	13,454	(3,536)	600	10,518	(300)		10,218	(100)		10,118	10,118
Public Health grant	(20)	(5,983)	(6,003)	(49)		(6,052)			(6,052)			(6,052)	(6,052)
Sub Total	867,391	(606,779)	260,612	(47,633)	33,004	245,983	(23,359)	9,145	231,769	(16,418)	1,625	216,976	215,901
Central Budgets	68,112	(11,942)	56,170	(18,030)	10,564	48,704	(8,334)	7,881	48,251	(5,435)	5,218	48,034	50,187
Total Budgets	935,503	(618,721)	316,782	(65,663)	43,568	294,687	(31,693)	17,026	280,020	(21,853)	6,843	265,010	266,088

Funding Available:													
Local Share of Business Rates						(47,644)			(48,484)			(49,285)	(50,265)
Top Up						(26,676)			(27,535)			(28,514)	(29,369)
Revenue Support Grant						(32,763)			(22,825)			(12,824)	0
Unringfenced Grants						(16,768)			(13,177)			(12,614)	(12,463)
Council Tax						(152,118)			(156,097)			(160,466)	(164,941)
Council Tax Reduction Scheme Additional Income						0			(810)			(810)	(810)
Adult Social Care Precept						(7,433)			(12,243)			(12,243)	(12,243)
<i>Collection fund balance:</i>													
<i>Business Rates Local Share</i>						1,900							
<i>Council Tax</i>						(2,000)							
Total Funding Available						(283,502)			(281,171)			(276,756)	(270,091)

Budget Gap Before Use of Balances						11,185			(1,151)			(11,746)	(4,003)
Use of General Balances						(3,485)							
Use of Earmarked Reserves						(7,700)							
Remaining Budgets Gap						0			(1,151)			(11,746)	(4,003)

Overall Summary By Directorate - Revenue Budget Proposals 2017-21

	FTEs				
	2016-17 Controllable	2017-18 MTFP	2018-19 MTFP	2019-20 MTFP	2020-21 MTFP
DIRECTORATE					
Children & Young People	6,347.2	6,424.4	6,101.3	6,057.6	6,008.6
adjust for delegated schools budgets	(5,017.0)	(5,111.7)	(5,111.7)	(5,111.7)	(5,111.7)
Service Changes	1,330.2	1,312.7	989.6	945.9	896.9
Early Intervention & Prevention	(18.2)	(294.9)	(43.7)	(49.0)	
	0.7	(28.2)			
	1,312.7	989.6	945.9	896.9	896.9
Adults, Commissioning & Public Health	1,208.4	1,044.6	1,060.3	968.3	953.8
Service Changes	(163.8)	33.0	(92.0)	(14.5)	
Early Intervention & Prevention	0.0	(17.3)			
	1,044.6	1,060.3	968.3	953.8	953.8
Place	2,312.6	2,219.5	2,207.7	2,171.8	2,171.8
Service Changes	(93.1)	(11.8)	(36.0)		
	2,219.5	2,207.7	2,171.8	2,171.8	2,171.8
Resources	1,142.6	1,103.4	955.6	877.3	837.9
Service Changes	(39.8)	(147.8)	(78.2)	(39.4)	(6.5)
Early Intervention & Prevention	0.6				
	1,103.4	955.6	877.3	837.9	831.4
Communities Transformation & Change	176.5	150.3	124.5	112.6	112.6
Service Changes	(25.9)	(25.8)	(11.9)		
Early Intervention & Prevention	(0.3)				
	150.3	124.5	112.6	112.6	112.6
Economic Resilience	208.8	208.5	202.9	202.9	202.9
Service Changes	(0.3)	(5.6)			
	208.5	202.9	202.9	202.9	202.9
Council Wide Mgmt review	(1.0)				
Total FTEs excluding Delegated Schools Budgets	6,038.0	5,540.6	5,278.8	5,175.8	5,169.3

Adjustment to reconcile 2016-17 budget doc

Building Services to Kirklees Housing Futures

2016-17 FTEs

505.4
6,543.4

Summary excluding Delegated Schools Budgets	6,379.1	6,038.0	5,540.6	5,278.8	5,175.8
Service Changes	(342.1)	(451.9)	(261.8)	(102.9)	(6.5)
Early Intervention & Prevention*	1.0	(45.5)	0.0	0.0	0.0
Total FTEs excluding Delegated Schools Budgets	6,038.0	5,540.6	5,278.8	5,175.8	5,169.3

* These headings and associated FTE reductions reflect Council wide activity in view as part of the budget proposals for Cross-Directorate service re-design. Pending completion of the service re-design work, the FTE reductions shown above are illustrative reductions proportionate to the overall budget reductions in view as part of the service re-design work across the 3 years of the MTFP.

CHILDREN & YOUNG PEOPLE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
LEARNING & SKILLS													
Strategic Leadership													
Statutory Responsibility for the Education System	1,603	(44)	1,559	(750)		809	(400)		409	(50)		359	359
Music Service	23	0	23			23			23			23	23
School Forum allocations	450	(450)	0			0			0			0	0
Total	2,076	(494)	1,582	(750)	0	832	(400)	0	432	(50)	0	382	382
Schools Organisation, Planning and Admissions													
Schools Organisation & Planning	641	(131)	510	(208)		302	(302)		0			0	0
School Admissions	448	(428)	20	(20)		0			0			0	0
Total	1,089	(559)	530	(228)	0	302	(302)	0	0	0	0	0	0
Education for Vulnerable Children Services incl Special Educational Needs													
Kirklees Special Educational Needs (SEN) pupils in OLA Mainstream	371	(230)	141			141			141			141	141
Specialist Provision Co-ordination	231	(217)	14	(14)		0			0			0	0
SEN Assessment & Commissioning team (statutory)	388	(165)	223			223			223			223	223
Education of Looked After Children	372	(65)	307			307			307			307	307
Attendance & Pupil Support	1,478	(731)	747	(145)		602			602			602	602
Psychology Services	1,059	(189)	870	(64)		806	(84)		722			722	722
Early Years SEN Support - Portex and ICAN services	182	(186)	(4)			(4)			(4)			(4)	(4)
Early Years SEN Support including Portage service	592	0	592	(592)		0			0			0	0
International New Arrivals	156	(79)	77	(77)		0			0			0	0
Total	4,829	(1,862)	2,967	(892)	0	2,075	(84)	0	1,991	0	0	1,991	1,991
Early Learning													
Private Voluntary & Independent Formula Funding (3 & 4 year olds)	10,416	(10,416)	0			0			0			0	0
Two year old funding	4,986	(4,986)	0			0			0			0	0
Early Years Quality Improvement, Workforce & Sufficiency	1,548	(603)	945	(419)		526	(451)		75	(75)		0	0
Direct Delivery of Daycare	617	(488)	129	(131)		(2)			(2)			(2)	(2)
Total	17,567	(16,493)	1,074	(550)	0	524	(451)	0	73	(75)	0	(2)	(2)
Post 16 services	356	0	356			356			356			356	356
Learning Services Trading													
Traded School Improvement, Swimming, Cliffe House, Booksplus, Management Information Systems, Kirklees Supply Service, Nexus, Governors services and Headteacher well-being	3,395	(3,369)	26			26	(150)		(124)	(250)		(374)	(374)
Total	3,395	(3,369)	26	0	0	26	(150)	0	(124)	(250)	0	(374)	(374)

CHILDREN & YOUNG PEOPLE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Management & Regulatory Functions	775	(451)	324			324			324			324	324
TOTAL LEARNING & SKILLS	30,087	(23,228)	6,859	(2,420)	0	4,439	(1,387)	0	3,052	(375)	0	2,677	2,677
SAFEGUARDING & FAMILY SUPPORT													
Youth Offending Team	1,567	(741)	826	(60)		766			766			766	766
Early Intervention & Prevention (EIP)													
Young People's Service	4,718	(308)	4,410	(4,410)		0			0			0	0
Early Intervention and Targetted Support	8,727	0	8,727	(8,727)		0			0			0	0
EIP Activity - new allocation	0	0	0	(350)	5,900	5,550	(230)		5,320	(290)		5,030	5,030
Total	13,445	(308)	13,137	(13,487)	5,900	5,550	(230)	0	5,320	(290)	0	5,030	5,030
Assessment & Care Management													
Assessment Service	2,367	0	2,367			2,367			2,367			2,367	2,367
Care Management Service	3,676	0	3,676			3,676			3,676			3,676	3,676
Emergency Duty Service	675	(395)	280			280			280			280	280
Family Assessment/Young Carers	321	0	321	(666)		(345)	(742)		(1,087)	(970)		(2,057)	(2,057)
Gateway to Care	52	0	52	(24)		28			28			28	28
Total	7,091	(395)	6,696	(690)	0	6,006	(742)	0	5,264	(970)	0	4,294	4,294
Children's Demand Led Activity													
Children with Disability	3,196	0	3,196			3,196			3,196			3,196	3,196
Children with Disability - Young People's Activity Team (YPAT)	585	(4)	581	(581)		0			0			0	0
Family Placement Unit (including Help Desk)	1,313	0	1,313	(50)		1,263	(50)		1,213	(50)		1,163	1,163
Fostering Service (including Recruitment)	2,206	0	2,206	(50)	0	2,156	0	0	2,156			2,156	2,156
Adoption Service	1,304	(345)	959			959			959			959	959
Looked After Children/Leaving Care Team	2,790	(32)	2,758			2,758			2,758			2,758	2,758
Contact Team	1,144	0	1,144	(50)		1,094	(50)		1,044	(50)		994	994
Internal Residential Placements	4,699	(116)	4,583			4,583			4,583			4,583	4,583
External Residential Placements	5,885	(190)	5,695	(730)		4,965	(1,884)		3,081	(1,250)		1,831	791
Internal Foster Placements	5,195	(94)	5,101	(100)		5,001			5,001			5,001	5,001
External Foster Placements	5,142	0	5,142	(353)		4,789	(444)		4,345	(444)		3,901	3,457
Leaving Care Supported Accommodation/Supported Lodgings	1,646	0	1,646			1,646			1,646			1,646	1,646
Guardianship and Residency Orders	2,925	0	2,925			2,925			2,925			2,925	2,925
Adoption Allowances	1,383	0	1,383			1,383			1,383			1,383	1,383
Persons from Abroad	219	(149)	70			70			70			70	70
Total	39,632	(930)	38,702	(1,914)	0	36,788	(2,428)	0	34,360	(1,794)	0	32,566	31,082
Management & Regulatory Functions	3,486	(111)	3,375			3,375			3,375			3,375	3,375
TOTAL SAFEGUARDING & FAMILY SUPPORT	65,221	(2,485)	62,736	(16,151)	5,900	52,485	(3,400)	0	49,085	(3,054)	0	46,031	44,547

CHILDREN & YOUNG PEOPLE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
COMMISSIONING & HEALTH PARTNERSHIPS													
Stronger Families	1,694	(1,694)	0			0			0			0	0
Other Commissioned Services	797	(83)	714	(75)		639			639			639	639
Targeted Mental Health Service Contracts	466	(98)	368			368			368			368	368
Substance Misuse Contracts (part funded by Clinical Commissioning Groups)	427	(252)	175			175			175			175	175
Service Data Management	198	0	198			198			198			198	198
Service Specialist Training (Children)	208	(26)	182			182			182			182	182
Total	3,790	(2,153)	1,637	(75)	0	1,562	0	0	1,562	0	0	1,562	1,562
Management & Regulatory Functions	363	0	363			363			363			363	363
TOTAL COMMISSIONING & HEALTH PARTNERSHIPS	4,153	(2,153)	2,000	(75)	0	1,925	0	0	1,925	0	0	1,925	1,925
SCHOOLS BUDGETS													
Delegated School Budgets	246,429	(244,335)	2,094	0	0	2,094			2,094			2,094	2,094
SEN support including Further Education (FE) Post 16	6,811	(6,807)	4			4			4			4	4
Centrally Managed School Budgets	3,602	(3,601)	1			1			1			1	1
TOTAL SCHOOLS	256,842	(254,743)	2,099	0	0	2,099	0	0	2,099	0	0	2,099	2,099
FURTHER SERVICE PRESSURES					7,000	7,000			7,000			7,000	7,000
TOTAL CHILDRENS	356,303	(282,609)	73,694	(18,646)	12,900	67,948	(4,787)	0	63,161	(3,429)	0	59,732	58,248

CHILDRENS & YOUNG PEOPLE DIRECTORATE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
LEARNING AND SKILLS							
Early Years Special Educational Needs (SEN) Support incl Portage service	Review	EX CH1	(592)				(592)
International New Arrivals	Review and rationalise service	EX CH2	(77)				(77)
Direct Delivery of Daycare	Removal of Council subsidies for remaining day nurseries and day care on maintained school sites and implementation of an open, transparent childcare market management framework.	EX CH3	(131)				(131)
SAFEGUARDING & FAMILY SUPPORT							
Youth Offending Team	Service efficiencies	EX CH4	(60)				(60)
Young People's Service	Review	EX CH5	(4,410)				(4,410)
Early Intervention and Targetted Support	Review	EX CH6	(8,727)				(8,727)
Gateway to Care	Review (also see EX AD3)	EX CH7	(24)				(24)
Children with Disability - Young Peoples Activity Team (YPAT)	Review	EX CH8	(581)				(581)
COMMISSIONING & HEALTH PARTNERSHIPS							
Other Commissioning Infrastructure	Efficiencies in commissioning (joint saving with Children's)	EX CH9	(75)				(75)
			(14,677)	0	0	0	(14,677)
NEW MINUSES							
LEARNING AND SKILLS							
Statutory Responsibility for the Education System	Bring vacancies forward, not replacing roles & commissioning tasks	NEW CH1	(400)		(50)		(450)
	Review of Statutory Responsibilities	NEW CH19	(250)	(150)			(400)
	Review service	NEW CH22	(100)	(100)			(200)
	Digital by design – service transformation	NEW CH2		(150)			(150)
Schools Organisation & Planning	Reduce support to Schools Organisation & Planning & School Admissions	NEW CH20	(228)	(302)			(530)
Specialist provision co-ordination	Review	NEW CH24	(14)				(14)
Attendance & Pupil support	Reduce support to Attendance & Pupil Support – fully trade non-statutory activity	NEW CH21	(145)				(145)
Psychology Service	Review	NEW CH25	(64)	(84)			(148)
Early Years Quality Improvement, Workforce & Sufficiency	Review support to early learning (sufficiency & development)	NEW CH3	(419)	(451)	(75)		(945)
Learning Services Trading	Creation of a formal local learning partnership incorporating a potential 'schools-led' company and / or increased commercialisation.	NEW CH4		(150)	(250)		(400)
SAFEGUARDING & FAMILY SUPPORT							
Early Intervention & Prevention (EIP)	Add back adjustment		(350)	(230)	(290)		(870)
Family Assessment/Young Carers	Skill mix (reduction in Non Qualified Staff)	NEW CH5	(300)				(300)
	Level of business support	NEW CH6	(366)				(366)
	Review of step up/step down process	NEW CH8		(418)			(418)
	Reduction in reliance of agency staff	NEW CH9		(324)			(324)
	IT efficiencies	NEW CH10			(970)		(970)
Family Placement Unit (including Help desk)	Redesign Placement Service	NEW CH11	(50)	(50)	(50)		(150)
Fostering Service (including Recruitment)	Increase of internal fostering placements	NEW CH12	(353)	(444)	(444)	(444)	(1,685)
	Decrease in length of pre adoption placements	NEW CH13	(100)				(100)
	Super Foster carers	NEW CH14	(210)	(210)	(210)		(630)
	Reduced use of transport	NEW CH15	(50)				(50)
Contact Team	Review of Contact Team	NEW CH16	(50)	(50)	(50)		(150)
External Residential Placements	Review of High Cost Placements	NEW CH17	(520)	(780)	(1,040)	(1,040)	(3,380)
	Remodelling the Looked After Children's Accommodation offer	NEW CH18		(894)			(894)
			(3,969)	(4,787)	(3,429)	(1,484)	(13,669)
TOTAL MINUSES FOR CHILDREN'S DIRECTORATE			(18,646)	(4,787)	(3,429)	(1,484)	(28,346)

Please note references NEW CH7 and NEW CH23 have not been used

CHILDREN & YOUNG PEOPLE DIRECTORATE - PLUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
<u>EXISTING MTFP PLUSES</u>							
<u>SAFEGUARDING & FAMILY SUPPORT</u> Early Intervention & Prevention (EIP)	Original EIP add back		5,900				5,900
<u>NEW PLUSES</u> Directorate Wide	Further Service Pressures		7,000				7,000
TOTAL PLUSES FOR CHILDREN'S DIRECTORATE			12,900	0	0	0	12,900

Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Early years Special Educational Needs (SEND) Support (including Access Fund)
Headline Proposal	Review and reduce service.
Reference	EX CH1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(592)			
Cumulative Savings	(592)	(592)	(592)	(592)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	10			

Description of Savings Proposal (Including interdependencies and risk)
<p>A number of options are being considered but further work is needed with this service to risk manage the savings plan.</p> <p>The Access Fund is bigger than the budget allocated given that there has been a growth in take up of places by children with SEND.</p> <p>This is being supported at present by managing staff vacancies.</p> <p>Risks include</p> <ul style="list-style-type: none"> • Demand led pressures – Central Government proposals to increase free early education from 15 hours per week to 30 hours from 2017 – includes children with complex SEND • Financial risks – higher level of Education, Health and Care Plans requested requiring high levels of additional funding on entry into school. Risk of challenge under Disability Discrimination Tribunals. • Outcomes for vulnerable children: reduced as a result of lower access to targeted interventions addressing areas of special educational need leading to costly support later on and increase in gap between non SEND peers • Possible increased pressure on family support services and specialist learning support services at a later date.

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>Decommissioning or significantly shrinking this service may negatively affect both Early Intervention and Prevention and Children’s Outcomes.</p> <p>Work needs to be undertaken within the service to risk manage the service plan and target higher needs interventions.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Mandy Cameron
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young people
Service Area	Learning and Skills, Direct Delivery of Daycare
Headline Proposal	Removal of Council subsidies for remaining day nurseries and Daycare on maintained school sites and implementation of an open, transparent childcare market management framework.
Reference	EX CH3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(131)			
Cumulative Savings	(131)	(131)	(131)	(131)
Budget after Savings (Controllable Budget)	(2)	(2)	(2)	(2)
FTE Reduction	23			

Description of Savings Proposal (Including interdependencies and risk)
<p>The savings are reliant on the closure of Tiddlywinks Daycare by 31st March 2017 and the successful negotiated transfer of Little Jacks nursery to Moorend Academy Trust.</p> <p>All risks associated with Tiddlywinks closure have been/are being mitigated. Closure is expected on schedule.</p> <p>Risks and Interdependencies associated with transfer of Little Jacks nursery specifically relate to the development of a financially sustainable model which presents a manageable risk to Moorend Academy Trust.</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>Little Jacks mitigation: A sustainable business model may require some transitional funding over a period of time yet to be negotiated.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Lancaster
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support, Youth Offending Team(YOT)
Headline Proposal	Service Efficiencies
Reference	EX CH4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(60)			
Cumulative Savings	(60)	(60)	(60)	(60)
Budget after Savings (Controllable Budget)	766	766	766	766
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)
<p>The saving of £60K will be made .A number of options have been identified but which one (or more) will be taken will depend on the implementation of the Taylor Report. It is impossible to anticipate at this stage whether the implementation of Taylor’s recommendations will result in radical change or no change at all .Central to this is the future of the Youth Justice Board and their budget, which accounts for approximately 30% of the YOT’s budget.</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	Richard Ian Smith
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Directorate	Children and Young People
Service Area	Safeguarding and Family Support, Young People's Service
Headline Proposal	Review
Reference	EX CH5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(4,410)			
Cumulative Savings	(4,410)	(4,410)	(4,410)	(4,410)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	120			

Description of Savings Proposal (Including interdependencies and risk)

Proposal is to transform the service to a new delivery model for Early Help as part of Early Intervention and Prevention (EIP).

This function will become part of the Targeted offer and will be funded through EIP theme add back

An implementation timeline with high level activities to transition to new model, functions and roles has been developed.

There is a risk that expected savings could be delayed due to extended implementation timescales.

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

Positive impact/contribution to Early Intervention and Prevention and Children's Outcomes as well as Joint Health and Wellbeing and Kirklees Economic Strategies.

Mitigating actions are being implemented. These include but are not limited to;

- Engagement & consultation events with partners including health, police, Voluntary, community and social enterprise, Independent sector, schools, Locala, Kirklees Neighbourhood Housing
- Councillor and MP's – including reporting to Overview Scrutiny Management Committee and Health Scrutiny Committee
- Staff members – regular staff briefings and updates
- Trade union engagement
- General public – these have been in the form of booklet and surveys, public information meetings, focus groups, support groups
- Engagement with partnership boards
- Engagement via digital methods online information, involve, social media i.e. twitter, Facebook
- Links with key council programmes Health Child Programme re commission and Schools as Community hubs programme

Mitigation plans also include requesting 'transitional' funding for April/May to support the transition arrangements (moving the service from the current to the new model).

Does this proposal require an Equality Impact Assessment?

YES

Will this proposal require a Specific Service Consultation

YES

Accountable Head of Service

Roger Clayphan

Directorate	Children and Young People
Service Area	Safeguarding and Family Support, Early Intervention and Targeted Support
Headline Proposal	Review
Reference	EX CH6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(8,727)			
Cumulative Savings	(8,727)	(8,727)	(8,727)	(8,727)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	199			

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposal is to transform the service to a new delivery model for Early Help as part of Early Intervention and Prevention (EIP).</p> <p>This function will become part of the Targeted offer and will be funded through EIP theme add back.</p> <p>An implementation timeline with high level activities to transition to new model, functions and roles has been developed.</p> <p>There is a risk that expected savings will be late.</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>Positive impact/contribution to Early Intervention and Prevention and Children's Outcomes as well as Joint Health and Wellbeing and Kirklees Economic Strategies.</p> <p>Mitigating actions are being implemented. These include but not limited to:</p> <ul style="list-style-type: none"> • Engagement & consultation events with partners including health, police, Voluntary, community and social enterprise, Independent sector, schools, Locala, Kirklees Neighbourhood Housing • Councillor and MP's – including reporting to Overview Scrutiny Management Committee and Health Scrutiny Committee • Staff members – regular staff briefings and updates • Trade union engagement • General public – these have been in the form of booklet and surveys, public information meetings, focus groups, support groups • Engagement with partnership boards • Engagement via digital methods online information, involve, social media i.e. twitter, Facebook • Links with key council programmes Health Child Programme re commission and Schools as Community hubs programme

Mitigation plans also include requesting 'transitional' funding for April/May to support the transition arrangements (moving the service from the current to the new model).

Does this proposal require an Equality Impact Assessment?

YES

Will this proposal require a Specific Service Consultation

YES

Accountable Head of Service

Roger Clayphan

Kirklees Council Budget Template for 2017/18

Directorate	Adults and Children and Young People
Service Area	Access & Information, Gateway to Care
Headline Proposal	Review
Reference	EX CH7 & EX AD3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(196)			
Cumulative Savings	(196)	(196)	(196)	(196)
Budget after Savings (Controllable Budget)	1,206	1,206	1,206	1,206
FTE Reduction	7			

Description of Savings Proposal (Including interdependencies and risk)
<p>Plans under development, some key work streams are progressing. Single Point of Access work ongoing; trialling new ways of working to reduce handoffs and reducing demand, increasing call rates, Interdependencies with adult pathway redesign and corporate front door and information and advice transformation A number of vacant posts have been removed from the budget.</p> <p>Positive opportunities around reducing handoffs, referrals, reductions in failure demand through right first time at first point of contact, improvements to customer service and customer perspective on how easy it is to find information and advice, No/negligible negative risks.</p> <p>Most of the savings are Adult related but there is a saving in the Childrens and Young People budget relating to this.</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>Positive impact/contribution to Early Intervention and Prevention outcome 'people find it easy to get the right information, advice and support.' Benefit of reduced demand/referral into service may be seen by aligning to the community plus/universal offers and helping people look to own and community networks for support Pathway and process improvements links to corporate front door and information and advice improvement work – will deliver a coherent and consistent approach across phone and web access channels.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support, Children with Disability – Young Peoples Activity Team (YPAT)
Headline Proposal	Review
Reference	EX CH8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(581)			
Cumulative Savings	(581)	(581)	(581)	(581)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	19			

Description of Savings Proposal (Including interdependencies and risk)
<p>Work is underway to reduce/ redesign the YPAT service. Further market shaping and partnership development work is required and this will take some time. Retaining and redesigning elements of the service, at this time, ensures a continued offer for those with the greatest and eligible need.</p> <p>Proposals will include costed model options for the future offer, along with proposals/options for consideration to deliver any expected shortfall in savings.</p> <p>It should be noted that not all current users have eligible needs.</p> <p>There is a risk 2017/18 savings not met in full. There is risk that shifting any shortfall in expected savings will lead to pressure in other service areas. Any proposed changes to services may affect service users, families & carers. There is a potential for Legal challenge, if suitable alternatives are not sourced. It is therefore critical to ensure that market shaping work is undertaken as a priority. Any reduction in the services will impact on staffing</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	
Cabinet approval regarding approach and options identified as needed. Any potential impact on service outcomes and mitigating actions will be considered in due course	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Michelle Cross
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Commissioning (Children), Other Commissioning Infrastructure
Headline Proposal	Efficiencies in commissioning (joint saving with Adults)
Reference	EX CH9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(75)			
Cumulative Savings	(75)	(75)	(75)	(75)
Budget after Savings (Controllable Budget)	639	639	639	639
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)
Identify savings through the review of allocated staffing and non-staffing resources currently available within the Commissioning Service.

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 identification of savings will take place alongside the re-alignment of the Councils Senior Leadership Team	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Margaret Watt
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Statutory Responsibility for the Education system
Headline Proposal	Bring vacancies forward, not replacing roles & commissioning tasks
Reference	NEW CH1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(400)		(50)	
Cumulative Savings	(400)	(400)	(450)	(450)
Budget after Savings (Controllable Budget)	1,159	1,159	1,109	1,109
FTE Reduction	10		1.0	

Description of Savings Proposal (Including interdependencies and risk)

Strategic context for the following budget templates - EX CH 1, EX CH2, EX CH3, NEW CH1, NEW CH2, NEW CH4, NEW CH19, NEW CH20, NEW CH21, NEW CH22, NEW CH24, NEW CH25

As part of the revenue settlement there was an announcement in relation to the Education Services Grant (ESG) this resulted in a reduction of £4.7m and the expectation that the Dedicated Schools Grant (DSG) would fund statutory and mandatory local education functions up to £1m. This funding changes takes place over 2 financial years and supported by an additional Improvement Grant of £0.25m in 2017-18 and £0.4m in 2018-19 resulting in a net reduction in funding of £2.1m in 2017-18 and £3.3m in 2018-19. However there has been no change in terms of the nature of the statutory and mandatory local education functions to be performed. The Council is required to report on the total costs associated with these activities and at this point in time the costs of these functions have not been quantified. Following this exercise the Council will need to review the extent to which these services are funded in collaboration with the education leadership.

As a result of this fundamental changing financial landscape the above budget templates will need to be reviewed and considered.

Detail narrative for budget template CH1:

Savings proposed build on some early savings made in 2016/17 alongside those for 2017/18. It is proposed the current vacancies, and those arising, will not be filled without consideration of the use of associate staff to ensure statutory duties are fulfilled. In addition current secondments in the service that which will end in April 2017.

Key duties will continue to be delivered through a combination of the development of the Associate Framework, and transfer of resources from Curriculum to Strategic activities.

Loss of key staff if not managed may impact on the Council SLA contribution and also the potential of the Service to generate income in the future.

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 savings above have been enabled by the development of the Associate Framework and targeted use of associate members for key pieces of work. This has minimised employment costs and ensured we secure precisely the right skills, for the right jobs, at the right times and for right duration.

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

Accountable Head of Service	Liz Singleton
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Strategic Leadership & Intervention
Headline Proposal	Digital by design – service transformation
Reference	NEW CH2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(150)		
Cumulative Savings		(150)	(150)	(150)
Budget after Savings (Controllable Budget)	1,159	1,009	959	959
FTE Reduction		5.2		

Description of Savings Proposal (Including interdependencies and risk)
<p>The introduction of new IT back office systems is transforming the way in which Learning and Skills gather, utilise and communicate business intelligence. These changes have been introduced in line with the Council's 'digital by design' approach.</p> <p>Examples include NEXUS for school, training registration, SAP (councils business system), and learning provider data and online admissions.</p> <p>The budget after savings shown here takes account of savings on separate templates.</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 of the development of a 'schools-led' learning partnership would ensure functions relating to staff training and development could move to a company model and the staff transferring with them would be funded through service provision</p>	
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
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Directorate	Children and Young People
Service Area	Learning and Skills, Early years quality improvement workforce & sufficiency
Headline Proposal	Review support to early learning (sufficiency & development)
Reference	NEW CH3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(419)	(451)	(75)	
Cumulative Savings	(419)	(870)	(945)	(945)
Budget after Savings (Controllable Budget)	526	75	0	0
FTE Reduction	11	11	2	

Description of Savings Proposal (Including interdependencies and risk)

Context:

The Childcare Act 2006 places a number of duties on the local authority in relation to well-being of young children and must:

- (a) improve the well-being of young children(children under 5) in their area, and
- (b) reduce inequalities between young children in their area.

The local authority must make arrangements to secure early childhood services (for children 0-5) and ensure they are provided in an integrated manner which is calculated to—

- (a) facilitate access to those services, and
- (b) maximise the benefit of those services to parents, prospective parents and young children.

The local authority must, so far as is reasonably practicable, ensure that there is sufficient childcare provision to meet the needs of working parents with children. (0-14 or up to age 18 for children with disabilities.)

Key points:

- All 3 and 4 year olds and some (vulnerable and disadvantaged) 2 year olds are entitled to 15 hours a week free early education.
- From September 2017, 3 & 4 year olds whose parents work will be entitled to an extra 15 hours of free childcare.
- In Kirklees, some early education/childcare in Kirklees is delivered through schools but the majority of provision is delivered through private and voluntary sector.
- Funding for this statutory offer comes to the council through the Dedicated Schools Grant (DSG).
- The council is required only to fund places in provision judged 'good' or 'outstanding' by Ofsted;
- If a parent wants their child to take up their early education place at a provider 'less than good' the provider can be funded if they are willing to accept local authority requirements for improvement.
- Childcare for school aged children is paid for by parental fees/childcare tax credits/childcare vouchers.

Examples of Early Learning and Childcare Team Functions:

- Produces a Kirklees childcare sufficiency plan and undertakes any market activity to secure sufficient childcare.
- Intervenes to support children and parents when the market fails - e.g. closure of local day nursery/playgroup.
- Administers the Early Education Funding to childcare providers in the area, undertaking any checks and audits.
- Supports vulnerable children/parents to take up their free entitlement to early education.
- Provides advice/support/guidance for new & prospective childcare providers e.g.
 - Business & sustainability planning
 - Ofsted requirements including safeguarding
 - Challenge and support for quality improvement

Savings Proposal:

Savings are likely to prompt a service review and a reduction of staff.

RISKS & INTERDEPENDENCIES

The activity to support delivery of statutory duties relating to early years /childcare will be significantly affected. The key risk is a reduced availability of good quality early learning and a childcare places at a time of expansion of free entitlement though the market is becoming more established and mature.

Any consequent reduction in the availability of good or outstanding early learning and childcare provision is likely to have the following negative impact.

Children:

- Reduced opportunities to access their entitlement to good quality provision.
- lower levels of school readiness
- unidentified additional needs
- wider gap in achievement between disadvantaged and the rest.
- lower level of educational achievement
- limited opportunities for employment.

Parents/Families

- reduced availability of good quality childcare may mean they are unable to take up work.

Services

- Without identification and intervention of issues that arise in the early years there is likely to be greater demand for specialist health and social care services once children start school (e.g. speech and language)
- a shift from prevention and early intervention to late specialist intervention is likely to be more costly in the long term

Local economy

- Failure of SME childcare business
- Reduction in economic prosperity in the area.

*The term school readiness refers to the field within Early Childhood Education that prepares children, young children (under 5), to participate in and derive maximum benefit from entry to school and lays the foundation for continuous success in school and later life. Access to high quality early education addresses language development, cognitive skills, general knowledge, approaches to learning, and social and emotional skills.

In recent times the Early Learning and Childcare Budget has supported other activities and as a consequence of this budget saving proposal there will be a loss of funding in the following service areas:

- Strategic leadership of the Learning and Skills service (see separate savings proposal)
- Virtual school for Looked After Children
- Schools as Community Hubs.

Virtual School for Looked after Children

Each local authority must have a virtual school with a designated headteacher to secure positive learning outcomes for vulnerable looked after children. Looked after children have an entitlement to a free early education place from the age of 2 and it is vitally important that they are championed and that they get the right learning opportunities. A reduction in the early learning and childcare budget means that this activity can no longer be funded.

There is a statutory duty for the VS to work with pre-school children and we are in the process of extending our age range in order to be compliant. The removal of this post will mean that we are not compliant consequently this will be considered alongside the strategic review of statutory and mandatory and available funding.

Schools as Community Hubs

The council's proposal for area/locality based Early Help Hubs relies on partners to secure a strong rich, community offer. Schools are a critical partner in terms of the offer for children and families. The council resource has been supporting schools to strengthen and further develop their existing partnerships and to ensure alignment of the councils emerging model for Early Help. A reduction in this budget means that relationships will need to be developed on the basis of shared learning through the pilots and the wider localities offer.

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

Potential impact on service/childrens outcomes:

- Reducing the opportunities to secure the best start in life for children is likely to impact negatively on life chances.
- There is strong evidence that children struggling at school are likely to fall behind their peers not only in terms of educational achievement but also in terms of social, emotional, physical, and cognitive development and are likely to place greater demands on health and social care services.
- Virtual School LAC – no champion for learning outcomes for young children under 5.
- Schools and Community Hubs – no strategic partnership or integration between the council and schools in delivering EIP.

This will be considered alongside the strategic review of statutory and mandatory and available funding as outlined in budget template CH1.

Mitigating actions proposed:

Delivery of Statutory Early Learning & Childcare Duties

- The Childcare Act 2006 includes a number of duties as described above but it also describes the statutory duties which relate to children's centres.
- 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.

- 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.
- This will require some initial council resource 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.
- It will therefore be critical to align, integrate this the work into the councils work to deliver Early Help and consideration given to what resources can be shared to support delivery of these statutory duties.

Virtual School - Pre-school Looked After Children

- Consideration will need to be given to the future age range of the Virtual School.

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

Accountable Head of Service	Carol Lancaster
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills
Headline Proposal	Creation of a formal local learning partnership incorporating a potential 'schools-led' company and / or increased commercialisation.
Reference	NEW CH4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(150)	(250)	
Cumulative Savings		(150)	(400)	(400)
Budget after Savings (Controllable Budget)	26	(124)	(374)	(374)
FTE Reduction		-	-	-

Description of Savings Proposal (Including interdependencies and risk)

Early discussions have been taking place with Executive Team (with a discussion programmed in with Learning Management Team) about the potential for schools and learning settings to explore the development of a formal partnership for the district. One strand of the formal partnership is the opportunity to create a commercial offer. The savings proposed here reflect that the initial 'core business' of that commercial offer would be to transfer any of the 'improvement' function (early learning and schools) so that it is fully schools and settings led in line with government expectations.

If these functions do not transfer, then there would be an opportunity (in the interim) to move any activity on to the 'Associate Framework' (i.e. staff would not be continued to be employed by the Local Authority (LA) but instead would accept work on a commissioned basis, schools and setting being the commissioner).

Risks and Interdependencies

1. Any transfer of staff would require the TUPE, Transfer Undertaking of Public Employees process.
2. It should be noted that there is no formal agreement in place as yet to establish the formal partnership, therefore, to achieve the proposed savings would need to either be via redundancy or TUPE transfer.
3. It should be noted that whilst the costs for any staff employed by the Local Authority would be saved, the opportunity to trade and generate surplus is lost.

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?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Jo-Anne Sanders
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Assessment & Care Management
Headline Proposal	Skill mix (reduction in Non Qualified Staff)
Reference	NEW CH5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(300)			
Cumulative Savings	(300)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)	627	627	627	627
FTE Reduction	10			

Description of Savings Proposal (Including interdependencies and risk)
<p>These posts will form part of the savings around the new Early and Intervention model.</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Recruitment and retention of employees • Risks: <ul style="list-style-type: none"> • Volume growth of Looked After Children and Care Leavers – council required to fulfil statutory functions • Inability to recruit and retain employees <p>The budget after savings shown lies in several budget lines but the savings in this template are shown against one budget line and will be reallocated to other budget lines as appropriate once detailed proposals have been finalised.</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	
Unable to fulfil statutory functions	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Catherine Harrison
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Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Assessment & Care Management
Headline Proposal	Level of business support
Reference	NEW CH6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(366)			
Cumulative Savings	(366)	(366)	(366)	(366)
Budget after Savings (Controllable Budget)	1,115	1,115	145	145
FTE Reduction	15			

Description of Savings Proposal (Including interdependencies and risk)

The service plans to reduce the number of Business Support posts by 15fte in 2017/2018. This will be achieved by not recruiting to vacant posts. Consideration will also be given to a reduction in the use of temp direct to cover for maternity leave or long term sickness.

Longer term there will be additional reductions in business support associate with the introduction of the new IT system.

Interdependencies:

- Reduction in management and social worker reliance on business support
- Reduction in sickness amongst business support staff
- Reduction in volumes of referrals/cases requiring social work intervention and associated business support activity
- Implementation of the new IT system within specified timescale
- Training for staff to be more self-reliant/computer literate

Risks:

- Managers/Social Workers are not self-reliant and remain dependent on business support staff
- High sickness levels/maternity leave amongst remaining business support staff
- Implementation of the new IT system within specified timescale is not achieved

The budget after savings shown lies in several budget lines but the savings in this template are shown against one budget line and will be reallocated to other budget lines as appropriate once detailed proposals have been finalised.

The budget after savings shown also take account of savings on separate templates

<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>Business support functions fall to Managers/Social Workers who already spend significant time undertaking administrative functions reducing the direct time spent with children and young people. Potential for delay => none compliance of statutory duties.</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>
<p>Accountable Head of Service</p>	<p>Lorraine Wood</p>

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Assessment & Care Management
Headline Proposal	Review of step up/step down process
Reference	NEW CH8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(418)		
Cumulative Savings		(418)	(418)	(418)
Budget after Savings (Controllable Budget)	9,221	8,479	8,479	8,479
FTE Reduction		10		

Description of Savings Proposal (Including interdependencies and risk)
<p>It is envisaged that services provided by Early Intervention and Prevention will enable us to reduce the volume of child in need cases by 10%. This equates to approximately 125 cases. In anticipation we are reducing social work delivery we can reduce the social work establishment by 1 social work Team (equivalent of 1 Team Manager & 9 Social Workers)</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Delivery of effective Early Intervention and Prevention • Reduction in volumes of referrals/cases requiring statutory intervention <p>Risks:</p> <ul style="list-style-type: none"> • Early Intervention and Prevention does not work • There is no reduction in volumes/cases requiring statutory intervention • Changes in government legislation, statutory guidance and regulations <p>The budget after savings shown lies in several budget lines but the savings in this template are shown against one budget line and will be re allocated to other budget lines as appropriate once detailed proposals have been finalised.</p> <p>The budget after savings shown also take account of savings on separate templates.</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 need for the staffing resources linked to volumes, changes in government legislation and statutory duties.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Carly Speechley

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services
Headline Proposal	Reduction in reliance of agency staff
Reference	NEW CH9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(324)		
Cumulative Savings		(324)	(324)	(324)
Budget after Savings (Controllable Budget)	9,221	8,479	8,479	8,479
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

There is a plan in place to significantly reduce the current existing reliance on agency staff in the latter part of 2016/17 and in 2017/2018.

This saving can be achieved by undertaking a full review of the workforce, determining sustainable structures and addressing shortfall in base budgets. In addition, reviewing existing agency posts and having clear exit strategies for agency staff in line with recruitment, service developments and reducing sickness levels across the service.

Interdependencies:

- recruitment and retention strategy
- Workforce development strategy
- Attendance management

Risks:

- Inability to recruit and retain staff
- Inability to reduce sickness absence of staff
- Volume growth of referrals/assessments/looked after children which impact on staffing level needs

The budget after savings shown lies in several budget lines but the savings in this template are shown against one budget line and will be reallocated to other budget lines as appropriate once detailed proposals have been finalised.

The budget after savings shown also take account of savings on separate templates.

<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>A significant reduction of agency staff should be achievable but is linked to the full review of the workforce, determining sustainable structures and addressing shortfall in base budgets. In addition, reviewing existing agency posts and having clear exit strategies for agency staff in line with recruitment, service developments and reducing sickness levels across the service.</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>
<p>Accountable Head of Service</p>	<p>Catherine Harrison</p>

Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Other
Headline Proposal	IT efficiencies
Reference	NEW CH10

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings			(970)	
Cumulative Savings			(970)	(970)
Budget after Savings (Controllable Budget)	1,115	1,115	145	145
FTE Reduction			40	

Description of Savings Proposal (Including interdependencies and risk)

Implementation of a new Children's Social Care IT system to support and enable more efficient delivery of services.

Interdependencies:

- Workforce Development Strategy/Plan
- Service Restructure
- Recruitment and Retention Strategy/Plan
- Early Intervention and Prevention

Risks:

- System Configuration
- System Test
- Increase in Referrals, Caseloads and Looked after Children
- Churn of Social Work staff
- Staff 'buy in' to new system
- No reduction in Business Support activity

The budget after savings shown lies in several budget lines but the savings in the template are shown against one budget line and will be reallocated to other budget lines as appropriate once detailed proposals have been finalised.

The budget after savings also take account of savings on separate templates.

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

Implementation may have an impact on staff time to attend training to use the new system, given they are already on a development journey for 'back to basics' and 'risk sensible'. IT

<p>project Plan to be integrated with Workforce Development plan to ensure effective planning of resources. Requirement to backfill whilst staff on training due to Service being on an improvement plan.</p> <p>More effective service delivery to children, young people and families, through better recording by frontline staff ensuring that relevant management information and intelligence is reported.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Other
Headline Proposal	Redesign Placement Service
Reference	NEW CH11

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)	(50)	(50)	
Cumulative Savings	(50)	(100)	(150)	(150)
Budget after Savings (Controllable Budget)	1,263	1,213	1,163	1,163
FTE Reduction	2	2	2	

Description of Savings Proposal (Including interdependencies and risk)
<p>Currently the placement finding service is staffed with social workers, with no commissioning or contract experience, moving forward this will become a brokerage service, with contract and relationship management experience to negotiate and manage providers to get 'best value'.</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> ● Fostering Service Redesign ● Effective permanency and care plans ● Referral Form ● IT configuration and Liquid Logic integrating with the Councils business system (SAP) <p>Risks:</p> <ul style="list-style-type: none"> ● Transition from current service to 'new' ● Recruitment of staff with brokerage skills ● Ineffective permanency and care plans ● Liquid Logic not integrating fully with SAP

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	
Potential delay in placing children and young people or incorrect matches for children and young people during transition – need to run both current and 'new' for at least 4 weeks.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Placement Budget
Headline Proposal	Increase of fostering placements
Reference	NEW CH12

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(353)	(444)	(444)	(444)
Cumulative Savings	(353)	(797)	(1,241)	(1,685)
Budget after Savings (Controllable Budget)	4,789	4,345	3,901	3,457
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Recruit more Kirklees Council Foster Carers and work with existing Foster Carers to increase number of placements (e.g. build extensions).</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Kirklees Fostering Network • Pillars of Parenting <p>Risks:</p> <ul style="list-style-type: none"> • Recruitment and Marketing strategy not effective • Retirement of current Foster Carers • Retention of current Foster Carers ensuring they do not move to Independent Agencies e.g. Golden 'Hello' • Ineffective placement support (e.g. no therapeutic intervention available) • Pillars of Parenting not 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	
<p>More children and young people placed in Kirklees, which also cuts down on the need for staff (Social Workers, Independent Reviewing Officers and Personal Advisors) to travel significant distances.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Placement Budget
Headline Proposal	Decrease in length of pre adoption placements
Reference	NEW CH13

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	5,001	5,001	5,001	5,001
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduce the length of time of children waiting for Adoption.</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Care Planning • Regionalisation of Adoption <p>Risks:</p> <ul style="list-style-type: none"> • Ineffective Care plans • Ineffective matching and increased waiting times with the introduction of a Regional Adoption Agency.

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>Kirklees Children not effectively matched and increased waiting times, this is mitigated by Regional Adoption Agency staff being collocated locally with other children's services teams. Effective relationship management with the Regional Adoption Agency.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Placement Budget
Headline Proposal	Super Foster carers
Reference	NEW CH14

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(210)	(210)	(210)	
Cumulative Savings	(210)	(420)	(630)	(630)
Budget after Savings (Controllable Budget)	4,965	3,081	1,831	791
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Upskill current and new Foster Carers to provide placements for complex children and young people, so these children do not have to go in expensive residential placements.</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Kirklees Fostering Network • Pillars of Parenting • Skills training <p>Risks:</p> <ul style="list-style-type: none"> • Recruitment and Marketing strategy not effective • Foster Carer 'buy in' – willing candidates • Retention of current Foster Carers ensuring they do not move to Independent Agencies e.g. Golden 'Hello' • Ineffective placement support (e.g. no therapeutic intervention available) • Pillars of Parenting not implemented <p>Note: The budget after savings shown takes account of savings on separate templates.</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>More children and young people placed in Kirklees, which also cuts down on the need for staff (Social Workers, Independent Reviewing Officers and Personal Advisors) to travel significant distance.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Other
Headline Proposal	Reduced use of transport
Reference	NEW CH15

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)			
Cumulative Savings	(50)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	429	429	429	429
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>A review of home to school transport costs for Looked After Children is being undertaken and it is envisaged some efficiencies can be made.</p> <p>Interdependencies:</p> <p>Volume of Looked After Children Travel needs of those Children</p> <p>Risks: Anticipated efficiencies are not achievable</p> <p>Note: The budget after savings is included in the Fostering service (including recruitment) line in the summary.</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	
Should be no material impact	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lorraine Wood
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Other
Headline Proposal	Review of Contact Team
Reference	NEW CH16

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)	(50)	(50)	
Cumulative Savings	(50)	(100)	(150)	(150)
Budget after Savings (Controllable Budget)	1,094	1,044	994	994
FTE Reduction	2	2	2	

Description of Savings Proposal (Including interdependencies and risk)
<p>The Contact Team is subject to a review and it is envisaged that some savings will be made as a result of smarter ways of working and potential reduction in staffing levels</p> <p>Interdependencies:</p> <ul style="list-style-type: none"> • Volume of Looked After Children/Young People • Volume of care proceedings • Court determination of the level of contact per child <p>Risk:</p> <ul style="list-style-type: none"> • Reduce availability of contact officers leads to Social Workers undertake task (at a higher cost) • Increased volume of care proceedings/LAC and court determination of contact levels puts additional pressure on the service

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 Contact Team is subject to review and the outcome/recommendations are not known. Once they are it will be easier to determine the impact on the service and any mitigation required.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Julie Mepham
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Placement Budget
Headline Proposal	Review of High Cost Placements
Reference	NEW CH17

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(520)	(780)	(1,040)	(1,040)
Cumulative Savings	(520)	(1,300)	(2,340)	(3,380)
Budget after Savings (Controllable Budget)	4,965	3,081	1,831	791
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)

Review all high cost placements to identify where children and young people can move in to in-house provision. Review all packages of care to ensure they are still meeting 'need', ensure partners are making appropriate contributions to the cost of the care packages.

All children and young people identified are being taken through the care planning and commissioning process e.g. each case is being brought before Permanence Panel and Enhanced Commissioning Panel.

A task & finish group has being set up to ensure where children are placed out of area they are achieving 'best' outcomes.

Interdependencies:

- Effective Care planning
- Recruitment and Retention of in-house Foster Carers
- Manage existing provision more effectively e.g. Residential
- Implementation of 16+ pathway
- Intake of Unaccompanied Asylum Seeking Children

Risks:

- Care planning
- Foster Carer recruitment targets are not met
- More children and young people presenting with very complex needs that require high cost placements
- In house accommodation capacity levels reduce due to the enhanced "matching procedure" and impact assessments
- Reduction in Health and Education funding

The budget after savings takes account of savings on separate templates.

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

More children and young people placed in Kirklees, which also cuts down on the need for staff (Social Workers, Independent Review Officers and Personal Advisors) to travel significant distances.

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

Accountable Head of Service	Lorraine Wood
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Directorate	Children and Young People
Service Area	Safeguarding and Family Support Services, Placement Budget
Headline Proposal	Remodelling the Looked After Children's Accommodation offer
Reference	NEW CH18

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(894)		
Cumulative Savings	0	(894)	(894)	(894)
Budget after Savings (Controllable Budget)	4,965	3,081	1,831	791
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)

Work with the 'market' to block purchase placements, make efficiencies within the placement team and Contact service.

Interdependencies:

- Market want to offer 'block' contracts
- Review of placement team and contact service
- White Rose Framework

Risks:

- Anticipated price reduction does not materialise through 'block' purchasing
- Need of children and young people means placement 'type' changes so cannot be block purchased
- Volatility in provider market at the moment
- White Rose Framework
- Unaccompanied Asylum Seeking Children

The budget after savings takes account of savings on separate templates

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 use of 'high' cost placements and potentially more children placed out of area.

Does this proposal require an Equality Impact Assessment?

NO

Will this proposal require a Specific Service Consultation

NO

Accountable Head of Service

Lorraine Wood

Kirklees Council Budget Template for 2017/18

Directorate	Children's and Young People
Service Area	Learning & Skills
Headline Proposal	Review of statutory responsibilities
Reference	NEW CH19

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(250)	(150)		
Cumulative Savings	(250)	(400)	(400)	(400)
Budget after Savings (Controllable Budget)	809	409	359	359
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Existing Education Services Grant (ESG) will cease completely in its current form from 2017-18 onwards. Replacing this, in part, is a new £50m national School Improvement Grant to Councils to cover monitoring and commissioning of school improvement and intervention in failing schools. This commences in September 2017. The Council's share in 2017-18 will be approximately £250k with an annual share thereafter of £400k and will sit within the Learning and Skills budget.
The budget after savings takes account of savings on separate templates

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

Accountable Head of Service	Jo-Anne Saunders
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Schools Organisation & Planning & School Admissions
Headline Proposal	Reduce support to Schools Organisation & Planning & School Admissions
Reference	NEW CH20

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(228)	(302)		
Cumulative Savings	(228)	(530)	(530)	(530)
Budget after Savings (Controllable Budget)	302	0	0	0
Est. Reduction in FTE's	0	2.0		

Description of Savings Proposal (Including interdependencies and risk)

This activity relates to the organisation, sufficiency of and admission to school places. This also supports council wide activity for the reorganisation of maintained schools, closures, opening of new Free schools, expansions and changes of category of schools, for example when schools convert to become academies.

As stipulated in various legislation;

- Academies Act 2010,
- The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013
- The School Organisation (Establishment and Discontinuance of Schools) (England) Regulations 2013
- The School and Early Years Finance (England) Regulations 2015
- School Admissions Code 2014
- School Admissions Appeal Code 2012
- School Standards and Framework Act 1998
- Education and Inspections Act 2006

There are statutory and regulatory functions that the LA is required to carry out for individual children (Admissions), for schools (both maintained and academies) and the whole system (securing sufficient high quality places).

Duties relating to Admissions and School Organisation, which in the main relates to the staffing required to operate such functions are largely funded by centrally retaining part of the Dedicated Schools Grant in line with The School and Early Years Finance (England) Regulations 2015 extracts below.

SCHEDULE 2 Regulations 6 and 8

CLASSES OR DESCRIPTIONS OF PLANNED EXPENDITURE PRESCRIBED FOR THE PURPOSES OF THE SCHOOLS BUDGET OF A LOCAL AUTHORITY WHICH MAY BE DEDUCTED FROM IT TO DETERMINE THE INDIVIDUAL SCHOOLS BUDGET

PART 1 -Central Services

1. Expenditure on the operation of the system of admissions of pupils to schools (including

expenditure incurred in carrying out consultations under section 88C(2) of the 1998 Act(b)) and in relation to appeals.

SCHEDULE 1 Regulation 4

CLASSES OR DESCRIPTIONS OF PLANNED EXPENDITURE PRESCRIBED FOR THE PURPOSES OF THE NON-SCHOOLS EDUCATION BUDGET OF A LOCAL AUTHORITY

Access to education

10. Expenditure in relation to—

- (a) management of the authority's capital programme including preparation and review of an asset management plan and negotiation and management of private finance transactions;*
(b) planning and managing the supply of school places, including the authority's functions in relation to the establishment, alteration or discontinuance of schools under Part 2 of, and Schedule 2 to, the 2006 Act;

There is also an element of Council budget that funds the activity that the above legislation requires of the Council to undertake to be compliant when schools (including special schools and PRUs) become an academy, change category eg to foundation status or from Voluntary Aided to Voluntary Controlled, where schools amalgamate, become larger, are required to close or where new provision is opened. Activity across the Council is supported by this budget;

- There 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 PPP contract etc.
- There are HR costs in relation to TUPE processes/reorganisation of staffing structures
- There are costs in relation to Finance processes in terms of closing down school budgets and planning new arrangements where schools amalgamate etc.
- There are costs in relation to publication of legal notices and statutory consultation processes including newspaper advertisements, consultation documents etc
- There are Physical Resources and Procurement costs that are required to in order to enable the property transfer/landlord function of the asset in order that legal work can be instructed appropriately
- There are other 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, pensions assessments etc.

The level of activity outlined above is not uniform, and is demand led. For example, school governing bodies can determine a change of category to become an academy, in instances of underperformance the Secretary of State requires a maintained school to become an academy as a route to secure improvement. The LA can lead on school reorganisation proposals where this can improve school performance and/or to commission additional places to meet sufficiency for example expansion of existing schools and the amalgamation of 2 or more schools to create a single organisation.

Removal of the entire Council budget is a significant risk and pressure to the Council as there would be zero funding by 2019 to carry out the activity it is obliged to carry out statutorily in relation to changes to schools, particularly for schools becoming academies.

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 has a major impact for the LA duty to secure sufficient school places, and a reduced capacity for carrying out the strategic planning of such requirement. 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.

The obligations required of the Council to enable the process of academisation for schools subject to an academy order are stipulated in the Academies Act, and to not carry out the required activity would mean the Council would be uncompliant. This would have reputational implications for the Council with the Department for Education.

There would be very little or no opportunity for any Council led reorganisation proposals to amalgamate/expand/close/ or open provision. This would impact on sufficiency duties, and where there are insufficient places it would not be possible to allocate children a reasonable offer of a school place. In turn, this could see increased costs/demand for admission appeals/school transport help and/or lower attendance/Children Missing Education across schools in the LA.

Further dialogue with schools about contributing some additional funding for some of this activity as mitigation is possible, however, the requirements that the Council is obligated to carry out regarding academisation in particular, is unlikely to be supported.

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
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Attendance & Pupil Support
Headline Proposal	Reduce support to Attendance & Pupil Support – fully trade non-statutory activity
Reference	NEW CH21

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(145)			
Cumulative Savings	(145)	(145)	(145)	(145)
Budget after Savings (Controllable Budget)	602	602	602	602
Est. Reduction in FTE's	4.0			

Description of Savings Proposal (Including interdependencies and risk)
<p>The saving equates to approximately 4 Attendance and Pupil Support Officer posts (APSO post = £35400).</p> <p>4 posts are being removed from the staffing structure, including the removal of the Attendance Manager post.</p> <p>The non-statutory part of the Attendance Team already generates income, however this has fallen during 2016 and is likely to fall again once prices increase and schools employ their own staff. There is an APSO deployed to the Multi-Agency Safeguarding Hub as the education representative and this continues to be required.</p> <p>In addition, five posts are funded through Stronger Families. This is currently under review as decisions are being made about the work of Early Help Hubs, but these posts may be taken out of the Attendance Team.</p> <p>Savings would come from the non-statutory arm of the service and this would lead to a weaker picture of attendance across our schools and academies. Given that children and young people who do not attend school are at greater risk (CSE, Prevent, gangs, criminal activity, etc.) we will not have a coherent picture of trends and underlying factors.</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 Attendance Team has strong links across other areas of the Council and contributes and adds capacity to a number of strategies – FGM, Human Trafficking and Slavery, No Child out of Sight, Channel, Gangs, etc. Teams and agencies that work within these strategies rely on the Attendance Team for their link with schools and their knowledge of attendance.</p> <p>The development of a Schools' Led Company could include this function and help us to maintain our richer picture of school attendance.</p> <p>We will continue to receive overall attendance data. We have a data sharing agreement with all school the exception of one secondary school.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	Yes

Accountable Head of Service	Mandy Cameron
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Kirklees Council Budget Template for 2017/18

Directorate	Childrens and Young People
Service Area	Learning and Skills, Strategic Leadership & Intervention
Headline Proposal	Review Service
Reference	NEW CH22

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(100)		
Cumulative Savings	(100)	(200)	(200)	(200)
Budget after Savings (Controllable Budget)	1,059	959	909	909
FTE Reduction	3.0	3.0		

Description of Savings Proposal (Including interdependencies and risk)

Additional savings can be achieved by removal of 2 – 3 FTE posts each year, depending on the level and costs associated with them. This will require a review of the Deputy Assistant Director roles, reflecting the needs of New Council and the evolving Head of Service structure.

The service funds some apprentices through this budget. Their training will end this year as will their roles.

Statutory functions relating to school improvement will be further realigned to national expectations and can be part year funded through the 2017/18 National School Improvement Monitoring and Brokerage Grant. This is currently short term funding and will not sustain roles and provision beyond 2018. It should be noted that a significant contribution to strategic work is currently made to the Council by schools via de-delegation. This de-delegation is no longer allowed and Schools Forum are to take a decision in January on the future contribution for next year, this will need to be considered alongside the Council savings.

The additional FTE reductions are not likely to be made from naturally-arising vacancies so will require a redundancy or severance arrangement.

Note: The budget after savings shown takes account of savings on separate templates.

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 removal of posts has the potential to align current structures within Learning and Skills to the newly proposed structure. 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.

The Council currently knows schools well, enabling positive conversations with school leaders as well as 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 understanding; and shared commitment to development of school places to meet the needs of all pupils.

Considerable challenge and support is provided to schools and settings. This has resulted in the high proportion of good and outstanding Kirklees schools. Kirklees schools have improved at a faster rate than those nationally. This strong reputation is a key factor in recruiting high quality teachers and school leaders. It is increasingly difficult to recruit strong leaders and the Council provides support for governors during Headteacher recruitment.

School to school support will increase – but council capacity to support this is currently insufficient overall. In future school to school support, with Teaching Schools, and the identification of sources of strengths and capacity for support from across all schools, will need to be secured through partnership working.

The development of a ‘learning-led partnership’ would ensure ongoing sharing of intelligence about schools, ensure the Council continues to ‘know’ its schools and communicates and support continuity of school improvement whilst capacity builds in schools. However untimely removal of the resource and capacity to enable the development of the partnership with schools will result in the absence of common ground for the building of a future relationship with schools and settings.

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

Accountable Head of Service	Liz Singleton
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Kirklees Council Budget Template for 2017/18

Directorate	Children and Young People
Service Area	Learning and Skills, Attendance & Pupil Support
Headline Proposal	Review
Reference	NEW CH24

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(14)			
Cumulative Savings	(14)	(14)	(14)	(14)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	1.0			

Description of Savings Proposal (Including interdependencies and risk)
<p>The proposal equates to a reduction of one Teaching Assistant. A review of demand across the strands of provision (Autistic Spectrum Disorder, Hearing Impairment, Visual Impairment, Physical Impairment, Speech Language and Communication Needs) will be undertaken to determine where this post may be saved. The provision is currently carrying some vacancies and will be managed through this.</p> <p>There is a risk that we increase pressure on an already pressurised service. The service works with schools to increase their capacity to meet need, and thereby enable the majority of Children and Young People to remain within their local school. Any decrease to service could result in a school being unable to meet need, and an escalation to a more expensive provision. While this would be funded through the High Needs Block, the Council has responsibility for any overspend here.</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 a potential impact on the child's outcomes, particularly if they need a mainstream curriculum.</p> <p>There is a potential impact on the Transport budget if a more specialist solution has to be found in the absence of a local solution.</p> <p>Additional funding could be requested through the High Needs Block, but there are risks attached to this in relation to the Council's responsibility for any overspend</p> <p>We are looking to pilot the working of Specialist Provisions through a community hub in the future and this could lead to greater capacity across the school system in meeting CYP's needs.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Mandy Cameron
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Directorate	Children and Young People
Service Area	Learning and Skills, Psychology Services
Headline Proposal	Review
Reference	NEW CH25

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(64)	(84)		
Cumulative Savings	(64)	(148)	(148)	(148)
Budget after Savings (Controllable Budget)	806	720	720	720
Est. Reduction in FTE's	2	2.5		

Description of Savings Proposal (Including interdependencies and risk)

This saving equates to approximately 4.5 FTEs. Of the remaining team, 3.4 Education Psychologists (EPs) are funded through the team's income generation. There would be significantly less opportunity for income generation under these proposals which would lead to a decrease in early help and a potential acceleration of children & young people (CYP) with Special Educational Needs and Disabilities (SEND) to higher, more expensive levels of support. Opportunities to look at existing systems and processes would be undertaken to seek efficiencies in order to make the reductions required

There is a national issue with the recruitment and retention of EPs and their specialist knowledge. Any reduction in staffing levels would result in those EPs finding alternative employment immediately.

Educational Psychologists hold a number of statutory duties relating to SEND. These duties are held on behalf of the Local Authority for CYP with SEND, and are detailed in the SEND Code of Practice 2015 that relates to the Children and Families Act 2014. Health and Social Care also hold other statutory duties, as do schools and settings.

The Local Authority's statutory duties relate in the main to all Children and Young People with a statutory Education Health and Care Plan (EHCP) and there are currently approximately 2372 CYP in Kirklees who hold such a statutory assessment of need. This number has increased by 25% from a total of 1900 EHCPs in 2014, and have incorporated all CYP from 0 – 25 years since 2014, as opposed to just those of statutory school age (in effect, an additional 13 years of cohorts of children and young people with SEND). In addition, requests for statutory assessments have increased by 62% from 153 in 2014 to 261 in 2017. This reflects the trend across the country.

Code of Practice 9.3: The Local Authority must conduct an assessment of education, health and care needs when it considers that it may be necessary for special education provision to be made for the child or young person in accordance with an Education Health and Care Plan

Sections 5, 6 and 7 of the SEND Code of Practice outline the Local Authority duties in relation to pre-school children, those at school, and those post 16, and make specific reference to the role of the Educational Psychologist. Section 10 outlines the Local Authority's duties to those in 'specific circumstances' including LAC, those leaving care, electively home educated children, those in the youth justice system, those out of area, CME with SEND, international new arrivals with SEND, etc.,

and the same statutory duties apply to all children and young people in Kirklees who require a statutory assessment of their special educational needs at any point in their lives 0 – 25 years.

It is important to set out the functions the service undertakes for children in the area;

- EHCPs – core involvement in statutory assessment, required attendance at annual review, required input as a child’s needs change and provision must be considered. The Local Authority is responsible for the oversight of the EHCP system from statutory assessment to the issuing and upkeep of an EHCP.
- use of EP specialist skills for Workforce Development in relation to Mental Health and language and communication needs.
- specialist support to Early Years and schools as well as Post 16 provisions in order for them to provide for CYP with more complex needs (all elements of this work that are non-statutory are already funded through income-generation activity with schools).
- support at transition for vulnerable children (special circumstances plus those at risk of permanent exclusion). Although this last is not statutory, the costs to the Local Authority are high when a CYP is permanently excluded.
- Key involvement at SEND Tribunals where comprehensive preparation is key to avoid high costs resulting from a decision made.

Further details of the statutory core offer (apart from Tribunal work) can be found on the Kirklees Local Offer on the Council website.

All non-statutory duties are already funded through income generation with schools and other services. There are some exceptions where the EP Service still provides advice and support, e.g. CYP at risk of permanent exclusion, children who are bereaved, critical incidents within the school, e.g. death of a head teacher.

Risks: there are volume risks in relation to the savings. The numbers of CYP requiring and requesting assessments is increasing. Therefore this is demand led and, because of the growing numbers of requests for statutory assessments, the Local Authority may have a challenge in meeting its statutory timescales. These are monitored and challenged by the DfE.

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

If the Local Authority failed in its statutory duty to meet statutory timescales, there would likely be an increase in Tribunal activity which is both expensive and time-consuming for existing staff. Given that the LA would lose such a case, additional resource (agency staff) would be identified to prevent a move to Tribunal.

There is a potential that Kirklees data for meeting statutory timescales would reduce. This currently stands at just above the national average.

The Local Authority could make a request to Schools’ Forum for support from the High Needs Block. This is currently £2.5 million overspent and rising, and the Council has responsibility for any overspend. Recent news about the Funding Formula tells us that we will receive an increase over the next three years to our HN Block, but this will only cover the current overspend and will not be fully in place until 2020. We are working to reduce costs within the HN Block.

Kirklees Council Budget Template for 2017/18

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

Accountable Head of Service	Mandy Cameron
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ADULTS (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Assessment and Care Management													
Assessment and Care Management	10,173	(2,209)	7,964	(376)		7,588	(200)		7,388	(560)		6,828	6,828
Total	10,173	(2,209)	7,964	(376)	0	7,588	(200)	0	7,388	(560)	0	6,828	6,828
Access and Information													
Access and Information - Gateway to Care	1,550	(200)	1,350	(172)		1,178			1,178			1,178	1,178
Total	1,550	(200)	1,350	(172)	0	1,178	0	0	1,178	0	0	1,178	1,178
Demand Led Client Service Provision													
Self Directed Support	36,578	(12,196)	24,382	(600)	5,275	29,057	(1,311)	4,998	32,744	(1,518)		31,226	30,897
Independent Sector Residential and Nursing Placements													
Independent Sector Residential and Nursing Placements - Older People	28,013	(15,707)	12,306	(312)	150	12,144	(301)	899	12,742	(267)	950	13,425	14,428
Independent Sector Residential and Nursing Placements - Physical Disabilities	3,821	(1,081)	2,740	(120)		2,620	(120)		2,500	(120)		2,380	2,380
Independent Sector Residential and Nursing Placements - Learning Disabilities	20,076	(5,868)	14,208	(423)	1,030	14,815	(424)	156	14,547	(423)		14,124	14,124
Independent Sector Residential and Nursing Placements - Mental Health	3,778	(1,189)	2,589	(67)		2,522	(66)		2,456	(67)		2,389	2,389
Total	55,688	(23,845)	31,843	(922)	1,180	32,101	(911)	1,055	32,245	(877)	950	32,318	33,321
In-House Residential Services													
In-House Residential - Older People	4,745	(1,666)	3,079	(469)		2,610	(766)		1,844	20		1,864	1,912
In-House Residential - Learning Disabilities	2,524	(54)	2,470			2,470			2,470			2,470	2,470
Total	7,269	(1,720)	5,549	(469)	0	5,080	(766)	0	4,314	20	0	4,334	4,382
Day Care and Other Contracted Services													
In-House Day Care	3,891	(802)	3,089			3,089	(200)		2,889			2,889	2,889
Contracted Services (mainly independent sector day care)	6,442	(398)	6,044	(367)		5,677	(366)		5,311	(367)		4,944	4,944
Total	10,333	(1,200)	9,133	(367)	0	8,766	(566)	0	8,200	(367)	0	7,833	7,833

ADULTS (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Other Demand-Led Services													
Re-ablement	6,346	(5,247)	1,099	(300)		799			799			799	799
Excellent Homes for Life (supported living)	1,500	(407)	1,093			1,093			1,093			1,093	1,093
Provision of Community Equipment	5,211	(4,184)	1,027	(33)		994	(34)		960	(33)		927	927
Emergency Support (including Persons from Abroad)	450	0	450			450			450			450	450
Learning Disability Shared Lives	1,076	0	1,076			1,076			1,076			1,076	1,076
Care Phones and Assistive Technology	1,134	(1,019)	115	(17)		98	(13)		85	(20)		65	65
Other Demand Led	650	(614)	36	(67)		(31)	(66)		(97)	(67)		(164)	(164)
Improved Funding allocation	0	0	0	(2,670)		(2,670)	(6,300)	1,870	(7,100)	(5,700)		(12,800)	(12,800)
Total	16,367	(11,471)	4,896	(3,087)	0	1,809	(6,413)	1,870	(2,734)	(5,820)	0	(8,554)	(8,554)
Total Demand Led	126,235	(50,432)	75,803	(5,445)	6,455	76,813	(9,967)	7,923	74,769	(8,562)	950	67,157	67,879
Early Intervention & Prevention													
Supporting Vulnerable People	5,314	(1,309)	4,005	(1,500)	1,625	4,130			4,130			4,130	4,130
Community Liaison (including grants)	1,967	(400)	1,567	(1,567)		0			0			0	0
Support for Carers	576	0	576			576			576			576	576
EIP Activity	0	0	0		2,500	2,500			2,500			2,500	2,500
Total	7,857	(1,709)	6,148	(3,067)	4,125	7,206	0	0	7,206	0	0	7,206	7,206
Commissioning (Adults)													
Adult Protection	184	(27)	157			157			157			157	157
Contracts Management	749	(300)	449			449			449			449	449
Service Specialist Training	230	(82)	148			148			148			148	148
Children & Adults Learning Team	509	0	509	(50)		459			459			459	459
Commissioning Heads of Service	78	0	78			78			78			78	78
Other Commissioning Infrastructure	1,358	(754)	604	(89)		515			515			515	515
Total	3,108	(1,163)	1,945	(139)	0	1,806	0	0	1,806	0	0	1,806	1,806
Other Services													
Domestic Abuse	124	0	124			124			124			124	124
Other Services	156	(75)	81			81			81			81	81
Best Partnering	6	(978)	(972)		972	0			0			0	0
Total	286	(1,053)	(767)	0	972	205	0	0	205	0	0	205	205
Management & Regulatory Functions	3,631	(497)	3,134	(93)		3,041	(94)		2,947	(93)		2,854	2,854
FURTHER SERVICE PRESSURES					4,000	4,000			4,000			4,000	4,000
TOTAL ADULTS	152,840	(57,263)	95,577	(9,292)	15,552	101,837	(10,261)	7,923	99,499	(9,215)	950	91,234	91,956

ADULTS - MINUSES (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
Assessment & Care Management							
Assessment & Care Management	Review service efficiencies	EX AD1	(100)				(100)
	Review	EX AD2	(76)				(76)
Access & Information							
Gateway to Care	Review (see also EX CH7)	EX AD3	(172)				(172)
Other Demand-Led Services							
Re-ablement	Medium risk - efficiency savings in the delivery of the model for reablement services.	EX AD4	(300)				(300)
Early Intervention & Prevention							
Supporting People	Review	EX AD5	(1,500)				(1,500)
Community Liaison (including grants)	Review	EX AD6	(1,567)				(1,567)
Commissioning (Adults)							
Other Commissioning Infrastructure	Efficiencies in commissioning (joint saving with Children's)	EX AD7	(89)				(89)
			(3,804)	0	0	0	(3,804)
NEW MINUSES							
Assessment & Care Management							
	Review of management arrangements	NEW AD1	(100)	(100)	(310)		(510)
	Reduction of staffing across assessment, review and support management	NEW AD2	(100)	(100)	(250)		(450)
Demand Led Client Service Provision							
Self Directed Support (SDS)	Future Pressures National Living Wage - net unfunded pressure - Adults contract			(684)	(93)	(329)	(1,106)
	Reduced spend on direct payment and independent sector home care	NEW AD4	(600)	(600)	(1,400)		(2,600)
	Independent Living fund reduction in grant			(27)	(25)		(52)
Independent Sector Residential & Nursing Placements - Older People	Reduction of older placements (net of replacement costs)	NEW AD5	(267)	(266)	(267)		(800)
	Removal of discounted respite	NEW AD6	(45)	(35)			(80)
Independent Sector Residential & Nursing Placements - Physical Disabilities	Reduction in high cost physical disability placements	NEW AD7	(120)	(120)	(120)		(360)
Independent Sector Residential & Nursing Placements - Learning Disabilities	Reduction in high cost learning disability placements	NEW AD8	(423)	(424)	(423)		(1,270)
Independent Sector Residential & Nursing Placements - Mental Health	Mental health placements	NEW AD9	(67)	(66)	(67)		(200)
In-House Residential Services							
In-House Residential - Older People	Identify partner(s) to deliver integrated health and social care to those with specialist needs or explore new delivery models.	NEW AD10	(469)	(766)	20	48	(1,167)

ADULTS - MINUSES (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
Day Care and Other Contracted Services							
In-House Day Care	Reprovide older people day care services	NEW AD11		(200)			(200)
Contracted Services (mainly Independent Sector Day Care)	Review existing strategy for day care services & reduce by 20%	NEW AD12	(367)	(366)	(367)		(1,100)
Other Demand-Led Services							
Provision of Community Equipment	Community equipment	NEW AD13	(33)	(34)	(33)		(100)
Care Phones & Assistive Technology	Care phones - increased income	NEW AD14	(17)	(13)	(20)		(50)
Other Demand-Led	Review of out of hours services	NEW AD15	(67)	(66)	(67)		(200)
Improved Funding allocation	Improved Better Care Funding offer	NEW AD16	(800)	(6,300)	(5,700)		(12,800)
	Adult Social Care Grant	NEW AD18	(1,870)				(1,870)
Commissioning (Adults)							
Children & Adults Learning Team	Review of specialist training provision	NEW AD19	(50)				(50)
Other Services							
Management & Regulatory Functions	Business support realignment across ASC	NEW AD17	(93)	(94)	(93)		(280)
			(5,488)	(10,261)	(9,215)	(281)	(25,245)
TOTAL MINUSES FOR ADULTS			(9,292)	(10,261)	(9,215)	(281)	(29,049)

Please note reference NEW AD3 has not been used

ADULTS - PLUSES (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2021-21	Total
EXISTING MTFP PLUSES							
Demand Led Client Service Provision	3% Adult Social Care Council Tax precept		4,667	4,998			9,665
Other Services							
Best Partnering	Total budget removed and replaced with Older People Residential Strategy new saving		972				972
			5,639	4,998	0	0	10,637
NEW PLUSES							
Demand Led Client Service Provision	Future Pressures National Living Wage - net unfunded pressure - Adults contract		608				608
Independent Sector Residential & Nursing Placements - Older People	Future Pressures - Older People Demographic (3%)		150	899	950	1,003	3,002
Independent Sector Residential & Nursing Placements - Learning Disabilities	Future Pressures - Transforming Care Partnership Plan		1,030	156			1,186
Improved Funding allocation	Adult Social Care Grant	NEW AD18		1,870			1,870
Supporting Vulnerable People	Early Intervention and Prevention Add Back		1,625				1,625
EIP Activity	Early Intervention and Prevention Add Back		2,500				2,500
Further Service Pressures	Further Service Pressures		4,000				4,000
			9,913	2,925	950	1,003	14,791
TOTAL PLUSES FOR ADULTS			15,552	7,923	950	1,003	25,428

Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Assessment and Care Management
Headline Proposal	Review service efficiencies
Reference	EX AD1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	7,588	7,588	7,588	7,588
FTE Reduction	3			

Description of Savings Proposal (Including interdependencies and risk)

Review how people access and receive adult service care services in order to simplify the process and enable people to access services in a timely manner as well as realising savings.

This will involve:

- Using technology to enable people to self- access services.
- Implementing the early intervention and prevention approach
- Reviewing the way people access services and how we provide assessment and care management services
- Linking to other work including the review of Client Financial Affairs and Safeguarding review

The budget after savings shown takes account of savings on separate templates.

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

By simplifying and reviewing how we provide these services we will need fewer resources to deliver the service in the future. This allows for the re alignment of these resources to focus on other increasing pressures in the service such as Best interest and Deprivation of Liberty.

The ability to reduce resources is also dependent on the success of the 'front of house services' and the extent to which the increasing demand for services can be reduced through re direction and signposting to other services.

Need to consider redundancy/ Voluntary Redundancy costs/ deployment options through service change process.

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

Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Assessment and Care Management
Headline Proposal	Review
Reference	EX AD2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(76)			
Cumulative Savings	(76)	(76)	(76)	(76)
Budget after Savings (Controllable Budget)	7,588	7,588	7,588	7,588
FTE Reduction	3			

Description of Savings Proposal (Including interdependencies and risk)
<p>A number of options for delivery of our services for people with sight and/or hearing loss will be considered in order to achieve the £76K. Proposals are currently being developed as a part of the wider Adult Social Care redesign of services as well as linking with the Early Intervention and Prevention model.</p> <p>Positive opportunities exist that will reduce duplication and improve the customer experience of service.</p> <p>Work will be undertaken with the voluntary and community sector in order to inform the proposals</p> <p>The budget after savings shown takes account of savings on separate templates</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>Potential positive impact and contribution to Early Intervention and Prevention outcomes - people find it easy to get the right information, advice and support.</p> <p>Intended pathway and process improvements that will enhance the customer experience .</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Adults and Children and Young People
Service Area	Access & Information, Gateway to Care
Headline Proposal	Review
Reference	EX CH7 & EX AD3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(196)			
Cumulative Savings	(196)	(196)	(196)	(196)
Budget after Savings (Controllable Budget)	1,206	1,206	1,206	1,206
FTE Reduction	7			

Description of Savings Proposal (Including interdependencies and risk)
<p>Plans under development, some key work streams are progressing. Single Point of Access work ongoing; trialling new ways of working to reduce handoffs and reducing demand, increasing call rates, Interdependencies with adult pathway redesign and corporate front door and information and advice transformation A number of vacant posts have been removed from the budget.</p> <p>Positive opportunities around reducing handoffs, referrals, reductions in failure demand through right first time at first point of contact, improvements to customer service and customer perspective on how easy it is to find information and advice, No/negligible negative risks.</p> <p>Most of the savings are Adult related but there is a saving in the Childrens and Young People budget relating to this.</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>Positive impact/contribution to Early Intervention and Prevention outcome 'people find it easy to get the right information, advice and support.' Benefit of reduced demand/referral into service may be seen by aligning to the community plus/universal offers and helping people look to own and community networks for support Pathway and process improvements links to corporate front door and information and advice improvement work – will deliver a coherent and consistent approach across phone and web access channels.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Demand Led Client Service Provision, Other Demand- Led Services – Re-ablement
Headline Proposal	Medium Risk- efficiency savings in the delivery of the model for reablement services
Reference	EX AD4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(300)			
Cumulative Savings	(300)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)	799	799	799	799
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
To review our approach and model of re-ablement to re-focus resources on those in greatest need and with the most potential to benefit from re-ablement services
There is a high risk that the full savings will not be achieved due to the nature of it being a demand-led service/Service of last resort. The current lack of capacity within the independent sector home care market remains a significant risk as people may not be able to move on from the re-ablement service and therefore could create a blockage within the service. This will create additional pressures within the short term and urgent support team.

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	
There are a number of projects underway that will create efficiencies in the operational services. These include: <ul style="list-style-type: none"> workforce planning and the reduction in spend and overtime A review of the working patterns and rota's to minimise non-scheduled work and maximise capacity; A review of travel arrangements to reduce the cost of mileage in the service. <p>The service continues to work towards an integrated model with partners that enables data sharing, aims to minimise duplication and create efficiencies across the system</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Early Intervention & Prevention, Supporting People
Headline Proposal	Review
Reference	EX AD5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,500)			
Cumulative Savings	(1,500)	(1,500)	(1,500)	(1,500)
Budget after Savings (Controllable Budget)	4,130	4,130	4,130	4,130
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Supporting People - review and reduce. This function will be part of the Targeted Early Intervention and Prevention (EIP) Offer -Supporting vulnerable people. In addition to base budget it will be supported by £1.625m EIP theme add back.</p> <p>The current model will be modernised to reflect integrated approaches and greater collaboration with partners and the voluntary and community sector.</p> <p>Housing related support that is provided either from specific accommodation or is 'visiting support' to people in their own tenancies will be reduced.</p> <p>The budget after savings shown takes account of Early Intervention & Prevention addback.</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 may be an ask for managed use of reserves to support the transition to the new model whilst simultaneously developing the 'community plus' offer.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Sue Richards
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Directorate	Adults
Service Area	Early Intervention & Prevention, Community Liaison (including grants)
Headline Proposal	Review
Reference	EX AD6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,567)			
Cumulative Savings	(1,567)	(1,567)	(1,567)	(1,567)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	7			

Description of Savings Proposal (Including interdependencies and risk)
<p>Community liaison functionality will form part of the new EIP model. This function will become part of the Community Plus offer and will be funded through EIP Theme Add back.</p> <p>The transformation is interdependent with the Early Intervention Targeted Support (EITS) /Integrated Youth Support Service (IYSS)</p> <p>There is a risk expected savings could be delayed.</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>Positive impact/contribution to Early Intervention and Prevention Outcomes as well as Joint Health and Wellbeing and Kirklees Economic Strategies.</p> <p>Benefit of reduced demand/referral into service may be seen by aligning to the community plus/universal offers and helping people look to own and community networks for support.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Clare Mulgan
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Commissioning (Adults), Other Commissioning Infrastructure
Headline Proposal	Efficiencies in commissioning (joint saving with Children's)
Reference	EX AD7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(89)			
Cumulative Savings	(89)	(89)	(89)	(89)
Budget after Savings (Controllable Budget)	515	515	515	515
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
Identify savings through the review of allocated staffing and non-staffing resources currently available within the Commissioning Service.

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 identification of savings will take place alongside the re-alignment of the Councils Senior Leadership Team	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Margaret Watt
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Assessment and Care Management
Headline Proposal	Review of management arrangements
Reference	NEW AD1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(100)	(310)	
Cumulative Savings	(100)	(200)	(510)	(510)
Budget after Savings (Controllable Budget)	4,610	4,410	3,850	3,850
FTE Reduction	2	2	7	

Description of Savings Proposal (Including interdependencies and risk)
<p>It is proposed that the current management structure be reviewed and aligned with the early intervention and prevention approach to working in the future.</p> <p>The use of on line assessment improved care planning and review to enhance self-service means that managerial duties can be streamlined. The new on-line services are planned to go live in June 2017.</p> <p>The budget after savings shown takes account of savings on separate templates and is included in the Assessment and Care Management line in the summary.</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>Possible effect on performance initially which should be redressed once the new changes have been completed and introduced. New ways of working will be introduced in 2017 thereby enabling further staffing reductions take place in 2018/19.</p>				
<table border="1"> <tr> <td>Does this proposal require an Equality Impact Assessment?</td> <td>YES</td> </tr> <tr> <td>Will this proposal require a Specific Service Consultation</td> <td>YES</td> </tr> </table>	Does this proposal require an Equality Impact Assessment?	YES	Will this proposal require a Specific Service Consultation	YES
Does this proposal require an Equality Impact Assessment?	YES			
Will this proposal require a Specific Service Consultation	YES			

Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Assessment and Care Management
Headline Proposal	Reduction of staffing across assessment, review and support management
Reference	NEW AD2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(100)	(250)	
Cumulative Savings	(100)	(200)	(450)	(450)
Budget after Savings (Controllable Budget)	4,610	4,410	3,850	3,850
FTE Reduction	3	3	8	

Description of Savings Proposal (Including interdependencies and risk)
<p>Using systems thinking methodology to review the Adults pathway.</p> <p>The implementation of online resources for assessment and review, more integrated ways of working and alignment with Early Intervention & Prevention redesign will ensure more efficient working.</p> <p>The budget after savings shown takes account of savings on separate templates and is included in the Assessment and Care Management line in the summary.</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>Considering the council's statutory obligation, these savings are challenging in a climate where demand is significantly rising. There is a risk of the system not meeting demand. System changes will be managed.</p> <p>The system relies on the availability of sufficient independent sector home support. Market development work is ongoing to ensure this sufficiency and contracts will be retendered with this in view.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Sally Townend
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Directorate	Adults
Service Area	Demand Led Services
Headline Proposal	Reduced spend on direct payment and independent sector home care
Reference	NEW AD4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(600)	(600)	(1,400)	
Cumulative Savings	(600)	(1,200)	(2,600)	(2,600)
Budget after Savings (Controllable Budget)	29,057	32,744	31,226	31,226
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

Reduction in demand for and commissioning of home care packages and direct payments through:

- Systems thinking methodology
- Redesigning, refocusing and more alignment of the EIP offer
- Close monitoring of direct payments and ensuring reclaim of unspent resources
- Redesign of the response at single point of access
- Greater scrutiny of current packages through reviews

The budget after savings shown takes account of the adult social care precept.

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

- Adult social care demand and level of need is rising significantly which places increased challenge on the system.
- The system relies on sufficient independent sector homecare in the market. Market development is ongoing and homecare will be retendered next financial year.
- The reshaping of early intervention and prevention will take some time to reshape and embed and this gives rise to the risk of an increase in demand in the early stages.
- As part of other savings, the Review Team will reduce. The service will ensure that reviewing capacity is focussed where need is greatest.

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

Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Reduction of older placements (net of replacement costs)
Reference	NEW AD5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(267)	(266)	(267)	
Cumulative Savings	(267)	(533)	(800)	(800)
Budget after Savings (Controllable Budget)	12,144	12,742	13,425	14,428
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>People will be supported to stay at home for as long as possible, enabling services will support people to build on the strengths they have and can improve and will look at using local community resources and home care support. Also advances in assistive technology can greatly support people's independence and safety at home.</p> <p>Assessment and Reviewing Teams will ensure that people with continuing healthcare needs are identified.</p> <p>The budget after savings shown takes account of amounts included for volume change.</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>Demand for adult social care is rising and so this diverting demand may be hidden by demographic changes.</p> <p>There is likely to be a consequent impact on the budget that supports people at home. Ensuring appropriate Early Intervention & Prevention interventions will mitigate this.</p> <p>As part of other savings the Reviewing Team is reducing and the service will need to ensure reviewing resources are appropriately targeted.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Removal of Discounted Respite
Reference	NEW AD6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(45)	(35)		
Cumulative Savings	(45)	(80)	(80)	(80)
Budget after Savings (Controllable Budget)	32,101	32,245	32,318	32,318
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

The proposals in the Adult Social Care Charging Policy propose a number of changes.

One of these is the removal of the discounted rate of £20 per night for the first 7 days of respite care. All respite care will be subject to financial assessment. This will provide an increased income.

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 is a charging proposal subject to consultation and due to go to Cabinet for approval in February 2017.

Does this proposal require an Equality Impact Assessment?	YES
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Will this proposal require a Specific Service Consultation	NO
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Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Reduction in high cost physical disability placements
Reference	NEW AD7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Income/Expenditure Savings	(120)	(120)	(120)	
Cumulative Savings	(120)	(240)	(360)	(360)
Budget after Savings (Controllable Budget)	2,620	2,500	2,380	2,380
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

To ensure people with Continuing Health Care needs are identified and therefore reduce the numbers of people with high cost placements funded by the council.

To explore better use of technology (such as single handed care) to allow customers to remain at home for longer on relatively less expensive home care packages.

It is proposed to reduce the intake of customers to this type of service by 1 a year and reduce the current net weekly cost of £723 by £22 each year.

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 in adult social care is increasing.

Will need a workforce skills and confident in ensuring Continuing Health Care funding is identified.

Does this proposal require an Equality Impact Assessment? YES

Will this proposal require a Specific Service Consultation NO

Accountable Head of Service Sally Townend

Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Reduction in high cost learning disability placements
Reference	NEW AD8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Income/Expenditure Savings	(423)	(424)	(423)	
Cumulative Savings	(423)	(847)	(1,270)	(1,270)
Budget after Savings (Controllable Budget)	14,815	14,547	14,124	14,124
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"> • Development of the supported living market • Supporting people in residential care to move to more cost effective community based arrangements • Better commissioning of placements that agree a phased reduction in cost <p>The budget after savings shown takes account of amounts included for Transforming Care Partnership.</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 reduced.</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	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adult Services
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Mental health placements
Reference	NEW AD9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(67)	(66)	(67)	
Cumulative Savings	(67)	(133)	(200)	(200)
Budget after Savings (Controllable Budget)	2,522	2,456	2,389	2,389
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

The Mental Health (MH) service has recently appointed a reviewing social worker, to review the service users accessing local and external residential placements.

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.

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.

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

There is a Rehab and Recovery review within Kirklees currently underway. 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 providers to ensure recovery provisions are in place.

Does this proposal require an Equality Impact Assessment?	YES
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Will this proposal require a Specific Service Consultation	NO
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Accountable Head of Service	Sally Townend
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	In-House Residential Services - OP Residential Strategy
Headline Proposal	Identify partner(s) to deliver integrated health and social care to those with specialist needs or explore new delivery models.
Reference	NEW AD10

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(469)	(766)	20	48
Cumulative Savings	(469)	(1,235)	(1,215)	(1,167)
Budget after Savings (Controllable Budget)	2,610	1,844	1,864	1,912
FTE Reduction	95	56		

Description of Savings Proposal (Including interdependencies and risk)
<p>In order to develop additional nursing home capacity and for the Council to focus on only the things that the Council can do, transfer in-house residential care homes to an external organisation. There would be no overall loss of capacity and individual residents would continue to receive a service. Current residential care would, subject to the appropriate registration requirements, be run as nursing care. It is anticipated that existing staff would continue to be the core care delivery team.</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 Care Homes Strategy has identified the need for additional Dementia Nursing beds to be available in the Borough together with a need to sustain a flexible intermediate care bed base.</p> <p>The potential transfer of services to other providers will ensure continuity of care, support choice and provide for ongoing employment for existing staff within the service.</p> <p>In addition the proposal for revised services will enhance the availability of local nursing beds within the Borough.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Sue Richards
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Day- care & contracted services
Headline Proposal	Reprovide older people day care services
Reference	NEW AD11

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(200)		
Cumulative Savings		(200)	(200)	(200)
Budget after Savings (Controllable Budget)	767	567	567	567
FTE Reduction		24		

Description of Savings Proposal (Including interdependencies and risk)
<p>To provide dementia day services within the Independent sector. This will address the increasing demand for specialist Dementia services and focus our available resources in the area.</p> <p>The budget after savings shown is included in the In-House Day Care line in the summary.</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>Currently there is no Market provision available for complex dementia delivery. Transfer of Undertakings (Protection of Employment), which is a regulation to protect employment rights when employees transfer from one business to another, are likely to apply so the potential cost of this needs to be taken from the anticipated savings.</p> <p>Need to consider possible redundancy/ Voluntary Redundancy costs/ deployment options through service change process.</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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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Day- care & contracted services
Headline Proposal	Review existing strategy for day care services & reduce by 20%
Reference	NEW AD12

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(367)	(366)	(367)	
Cumulative Savings	(367)	(733)	(1,100)	(1,100)
Budget after Savings (Controllable Budget)	5,677	5,311	4,944	4,944
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>All contracts will be reviewed and amended accordingly with any revised demand levels indicated by Early Intervention & Prevention Management (EIP).</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 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.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Margaret Watt
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Joint Commissioning
Headline Proposal	Community equipment
Reference	NEW AD13

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(33)	(34)	(33)	
Cumulative Savings	(33)	(67)	(100)	(100)
Budget after Savings (Controllable Budget)	994	960	927	927
Current FTE				

Description of Savings Proposal (Including interdependencies and risk)
<p>The reduced spend will be achieved through the new approach to clinical oversight to ensure that equipment supplied meets needs at best price.</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 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>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Margaret Watt
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Care Phones & Assistive Technology
Headline Proposal	Care phones - Increased income
Reference	NEW AD14

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(17)	(13)	(20)	
Cumulative Savings	(17)	(30)	(50)	(50)
Budget after Savings (Controllable Budget)	98	85	65	65
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>It is proposed to achieve an increase in Carephone income of £50K by 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.</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>Some Housing scheme providers are considering solutions to address their concerns which includes 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.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Directorate	Adults
Service Area	Other Demand Led
Headline Proposal	Review of out of hours services
Reference	NEW AD15

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(67)	(66)	(67)	
Cumulative Savings	(67)	(133)	(200)	(200)
Budget after Savings (Controllable Budget)	583	517	450	450
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>There are a number of Out of Hours functions within Adult Social Care which will be looked at as part of the Adults review work - primarily to explore opportunities for efficiency savings. The plan for this is in development.</p> <p>There are also links/interdependencies to corporate out of hours developments and to the development of integrated health & social care services and Early Intervention Prevention agenda.</p> <p>The budget after savings shown is included in the Other Demand Led line in the summary.</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>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</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Other Demand-Led Services
Headline Proposal	Additional Better Care funding
Reference	NEW AD16

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(800)	(6,300)	(5,700)	-
Cumulative Savings	(800)	(7,100)	(12,800)	(12,800)
Budget after Savings (Controllable Budget)	(800)	(7,100)	(12,800)	(12,800)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Government proposal to allocate additional Better Care Funding (BCF) to Councils over the next 3 years. Government expectation is that this will be allocated through existing BCF 'pooled budget' arrangements, which consist of a range of health partner (clinical commissioning groups) and Council resources brought together into a single 'pool'; £30m currently, jointly commissioned to promote greater integration of health and social care related activity across the 2 sectors.</p> <p>Government expects that this additional funding will be targeted specifically to mitigate adult social care service pressures over the medium term. The Council approved Medium Term Financial Plan (MTFP) update report on 12 October 2016 also built in a number of cost pressures against adult social care activity, and it is anticipated that the additional BCF funding will help offset these 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	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Phil Longworth
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Directorate	Adults
Service Area	Other services
Headline Proposal	Business support realignment across Adult Social Care
Reference	NEW AD17

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(93)	(94)	(93)	
Cumulative Savings	(93)	(187)	(280)	(280)
Budget after Savings (Controllable Budget)	1,283	1,189	1,096	1,096
FTE Reduction	6	7		

Description of Savings Proposal (Including interdependencies and risk)

This proposal will enable both Commissioning and Adult 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'.

The realignment will focus on providing a cost effective and efficient service by re considering 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, addressing wider service changes, and ensuring resources are used flexibly to support the changing demands within the Directorate.

Based on above, we will be able to meet this proposal.

The budget after savings shown is included in the Management & Regulatory Functions line in the summary.

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

There are a small number of temporary Business Support Officer posts that are being funded using current underspend to address key service pressures. It is anticipated that these will be managed within the existing budgets in the medium term.

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.

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

Accountable Head of Service	Debra Mallinson
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Kirklees Council Budget Template for 2017/18

Directorate	Adults
Service Area	Other Demand Led Services
Headline Proposal	Adult Social Care Grant
Reference	NEW AD18

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,870)	1,870	-	-
Cumulative Savings	(1,870)	-	-	-
Budget after Savings (Controllable Budget)	(1,870)	-	-	-
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Due to changes in the criteria for New Homes Bonus un-ring fenced grant payments, £240m has been released at a national level and re-directed to fund a one off Adult Social Care grant in 2017-18. Individual Council shares are based on a Government relative needs formula calculation and Kirklees' share is £1.9m. This funding is effectively used to support cost pressures being born in Adult Services.

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?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	N/A
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Directorate	Adults
Service Area	Children & Adults Learning Team
Headline Proposal	Review of specialist training provision
Reference	NEW AD19

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)			
Cumulative Savings	(50)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	459	459	459	459
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
Training for Children and Adults will be reviewed to determine an appropriate level of spend commensurate with their reduced magnitude. This will be achieved from reductions in both supporting staffing infrastructure and consumable spend.

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	Phil Longworth
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PUBLIC HEALTH (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Health Protection Services													
Sexual Health	4,151	0	4,151	(124)		4,027	(73)		3,954	(523)		3,431	3,431
Health Checks	447	0	447	(39)		408	(128)		280			280	280
Health Protection	521	(38)	483	(49)		434			434			434	434
Child Measurement	22	0	22	(7)		15			15			15	15
Total	5,141	(38)	5,103	(219)		4,884	(201)		4,683	(523)		4,160	4,160
Substance Misuse	6,351	(446)	5,905	(436)		5,469			5,469	(500)		4,969	4,969
Obesity	111	0	111		100	211	(12)		199	(17)		182	182
Physical Activity	389	0	389			389	(12)		377	(17)		360	360
Smoking & Tobacco	1,340	0	1,340	(614)		726	(141)		585			585	585
5-19 Public Health	1,654	0	1,654	(156)		1,498			1,498			1,498	1,498
Miscellaneous	7,759	(98)	7,661	(592)		7,069	(22)		7,047	(69)		6,978	6,978
Employee Healthcare	559	(551)	8	(25)		(17)			(17)			(17)	(17)
Corporate Health & Safety	148	(30)	118			118			118			118	118
Emergency Planning Team	265	(115)	150	(29)		121			121			121	121
Funding available for recommissioning activity	6,003	0	6,003		49	6,052			6,052			6,052	6,052
Management & Regulatory Functions	1,274	0	1,274	(938)		336			336			336	336
Public Health Grant	0	(29,625)	(29,625)		2,952	(26,673)		693	(25,980)		675	(25,305)	(25,305)
Total Public Health	30,994	(30,903)	91	(3,009)	3,101	183	(388)	693	488	(1,126)	675	37	37

PUBLIC HEALTH - MINUSES (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
Health Protection Services							
Health Protection	Service Efficiencies	EX PH1	(49)				(49)
Employee Healthcare	Service efficiencies	EX PH2	(25)				(25)
Emergency Planning	Service efficiencies	EX PH3	(29)				(29)
			(103)	0	0	0	(103)
NEW MINUSES							
Sexual Health	Incorporating additional schemes into Integrated Sexual Health Services Main Contract	NEW PH1	(124)	(73)	(523)		(720)
Health Checks	Incorporating existing contracts into a new Wellness Service	NEW PH2	(39)	(128)			(167)
Child Measurement	Incorporating additional schemes into Healthy Child Programme main contract	NEW PH3	(7)				(7)
Substance Misuse	Reducing payments in Primary Care and ongoing contract efficiencies	NEW PH4	(436)		(500)		(936)
Obesity	Incorporating additional schemes into Healthy Child Programme main contract	NEW PH5		(12)	(17)		(29)
Physical Activity	Incorporating additional schemes into Healthy Child Programme main contract	NEW PH6		(12)	(17)		(29)
Smoking & Tobacco	Stopping specialist Stop Smoking Service	NEW PH7	(614)	(141)			(755)
5-19 Public Health	Incorporating additional schemes into Healthy Child Programme main contract	NEW PH8	(156)				(156)
Miscellaneous	Incorporating additional schemes into Healthy Child Programme main contract	NEW PH9	(592)	(22)	(69)		(683)
Management & Regulatory Functions	Removal of vacancies and service redundancies	NEW PH10	(489)				(489)
Management & Regulatory Functions	Unidentified savings		(449)				(449)
			(2,906)	(388)	(1,126)	0	(4,420)
TOTAL MINUSES FOR PUBLIC HEALTH DIRECTORATE			(3,009)	(388)	(1,126)	0	(4,523)

PUBLIC HEALTH - PLUSES (ADULTS, COMMISSIONING & PUBLIC HEALTH DIRECTORATE)

Service Activity	Proposed Change	Impact Overview Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP PLUSES							
Funding available for recommissioning activity	Public Health grant available to redirect to related Council services		49				49
NEW PLUSES							
Obesity	Funding of the Weight Watchers Programme	NEW PH5	100				100
Public Health Grant	Grant reduction		2,952	693	675		4,320
TOTAL PLUSES FOR PUBLIC HEALTH DIRECTORATE			3,101	693	675	0	4,469

Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Health Protection Services, Health Protection
Headline Proposal	Service Efficiencies
Reference	EX PH1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(49)			
Cumulative Savings	(49)	(49)	(49)	(49)
Budget after Savings (Controllable Budget)	434	434	434	434
FTE Reduction	1	1	1	1

Description of Savings Proposal (Including interdependencies and risk)
<p>Efficiencies on staffing in Protecting health and wellbeing, Infection Prevention and Control team. Savings will be made as planned in 2017/18 due to staff member retirement.</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>Service is more efficient, no risks.</p>				
<table border="1"> <tr> <td>Does this proposal require an Equality Impact Assessment?</td> <td>NO</td> </tr> <tr> <td>Will this proposal require a Specific Service Consultation</td> <td>NO</td> </tr> </table>	Does this proposal require an Equality Impact Assessment?	NO	Will this proposal require a Specific Service Consultation	NO
Does this proposal require an Equality Impact Assessment?	NO			
Will this proposal require a Specific Service Consultation	NO			

Accountable Head of Service	Jane O'Donnell
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Health Protection Services, Employee Healthcare
Headline Proposal	Service efficiencies
Reference	EX PH2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(25)			
Cumulative Savings	(25)	(25)	(25)	(25)
Budget after Savings (Controllable Budget)	(17)	(17)	(17)	(17)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Savings will be made in Employee Healthcare as planned in 2017/18. No ongoing risks identified.

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	
No discernible impact. Service has made savings through income generation.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Jane O'Donnell
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Health Protection Services, Emergency Planning
Headline Proposal	Service efficiencies
Reference	EX PH3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(29)			
Cumulative Savings	(29)	(29)	(29)	(29)
Budget after Savings (Controllable Budget)	121	121	121	121
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Savings to be made through alternative operational efficiencies.

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 service will be looking at their resources in totality to achieve these savings.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Jane O'Donnell
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Sexual Health
Headline Proposal	Incorporating Additional Schemes into Integrated Sexual Health Services Main Contract
Reference	NEW PH1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(124)	(73)	(523)	0
Cumulative Savings	(124)	(197)	(720)	(720)
Budget after Savings (Controllable Budget)	4,027	3,954	3,431	3,431
FTE Reduction	N\A	N\A	N\A	N\A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings to be found through the following:</p> <ul style="list-style-type: none"> • Savings made to the HIV prevention budget by contact efficiencies • Incorporating the university practice sexual health contract into the main Integrated Sexual Health Services (ISHS) contract as a spoke • Savings on contraception products fitted in primary care • Savings on the ISHS <p>Risks:</p> <ul style="list-style-type: none"> • GP prescribing in primary care may increase, of which we have no control over. • Out of area payments are out of our control hence may increase. • Sexual health service does not perform as expected so reducing contract is more difficult

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>HIV late diagnoses increases. Mitigation through possible investment in rapid HIV testing, as well as refocus the Integrated Sexual Health Service on groups at risk of HIV.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Keith Henshall

Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Health Checks
Headline Proposal	Incorporating Existing Contracts into a new Wellness Service
Reference	NEW PH2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(39)	(128)	0	0
Cumulative Savings	(39)	(167)	(167)	(167)
Budget after Savings (Controllable Budget)	408	280	280	280
Current FTE	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings made through the following proposals:</p> <ul style="list-style-type: none"> • Efficiencies made by re-commissioning contracts into one service

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?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Tony Cooke
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Child Measurement
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme main contract
Reference	NEW PH3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(7)	0	0	0
Cumulative Savings	(7)	(7)	(7)	(7)
Budget after Savings (Controllable Budget)	15	15	15	15
Current FTE	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
Savings are proposed by incorporating Child Measurement into the main Healthy Child Programme contract

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	Keith Henshall
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Health Improvement – Substance Misuse
Headline Proposal	Reducing payments in Primary Care and Ongoing Contract Efficiencies
Reference	NEW PH4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(436)	0	(500)	0
Cumulative Savings	(436)	(436)	(936)	(936)
Budget after Savings (Controllable Budget)	5,468	5,468	4,968	4,968
FTE Reduction	N\A	N\A	N\A	N\A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings to be made by:</p> <ul style="list-style-type: none"> Reducing spend on primary care substance misuse services Further efficiencies on substance misuse contract <p>Risks:</p> <ul style="list-style-type: none"> Substance misuse services have already taken substantial cut. The implications of further reduction must be assessed to ensure viability of service is not threatened

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	
Any possible service outcome risk needs to be explored as proposal develops in more detail	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Tony Cooke
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Obesity
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme main contract
Reference	NEW PH5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	100	(12)	(17)	0
Cumulative Savings	100	88	71	71
Budget after Savings (Controllable Budget)	159	147	130	130
Current FTE	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>Funding of the successful Weight Watchers programme which will help to lever in the Clinical Commissioning Groups taking over the weight management responsibility.</p> <p>Savings are proposed by incorporating Obesity into the main Healthy Child Programme contract</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>Does this proposal require an Equality Impact Assessment?</p>	
	NO
<p>Will this proposal require a Specific Service Consultation</p>	
	NO

Accountable Head of Service	Keith Henshall
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Physical Activity
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme main contract
Reference	NEW PH6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(12)	(17)	0
Cumulative Savings	0	(12)	(29)	(29)
Budget after Savings (Controllable Budget)	59	48	31	31
Current FTE	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
Savings are proposed by incorporating Physical Activity into the main Healthy Child Programme contract

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	Keith Henshall
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Smoking & Tobacco
Headline Proposal	Stopping Specialist Stop Smoking Service
Reference	NEW PH7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(614)	(141)	0	0
Cumulative Savings	(614)	(755)	(755)	(755)
Budget after Savings (Controllable Budget)	142	0	0	0
FTE Reduction	N\A	N\A	N\A	N\A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings made through the following proposals:</p> <ul style="list-style-type: none"> • Significant reduction in specialist stop smoking services due to underperformance of the service <p>Risks</p> <ul style="list-style-type: none"> • Stopping the specialist stop smoking services may result in the public not being able to access stop smoking support. This will be mitigated by provision still being available in primary care • Stopping the specialist stop smoking services may have an impact on partners, specifically GP's e.g. their activity will increase

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	
Short term impact possible on particular at risk groups e.g. pregnant women. This will need to be explored as the proposal is developed	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Tony Cooke
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Children 5-19 Public Health Programme
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme main contract
Reference	NEW PH8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(156)	0	0	0
Cumulative Savings	(156)	(156)	(156)	(156)
Budget after Savings (Controllable Budget)	1,498	1,498	1,498	1,498
Current FTE	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
Savings are proposed by incorporating Children's 5-19 Public Health Programme into the main Healthy Child Programme contract

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	Keith Henshall
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Miscellaneous - Healthy Child Programme (HCP)
Headline Proposal	Incorporating Additional Schemes into HCP main contract
Reference	NEW PH9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(592)	(22)	(69)	0
Cumulative Savings	(592)	(614)	(683)	(683)
Budget after Savings (Controllable Budget)	6,193	6,171	6,102	6,102
FTE Reduction	N\A	N\A	N\A	N\A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings are proposed by incorporating the following areas into the Healthy Child Programme contract;</p> <ul style="list-style-type: none"> • Children 0-5 Programme • Family Nurse Partnership • Safety Scheme • Oral Health • Auntie Pam's support for mums-to-be and families • Physical Activity - Starting a healthy lifestyle • Nutrition Initiative - Food for Life • Healthy Start Vitamin Scheme <p>Savings will also be made in reducing the opening budget of the Healthy Child Programme.</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	Keith Henshall
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Kirklees Council Budget Template for 2017/18

Directorate	Public Health
Service Area	Management & Regulatory Functions
Headline Proposal	Removal of vacancies and service redundancies.
Reference	NEW PH10

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(489)	0	0	0
Cumulative Savings	(489)	(489)	(489)	(489)
Budget after Savings (Controllable Budget)	611	611	611	611
FTE Reduction	9	9	9	9

Description of Savings Proposal (Including interdependencies and risk)
Savings found through a combination of removal of vacancies and service redundancies.

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	
No risk as savings already made	
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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PLACE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
STREETSCENE													
Streetscene Highways	11,628	(2,970)	8,658	(750)		7,908	(150)		7,758			7,758	7,758
West Yorkshire Driver Training	4,372	(4,830)	(458)			(458)			(458)			(458)	(458)
Highways Construction	12,584	(14,130)	(1,546)			(1,546)			(1,546)			(1,546)	(1,546)
Seasonal Weather	1,840	(27)	1,813	(600)		1,213			1,213			1,213	1,213
Waste Services	25,951	(7,841)	18,110			18,110	(450)		17,660			17,660	17,660
Transport Services	6,028	(7,342)	(1,314)	(200)		(1,514)	(200)		(1,714)			(1,714)	(1,714)
Security Transport	168	(173)	(5)			(5)			(5)			(5)	(5)
Bereavement Services	1,563	(3,060)	(1,497)	(50)		(1,547)	(100)		(1,647)	(150)		(1,797)	(1,797)
Parks & Open Spaces	5,939	(3,646)	2,293	(300)		1,993	(310)		1,683	(80)		1,603	1,603
Housing General Fund	4,856	(2,774)	2,082	(135)		1,947			1,947			1,947	1,947
INVESTMENT & REGENERATION SERVICE													
Transportation Strategy	2,298	(1,427)	871	(152)		719	(50)		669			669	669
Parking	2,609	(5,795)	(3,186)			(3,186)			(3,186)			(3,186)	(3,186)
Markets	1,551	(2,137)	(586)			(586)			(586)			(586)	(586)
Business & Enterprise Centres	691	(1,241)	(550)			(550)			(550)			(550)	(550)
Regulation Services													
Building Control	1,076	(1,441)	(365)	(40)		(405)			(405)			(405)	(405)
Licensing	544	(1,137)	(593)			(593)			(593)			(593)	(593)
Local Land Charges	273	(328)	(55)			(55)			(55)			(55)	(55)
Environmental Health	1,783	(674)	1,109	(146)		963	(25)		938			938	938
Planning	2,450	(1,629)	821	(170)		651			651			651	651
Total	6,126	(5,209)	917	(356)	0	561	(25)	0	536	0	0	536	536

PLACE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
PHYSICAL RESOURCES & PROCUREMENT AND BUILDING SERVICES													
Building Services	0	0	0			0			0			0	0
School Facilities Management													
School Facilities Management - School Transport	3,193	(117)	3,076	(325)		2,751	(285)		2,466			2,466	2,466
School Facilities Management - Catering/Assets	17,859	(19,060)	(1,201)	(1,150)	67	(2,284)	(60)		(2,344)			(2,344)	(2,344)
School Facilities Management - Cleaning	5,956	(5,986)	(30)	(280)		(310)	(95)		(405)	(25)		(430)	(430)
Total	27,008	(25,163)	1,845	(1,755)	67	157	(440)	0	(283)	(25)	0	(308)	(308)
Corporate Landlord	15,622	(4,403)	11,219	(874)		10,345	(650)		9,695	(300)		9,395	9,395
Facilities Management													
Capital Delivery & Development	1,388	(2,134)	(746)			(746)	(60)		(806)			(806)	(806)
Procurement	496	(424)	72		228	300			300			300	300
Physical Resources & Procurement - Overheads	(41)	0	(41)			(41)			(41)			(41)	(41)
Commercial portfolio	1,152	(2,658)	(1,506)	(150)		(1,656)			(1,656)			(1,656)	(1,656)
Total	2,995	(5,216)	(2,221)	(150)	228	(2,143)	(60)	0	(2,203)	0	0	(2,203)	(2,203)
Policy Strategy, Commissioning	765	0	765	(550)	222	437			437			437	437
DIRECTORATE WIDE Management & Regulatory Functions	2,489	0	2,489	(60)		2,429	(200)		2,229			2,229	2,229
TOTAL PLACE	137,083	(97,384)	39,699	(5,932)	517	34,284	(2,635)	0	31,649	(555)	0	31,094	31,094

PLACE DIRECTORATE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
STREETSCENE							
Streetscene Highways	New ways of working	EX PL1	(100)				(100)
INVESTMENT & REGENERATION SERVICE							
Transportation Strategy	Withdrawal of the free town bus facility in Huddersfield and Dewsbury town centres.	EX PL2	(102)				(102)
Regulation Services							
Environmental Health	Employee Reductions	EX PL3	(121)				(121)
			(323)	0	0	0	(323)
NEW MINUSES							
STREETSCENE							
Streetscene Highways	Changes to Routine Maintenance service	NEW PL1	(650)	(150)			(800)
Seasonal Weather	New methods of working, efficiency and a reduction to the Delivered service.	NEW PL2	(600)				(600)
Waste Services	Further in Street Cleansing Frequencies and Mechanical Sweeping	NEW PL3		(450)			(450)
Transport Services	Smarter Practices/efficiencies	NEW PL4	(200)	(200)			(400)
Bereavement Services	Additional income potential, 20%, through smarter marketing/product offer	NEW PL5	(50)	(100)	(150)		(300)
Parks & Open Spaces	Performance Management, Service Level Agreement (SLA) Restructure and Reduction in Gold, Silver, Bronze and Natural (GSBN) Standards	NEW PL6	(300)	(80)	(80)		(460)
	Performance Management, Service Level Agreement (SLA) Restructure and Reduction in Gold, Silver, Bronze and Natural (GSBN) Standards	NEW PL7		(230)			(230)
Housing General Fund	Reduction in costs	NEW PL8	(135)				(135)
Streetscene Highways							
INVESTMENT & REGENERATION SERVICE							
Transportation Strategy	Efficiency Gains & Increase in Service Income	NEW PL9	(50)	(50)			(100)
Regulation Services							
Building Control	Income Generation	NEW PL15	(40)				(40)
Environmental Health	New ways of working	NEW PL10	(25)	(25)			(50)
Planning	Improved Income - £120k, Reduced Local Plan Spend - £50k	NEW PL19	(170)				(170)
PHYSICAL RESOURCES & PROCUREMENT AND BUILDING SERVICES							
Schools Facilities Management							
Schools Facilities Management - School Transport	Combined Authority Working	NEW PL17	(325)	(285)			(610)
Schools Facilities Management - Catering/Assets	Assumed continuation of Universal Infant Free Schools Meals (UIFSM) national policy & funding arrangement, the service will continue to deliver the financial outturn of 2015/16.	NEW PL11	(1,150)	(60)			(1,210)
Schools Facilities Management - Cleaning	Realignment to current performance	NEW PL12	(280)	(95)	(25)		(400)
Corporate Landlord	New ways of working	NEW PL13	(874)	(650)	(300)		(1,824)

PLACE DIRECTORATE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
Facilities Management							
Capital Delivery & Development	Deletion of the Capital Development Manager post budget	NEW PL16		(60)			(60)
Commercial Portfolio	Improved Leases Income	NEW PL18	(150)				(150)
Policy, Strategy & Commissioning	Currently under review council wide	NEW PL14	(550)				(550)
Management & Regulatory Functions	Business Support Reductions	NEW PL20	(60)				(60)
	Further savings to be identified	NEW PL21		(200)			(200)
			(5,609)	(2,635)	(555)	0	(8,799)
TOTAL MINUSES FOR PLACE DIRECTORATE			(5,932)	(2,635)	(555)	0	(9,122)

PLACE DIRECTORATE - PLUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP PLUSES							
PHYSICAL RESOURCES & PROCUREMENT AND BUILDING SERVICES							
Schools Facilities Management							
Schools Facilities Management - Catering/Assets	Change in income/food costs due to number of trading days each year. Loss of income for School Asset Management Team in 15/16 (£144k)		67				67
Procurement	Allocation of base budget from Policy, Strategy and Commissioning		228				
Facilities Management							
Policy, Strategy and Commissioning	Section will be responsible for strategic development of transportation, carbon reduction, housing, jobs and growth, environment, waste, capital planning, asset strategy, procurement		222				222
TOTAL PLUSES FOR PLACE DIRECTORATE			517	0	0	0	289

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Streetscene Highways
Headline Proposal	New ways of working
Reference	EX PL1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	8,558	8,558	8,558	8,558
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>A reduction of £100k from the Insurance provision in the Budget reflecting the Systems thinking review of Reactive Maintenance which has improved the service delivery repairing more Carriageway defects.</p> <p>The Services Insurers and the industry in general consider a councils financial investment in the Highway. The current reduction proposal of circa £2.5m (50%) will affect their assessment of the Risk from Highways service and correspondingly the premium cost.</p> <p>Similarly Insurers consider the score Highways services achieve in the Governments National Self –assessment process as a barometer of competence of Asset maintenance. Kirklees is working towards Level 3 failure to achieve this standard will result in a reduction in the Highway Maintenance Grant of £1m (20%) over the next 3 years. A reduction in investment would affect risk with a corresponding effect upon premiums</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	
If assumptions are realised there will be no effect upon service delivery.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Martin Bowler
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Investment & Regeneration Service, Transportation Strategy-Free Town Bus
Headline Proposal	Withdrawal of the free town bus facility in Huddersfield and Dewsbury town centres
Reference	EX PL2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(102)			
Cumulative Savings	(102)	(102)	(102)	(102)
Budget after Savings (Controllable Budget)	769	769	769	769
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The Councils contribution to the Free Town Bus Facility in Huddersfield and Dewsbury town centres ceased in October 2016, saving £96,000 in 2016/17 and a £102,000 being saved in 2017/18 . (already achieved physically)</p> <p>From October 2016 the Free Town Bus facility in both town centres will be financially supported by the WY Combined Authority and private contributions. FTB services will continue from October 2016 for both centres, but they will be at a reduced frequency and over shorter time periods.</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 reduction in service will have some impact on service delivery (reduced service) , but the core hours of use previously covered will still continue to be covered and retendering the service provision has also enable cost savings to be made.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	R Hadfield

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Regulation Services, Environmental Health
Headline Proposal	Employee Reductions
Reference	EX PL3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(121)			
Cumulative Savings	(121)	(121)	(121)	(121)
Budget after Savings (Controllable Budget)	988	988	988	988
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)

Savings required to meet the Medium Term Financial Plan have, on the whole, been met. This has been achieved through a reduction in front line staff (Senior Environmental Health Officers) and the changes to the Night Time Noise Service; reduction in service provision during winter months and officers in Environmental Health (EH) covering the summer months as part of their 'working hours' – this has led to the reduction of 1 post.

Environmental Health has also significantly reduced the maintenance contract for air monitoring stations which has allowed for further savings.

Environmental Health has also generated income through the enforcement of gas servicing regulations by working closely with Kirklees Neighbourhood Housing.

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

Mitigations re service provision (Night Time Noise) described above.

Does this proposal require an Equality Impact Assessment? NO

Will this proposal require a Specific Service Consultation NO

Accountable Head of Service Wendy Blakeley

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Streetscene Highways
Headline Proposal	Changes to Routine Maintenance Service
Reference	NEW PL1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(650)	(150)		
Cumulative Savings	(650)	(800)	(800)	(800)
Budget after Savings (Controllable Budget)	7,908	7,758	7,758	7,758
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p><u>2017/18</u> <i>Reactive Maintenance £250k</i></p> <p>Proposal to provide £100K savings following structural replacement program and corresponding reduced risk. The Services Insurers and the industry in general consider a councils financial investment in the Highway. This investment should reduce our premium.</p> <p>Proposal to provide £300k savings following a planned replacement of lighting units. This will provide a reduction in both energy and maintenance costs. This saving will continue in 2018/19.</p> <p>£60k from reduced street lighting maintenance costs £60 k from revenue safety budget £65 k from reactive maintenance £65k from Insurance costs</p> <p>Review of the process for managing Streetscene ward meetings to realise efficiencies through the reduction of commitment of resources that have arisen out of these meetings.</p> <p><u>2018/19</u> The Highways Service has some opportunities to increase efficiency through the Digital by Design program. £100k productivity savings to be generated through reviewing the core service model and new ways of working as part of the Highways 2017 project. £50k to be funded from lower energy and reduced street lighting maintenance costs</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>Please note that the reduction will be mitigated by effectively a planned overspend that will then be covered by the Driver training annual "surplus" the money being used to improve</p>

safety.	
If assumptions are realised there will be no effect upon service delivery.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Martin Bowler
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Seasonal Weather (Winter maintenance)
Headline Proposal	New methods of working, efficiency and a reduction to the Delivered service.
Reference	NEW PL2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(600)			
Cumulative Savings	(600)	(600)	(600)	(600)
Budget after Savings (Controllable Budget)	1,213	1,213	1,213	1,213
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposed saving of (33%) of the current revenue budget will require a review of the provision of the existing Winter service.</p> <p>Currently around 50% of the service is currently contracted which allows the service significant economies from the reduced fleet requirement, the balance is provided in house. The labour resource is the foundation of the size of the operational delivery service and its capacity to provide a sustainable Highway Maintenance capacity.</p> <p>Changes to working patterns, which are necessary to meet safety legislation, are being introduced this winter (2016 / 17)</p> <p>Through the development of a new operating model the service will investigate new ways of working involving extending the capacity of Night service, reduction to Night patrols, Scout patrol gritting, improved route efficiency, investment in a new depot to centralise service delivery and a new salt storage facility, advances in telematics this will contribute to the savings.</p> <p>The Broader Highways service has some opportunities to increase efficacy through the Digital by Design program. A review of the core need and new ways of working and increased productivity will also generate savings that will support and mitigate the pressure upon the winter 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>Winter Maintenance is one part of the Statutory duty to maintain the Highway ensuring the provision of a Highway infrastructure that is available and safe for use. The Highways Asset</p>

<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>underpins the Economic Strategy ensuring that business can move goods, people and deliver services.</p> <p>Early intervention and Prevention is equally reliant on a functioning asset with the rural and isolated communities of particular concern.</p> <p>Service provision of our key partners including, WY Police, NHS and Public Health could be impacted.</p> <p>The key Council services that operate through the network e.g. Cleansing Services could also be impacted.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES
Accountable Head of Service	Martin Bowler

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Waste Services (Street Cleaning)
Headline Proposal	Further Reductions in Street Cleansing Frequencies and Mechanical Sweeping
Reference	NEW PL3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(450)		
Cumulative Savings		(450)	(450)	(450)
Budget after Savings (Controllable Budget)	3,307	2,857	2,857	2,857
FTE Reduction		23		

Description of Savings Proposal (Including interdependencies and risk)

This additional £450,000 would have to be achieved through the reduction in mechanical sweeping, changes to Town Centre cleansing and the move to mobile sweeping in most areas – removing most of the dedicated manual sweepers.

The impact of these changes would see a significant accumulation of litter in some communities and a significant reduction in the ability to respond quickly by the service.

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 outcome of the street cleansing service would be reduced, with significant accumulation of litter in many areas and reduced ability to respond to these quickly. This would impact on the Economic Resilience and Early Intervention and Prevention strategies, with making areas becoming less attractive to work / live and impacts on deprived areas.

The current planned budget reduction is going to be achieved through vacancy management. This further proposed reduction would require redundancies, and this would impact on some of our lowest paid and lowest skilled people.

This further reduction would also require the 4 planned reactive teams from the first phase to be absorbed into the scheduled works. To counter this though there will be much more mobile working, but any unplanned interventions will be at the cost of scheduled works.

The workload for the service is not reducing. The budget reductions across Environment & Greenspace will rise by a further £0.9m. This places this and a number of other services at the point of losing critical mass – meaning we would have to explore shared services or

outsourcing.	
This significant reduction in FTEs would also require a review of central overheads.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES
Accountable Head of Service	Will Acornley

Directorate	Place
Service Area	Transport Services
Headline Proposal	Smarter Practices/Efficiencies
Reference	NEW PL4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(200)	(200)		
Cumulative Savings	(200)	(400)	(400)	(400)
Budget after Savings (Controllable Budget)	(1,519)	(1,719)	(1,719)	(1,719)
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)
<p><u>Savings Target year 1 - £200k (£150k plus £50k)</u></p> <ul style="list-style-type: none"> - Efficiencies in working practices in year 1. - Efficiencies in driving practices, identified as a result of telematics data and resulting in efficiencies across fuel usage and in accident repairs. - Reduction/ removal of the B Fleet producing savings on running costs. B Fleet is a small number of vehicles used as replacement for services when their contract vehicle is off the road due to accidental damage, maintenance or servicing. <p><u>Savings Target year 2 - £200k (£150k plus £50k)</u></p> <ul style="list-style-type: none"> - Reduction of 50 vehicles in the fleet producing savings in fuel, fleet SLAs, and a further reduction in the cost of accidents and Insurance claims <p>There are significant savings that could come out of fuel consumption in terms of using telematics data and more efficient driving behaviour.</p> <p>Vehicle accident reduction, with the introduction of an accident reduction plan and telematics data it is expected that savings can be made.</p> <p>Fleet rationalisation/reduction will deliver further savings.</p> <p>Interdependencies – travel planning needs to be carried out in other services in terms of looking at more efficient ways for people to get about, accident reduction, driver behaviour and fuel reduction will need to be managed jointly between Transport Services and the relevant service.</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

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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	Mick Farmer
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Bereavement
Headline Proposal	Additional income potential, 20%, through smarter marketing/product offer
Reference	NEW PL5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)	(100)	(150)	
Cumulative Savings	(50)	(150)	(300)	(300)
Budget after Savings (Controllable Budget)	(1,547)	(1,647)	(1,797)	(1,797)
FTE Reduction	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)

Scope to do a number of things:

- Income generation opportunities e.g. increasing fees whilst benchmarking against other local providers, new service offers, new premium services as well as value for money choice.
- Cover costs of existing 'out of hours' services
- Reduce costs where feasible e.g. procurement of horticultural supplies, depot provision.
- Increased productivity e.g. changing cremation service times.

Interdependencies include IT and where this service sits within the prioritising of Digital by Default in Place.

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

- Capital investment is required in:
 - Cremators - essential to ensure machinery is robust and capable of meeting our operational needs. Existing cremators are approaching their 'end of life', prone to breakdown and some parts are now obsolete. New cremators would also cremate faster, and operate more efficiently, using less gas. Procurement support has been requested to commence this process.
 - Cemeteries - to develop under-utilised space and maximise capacity.
 - Memorialisation – to enable range of options that can generate income.
- Service users could chose alternative burial and cremation providers including neighbouring authorities and private burial grounds, leading to loss of income. Mitigation = competitive pricing plus premium offer, improved marketing and IT access to service (bookings, memorial purchases).
- Service bookings could move from weekdays to weekends without actual increase in volume of services, leaving capacity on weekdays. Mitigation = utilisation of capacity, flexible working where practical.
- Potential need for additional employees to cover greater number of workable hours per week, therefore additional costs may be incurred. Mitigation = consider shifting, casual employees and cross – service support initially.
- Potential service change to ensure correct structure and skills to develop business

Kirklees Council Budget Template for 2017/18

<p>element to service. Mitigation = will be done in line with corporate guidelines and with Trade Union & employee engagement.</p> <ul style="list-style-type: none"> • Political impact and preference not to change service offer. Mitigation = political briefing and community engagement / planning. 	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Sarah Durdin
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Parks & Open spaces
Headline Proposal	Performance Management, Service Level Agreement (SLA) Restructure and Reduction in Gold, Silver, Bronze and Natural (GSBN) Standards
Reference	NEW PL6 & 7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(300)	(310)	(80)	
Cumulative Savings	(300)	(610)	(690)	(690)
Budget after Savings (Controllable Budget)	1,994	1,684	1,604	1,604
FTE Reduction	0 (12*)	(12) (1.2*)		

*Should partners not fund the increase or withdrawn from the service

Description of Savings Proposal (Including interdependencies and risk)

NB. Combined information with £230K savings template in Parks.

The climatic changes, combined with a lack of GIS and mapping data, means performance management and operational adaptation is extremely difficult. As a result we are in the process of undertaking the full GIS mapping of the district and our assets, combined with the development of a public facing online platform for bookings/reporting issues and a digital work schedule / in-cab system. This is reliant on the Council's Digital by Design programme and a move to change the workforce to be seasonal to meet demands.

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 outcome of the Parks & Open Spaces service would be drastically impacted, with significant increase of non-maintained land in many areas and an inability of the service to respond to issues quickly. This would directly impact on the Economic Resilience and Early Intervention and Prevention strategies, with making areas becoming less attractive to work / live and impacts on deprived areas.

This significant reduction in FTEs would also require a review of central overheads.

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES
Accountable Head of Service	Will Acornley

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing General Fund
Headline Proposal	Reduction in costs
Reference	NEW PL8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(135)			
Cumulative Savings	(135)	(135)	(135)	(135)
Budget after Savings (Controllable Budget)	1,947	1,947	1,947	1,947
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>As we have modernised and moved to new ways of working and a new operating model which focuses more on streamlining our service offer and facilitating individuals to do more for themselves via our online services we have been able to identify a reduction in costs across our service area. Significantly the change to people registering for housing on-line (currently over 10k applicants) and our use of email rather than letter reduces printing / postage costs and co-location of staff in town centres has resulted in lower office expenses, room hire and equipment requirements. In addition publication, conference and consultancy costs have been reduced as a result of the availability of and use of on-line information and services.</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>Changes can be introduced without any adverse impact on service outcomes.</p>	
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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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Transport Strategy
Headline Proposal	Efficiency Gains & Increase in Service Income
Reference	NEW PL9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(50)	(50)	0	0
Cumulative Savings	(50)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	719	669	669	669
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p><u>2017/18</u> Proposed efficiency measure of reduction in electricity consumption needed to power Kirklees traffic signal network. Over the last few years a concentrated programme of switching existing signal head halogen bulbs to LEDs will enable the service to reduce their overall energy consumption – this in turn will lead to a cost saving of £50,000 being achievable in 2017/18.</p> <p><u>2018/19</u> Proposed increase in service income due to increase in housing development activity (section 38 income from new road building activity for housing sites) and also an increase in capital plan scheme delivery due to workload from the West Yorkshire Transport Fund – this joint increase in activity will lead to an increase in service income of £50,000 being achievable from 2018/19 onwards.</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	
No adverse impact on other service outcomes.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	R Hadfield
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Directorate	Place
Service Area	Environmental Health
Headline Proposal	New ways of working
Reference	NEW PL10

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(25)	(25)		
Cumulative Savings	(25)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	963	938	938	938
FTE Reduction	1	1		

Description of Savings Proposal (Including interdependencies and risk)

The proposals are IT based and can be broadly broken down into the following categories, all of which are interdependent on IT solutions:

1. Digital by Design
2. Installation of 'Assure' (Systems Supplier: MVM Northgate)
3. Mobile solutions once 'Assure' has been installed

For Pest Control, we are currently going down a digital by design route – once operational, this will allow customers to book appointments directly, and therefore reduce admin time. The introduction of a mobile solution would result in further admin savings as well as increased officer efficiency – this is due to happen in the second or the third phase, currently. Once introduced, the subsequent officer efficiencies could generate more income.

For wider Environmental Health, the focus is on mobile solutions, allowing officers to complete inspection reports while on site, thus improving efficiency. For this to work, installation of 'Assure' is needed which is currently taking place.

For example, a mobile solution currently being used at another council for food safety inspections resulted in a saving of 600 hours annually. A mobile solution could also work for Pollution and Noise Control. Increases in efficiency as a result of such a system could then be used to reduce Business Support Officer levels.

Installation of Assure would also allow for the introduction of the Licensing and Complaints package, allowing for savings in Business Support Officers in both functions.

Risk

At the moment it appears that the Environmental Health/Pest Control IT improvements/solutions, other than Digital by Design for Pest Control are not part of Phase 1 – any delay in the introduction of such system would naturally pose a risk and may therefore need an alternative platform.

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

Successful and timely introduction of the above IT solutions would significantly increase officer efficiency and reduce the amount of admin/business support needed, which could then be reduced to meet the savings needed. Such an outcome would ensure the viability of a functional and effective environmental health service.

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

Accountable Head of Service	Wendy Blakeley
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Schools Facilities Management - Catering/Assets
Headline Proposal	Assumed continuation of Universal Infant Free Schools Meals (UIFSM) national policy & funding arrangement, the service will continue to deliver the financial outturn of 2015/16.
Reference	NEW PL11

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,150)	(60)		
Cumulative Savings	(1,150)	(1,210)	(1,210)	(1,210)
Budget after Savings (Controllable Budget)	(2,284)	(2,344)	(2,344)	(2,344)
FTE Reduction	-	-	-	-

Factors impacting on retaining the catering surplus (Including interdependencies and risk)
<p>Factors Included in below proposals</p> <p>Catering outturn in financial year 2015/16 was a credit. This is the rationale behind the starting point of the AD proposal.</p> <p>The purpose of this report is to inform that this surplus is at risk of being generated to the same level, with a clear rationale below why this is at risk despite improved performance by the service.</p> <p>Reasons for the risk of a controllable surplus budget reduction include;</p> <ul style="list-style-type: none"> • Statutory gas work in kitchens due to legislative changes.

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 order to be a flexible service, the following actions are possible to mitigate any future changes in service delivery;</p> <ul style="list-style-type: none"> • Supplies and Services budgets will be reduced where possible to fund statutory gas work. • Service overheads reduced to mitigate any future losses incurred • To ensure full cost recovery • Review fees and charges through the budget setting process. 	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Jenny Frear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Schools Facilities Management – Cleaning
Headline Proposal	Realignment to current performance
Reference	NEW PL12

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(280)	(95)	(25)	
Cumulative Savings	(280)	(375)	(400)	(400)
Budget after Savings (Controllable Budget)	(310)	(405)	(430)	(430)
FTE Reduction	1	2	2	

Description of Savings Proposal (Including interdependencies and risk)
<p>2017/18 -£280k £250k savings proposal to bring budget proposals in line with current performance. £30k saving.</p> <p>2018/19 -£95k Reduced subsidy on Living Wage. Reduction of Relief staffing levels.</p> <p>2019/20 -£25k Reduced staff hours through efficiency savings.</p> <p><u>Risk</u> Corporate Buildings diminish at a faster rate than expected, whilst a Corporate Landlord saving this would impact on overall controllable surplus for the Caretaking & Cleaning service.</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	
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	YES

Accountable Head of Service	Jenny Frear
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Directorate	Place
Service Area	Corporate Landlord
Headline Proposal	New ways of working
Reference	NEW PL13

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(874)	(650)	(300)	0
Cumulative Savings	(874)	(1524)	(1,824)	(1,824)
Budget after Savings (Controllable Budget)	10,345	9,695	9,395	9,395
FTE Reduction			4	

Description of Savings Proposal (Including interdependencies and risk)

17/18

Reduced Facility Management repairs budget from £1.6m to £1.25m **£350k**

This budget has underspent last year and forecast to underspend this financial year, the number of operational asset is projected to reduce. The Council will continue to adopt a prudential approach to repairs and the most efficient deployment of capital and revenue funding.

Reduced support and professional fees **£100k**, in line with the reduced capital and revenue budgets.

Asset Transfer savings, seven assets in the disposal pipeline two of which should complete by Spring 2017. Forecast savings **£75k**

Asset Disposals (Subject to cabinet approval Jan 2017) 17/18 savings **£50k**.

Office Accommodation savings **£75k**, reductions in building numbers

Utility Reductions **£100k** forecast reduction

Assess the opportunity for additional income generation **£124k**

18/19

Reduced Facility Management repairs budget from £1.25m to £1m **£250k**

This budget has underspent last year and forecast to underspend this financial year, the number of operational asset is projected to reduce. The Council will continue to adopt a prudential approach to repairs and the most efficient deployment of capital and revenue funding.

Office Accommodation reductions (Subject to approval) with forecast saving of **£200k** in

year **18/19** is achievable.

The pace and profile of saving is heavily linked to the journey to new council and new models of service delivery.

Asset Disposal Programme **£100k**

A further batch of asset disposals is programme to be brought forward for approval to dispose in 2017 that will release further revenue savings. This is subject to the approval processes and Asset Committee.

Reduced FM overall budgets to reflect reduced overall resources required **£100k**

19/20

Office Accommodation reductions (Subject to approval) forecast **£200k** in year **19/20**

Reduced FM overall budgets to reflect reduced overall resources required **£100k**

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 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.

Does this proposal require an Equality Impact Assessment?

NO

Will this proposal require a Specific Service Consultation

NO

Accountable Head of Service

Joe Tingle

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Policy, Strategy & Commissioning
Headline Proposal	Currently under review council wide
Reference	NEW PL14

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(550)			
Cumulative Savings	(550)	(550)	(550)	(550)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Policy, Strategy and Commissioning resource to provide intelligence, commissioning research and analysis and develop strategy and policy in relation to the Economic Strategy and Resilience strands. This also includes a shift to a new model of community and voluntary sector engagement and capacity which supports the new council 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	
N/A	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Kim Brear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Building Control
Headline Proposal	Income Generation
Reference	NEW PL15

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(40)	0	0	0
Cumulative Savings	(40)	(40)	(40)	(40)
Budget after Savings (Controllable Budget)	(405)	(405)	(405)	(405)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The £40k will be achieved by increased income from providing a service that people want and competing more proactively for building regulation work with the private sector.</p> <p>The income is reliant on workload in construction industry being maintained at current levels and on customers opting to choose the council's Building Control Service.</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 direct impact on the service outcomes. There will however be an increased demand on staff which will be met by a more risk based approach, better use of IT and more efficient working practices.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Neal Fearn
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Capital Delivery & Development
Headline Proposal	Deletion of the Capital Development Manager post budget
Reference	NEW PL16

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(60)	0	0
Cumulative Savings	0	(60)	(60)	(60)
Budget after Savings (Controllable Budget)				
FTE Reduction		1		

Description of Savings Proposal (Including interdependencies and risk)
The current post holder is retiring at the end of 2016/17. The proposal is to not fill the post and delete the budget allocation from 2018/19 onwards. The work undertaken by the current post holder, which is primarily around the governance of the Council's Capital Plan and the development and approval of major capital projects, will still need to be delivered and the £60k budget allocation for 2017/18 will be used to develop alternative methods of doing so.

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 is an important role and the associated work will need to continue to ensure the effective governance of the Council's Capital Investment Plan.	
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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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Schools Facilities Management – Schools Transport
Headline Proposal	Combined Authority Working
Reference	NEW PL17

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(325)	(285)		
Cumulative Savings	(325)	(610)	(610)	(610)
Budget after Savings (Controllable Budget)	2,750	2,465	2,465	2,465
FTE Reduction	8	5		

Description of Savings Proposal (Including interdependencies and risk)
<p><u>2017/18</u> – indicative year on year reduced expenditure of £325k. Review current cohort of children receiving home to school transport based on the SEN, disability, mobility criterion in order to reduce the level of discretionary service offered from September 2017.</p> <p><u>2018/19 onwards</u> - additional Indicative year on year reduced expenditure of £285k.</p> <p>Contract out the procurement and contract management of all home to school transport functions (including the administration of bus passes) to WYCA under a co-operation agreement (£110k). Change the policy to mirror the legislative requirements resulting in a “statutory duty only” service provision level (£175k).</p> <p>Reducing service provision may increase the risk of non-attendance at school for a small number of children. This may lead to reputational harm to the Authority from some quarters.</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	Mick Bunting
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Commercial Portfolio
Headline Proposal	Improved Leases Income
Reference	NEW PL18

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(150)	0	0	0
Cumulative Savings	(150)	(150)	(150)	(150)
Budget after Savings (Controllable Budget)	(1,656)	(1,656)	(1,656)	(1,656)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Commercial portfolio £150k additional income from new or revised commercial leases.

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 budget savings are linked to the transformation of the council and the delivery of a number work streams.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Joe Tingle
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Directorate	Place
Service Area	Planning
Headline Proposal	Improved Income - £120k, Reduced Local Plan Spend – 50k
Reference	NEW PL19

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(170)	0	0	0
Cumulative Savings	(170)	(170)	(170)	(170)
Budget after Savings (Controllable Budget)	651	651	651	651
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)

Proposal 1 Increased Planning Application fees.

Two of the three previous years (including this year) have shown increased planning fees to a significant level above predicted levels. This reflects the improved housing market and improved economic conditions.. As a consequence of this we have seen a strong increase in new residential planning applications. The resultant fee income looks set to exceed predicted levels this year by circa £230k. Whilst some of this additional fee income is being used to employ more staff (to deal with increased workloads) it is anticipated that that fees will continue to rise. The drivers for this are:

- The national drive for more housing delivery
- The production of a local plan to publication stage and beyond (releases more housing sites)
- An indication that fees (currently set nationally) will either increase proportionally during 2017/18 or be handed to high performing authorities to set their own fees.

In the context of those three factors then an increase in overall fee incomes of £120k per annum would be a reasonable and achievable target.

There are of course risks to this in that as seen between 2009 and 2012 the economy may take a downward trend meaning that planning applications submitted to the Council were significantly lower than predicted.

Proposal 2 – Reduced Local Plan Budget

There is currently an allocation of £198k within the Planning Policy team budget. This assists in the development of policy work and supports the development of the Local Plan to full adoption.

Given current anticipated spend a £50k/annum reduction in this area would be sustainable.

<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>A reduction in fee income will arise if the volume of planning applications reduces. Any reduction in staff levels to account for this may not be immediately felt unless key specific technical expertise is lost.</p> <p>The Council needs to be mindful of the central government performance benchmarks and the risks of losing planning powers if these levels are not achieved. The thresholds do keep increasing but we are well above expected levels.</p> <p>In terms of lost local plan budget the medium to long term carries greatest risk in terms of future planning of our community. It will mean that this will need to be carried out over a much longer timeframe.</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

Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Management & Regulatory Functions – Business Support
Headline Proposal	Business Support Reductions
Reference	NEW PL20

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(60)			
Cumulative Savings	(60)	(60)	(60)	(60)
Budget after Savings (Controllable Budget)	2,419	2,419	2,419	2,419
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction of catering business support by 2 x FTE due to the implementation of Cy-pad (management software tool) which in turn reduces the requirement for manual intervention in relation to trading accounts, timesheets and receipting, orders centrally.</p> <p>The savings are directed to changes within catering but will be an actual saving to the central business support budget.</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 service outcomes would be positive, reduction of errors cost, support in relation to audit trails.</p> <p>Staff would be offered alternative positions within the council through deployment</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Jenny Frear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Service Directorate wide review of support services to gain efficiency savings
Headline Proposal	Further savings to be identified
Reference	NEW PL21

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(200)		
Cumulative Savings	0	(200)	(200)	(200)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>A Service Directorate wide review of support services to gain efficiency savings through procurement, shared centres of excellence and administration. This will be aimed at management and back office arrangement across the main frontline services including Waste, Highways, Parks, Licensing and Building Control.</p> <p>Included within this will be a review of the inter dependant relationship with LOCALA in respect to clinical services, such as medical waste collection and Elsan toilet emptying.</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 review is aimed to improve service delivery wherever possible and make efficiencies.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Will Acornley
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RESOURCES DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Legal Services	2,559	(542)	2,017	(440)		1,577	(143)		1,434	(122)		1,312	1,191
Elections, Electoral Registration	783	(8)	775	(447)		328		297	625	(122)		503	461
Support for Council as Democratic Organisation	2,941	(42)	2,899	(446)		2,453	(241)		2,212			2,212	2,212
Finance, Risk & Performance	4,029	(826)	3,203	(528)		2,675	(336)		2,339	(201)		2,138	2,138
IT	13,009	(1,771)	11,238	(522)		10,716	(1,145)		9,571	(1,360)		8,211	8,211
Welfare & Exchequer incl Benefits Advice													
Income Collection - Welfare & Exchequer	4,702	(2,813)	1,889	(100)		1,789			1,789			1,789	1,789
Welfare & Complimentary Benefits	5,032	(221)	4,811	(91)		4,720	(91)		4,629	(88)		4,541	4,491
Corporate Customer Standards	96	(4)	92			92			92			92	92
Payment of Benefits - Social Fund/Local Welfare	1,042	0	1,042	(410)		632	(80)		552			552	552
Benefit Payments	114,617	(114,698)	(81)			(81)			(81)			(81)	(81)
Library & Information Centres	5,811	(319)	5,492	(1,354)		4,138	(1,900)		2,238			2,238	2,238
Total	131,300	(118,055)	13,245	(1,955)	0	11,290	(2,071)	0	9,219	(88)	0	9,131	9,081
Town Halls & Public Halls													
Public Halls	138	(276)	(138)			(138)			(138)			(138)	(138)
Town Halls	684	(334)	350			350	(50)		300			300	300
Total	822	(610)	212	0	0	212	(50)	0	162	0	0	162	162
Registrars	650	(601)	49	(18)		31	(18)		13			13	13
KD Contact Centre and Customer Service Centre													
Access to Services - Customer Service Centres	3,667	(2,532)	1,135	(100)		1,035	(100)		935	(100)		835	735
Looking Local (Digi TV)	1,321	(1,321)	0			0			0			0	0
Total	4,988	(3,853)	1,135	(100)	0	1,035	(100)	0	935	(100)	0	835	735
HD-One:Financial & HR Transactional Services	2,275	(1,140)	1,135	(47)		1,088	(347)		741			741	741
Corporate & Democratic Core													
Corporate Management	562	(62)	500			500			500			500	500
Democratic Representation & Management	116	(350)	(234)			(234)			(234)			(234)	(234)
Total	678	(412)	266	0	0	266	0	0	266	0	0	266	266
Management & Regulatory Functions	1,247	(33)	1,214	(110)		1,104			1,104			1,104	1,104
TOTAL RESOURCES	165,281	(127,893)	37,388	(4,613)	0	32,775	(4,451)	297	28,621	(1,993)	0	26,628	26,315

RESOURCES DIRECTORATE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
Legal Services	Review of service	EX RE1	(340)				(340)
Elections, Electoral Registration	Efficiency savings	EX RE2	(176)				(176)
	Review of Council electoral cycle and number of councillors	EX RE3	(120)				(120)
Support for Council as Democratic Organisation	Efficiency savings	EX RE4	(305)				(305)
Finance, Risk & Performance	Process efficiency savings from new IT systems, & service modernisation	EX RE5	(192)				(192)
Welfare & Exchequer							
Library & Information Centres	Re-shape Library and information Service (see also NEW RE9)	EX RE6	(1,354)				(1,354)
HD-One:Financial & HR Transactional Services	Efficiency savings; transactional HR services. Includes deferral of existing saving for moving to monthly payroll; now in 2018-19.	EX RE7		(300)			(300)
Management & Regulatory Functions	Reduction to match planned reduction in Senior Management across the Council.	EX RE8	(110)				(110)
			(2,597)	(300)	0	0	(2,897)
NEW MINUSES							
Legal Services	Further savings to be identified	NEW RE14	(100)	(143)	(122)	(121)	(486)
Elections, Electoral Registration	Smoothing Adjustment to Reflect Cycle of Elections	NEW RE1	(151)		(122)	(42)	(315)
Support for Council as Democratic Organisation	Members Allowances – Potential Further Savings	NEW RE2		(100)			(100)
	Savings to be identified	NEW RE15	(141)	(141)			(282)
Finance, Risk & Performance	Generation of additional income by internalisation of claims & reduction of workforce	NEW RE3	(336)	(336)	(201)		(873)
IT	IT Efficiency Savings	NEW RE4	(522)	(1,145)	(1,360)		(3,027)
Welfare & Exchequer							
Income collection - Welfare & Exchequer	More digital and automated services	NEW RE5	(100)				(100)
Welfare & Complimentary Benefits	New Adult Social Care Charging Policy. Automation of office services and increased collection of income	NEW RE6	(38)	(38)	(38)		(114)
Payment of Benefits - Social Fund/Local welfare	More Automation of back office services	NEW RE7	(53)	(53)	(50)	(50)	(206)
	Review of Local Welfare provision and Loan scheme for white goods	NEW RE8	(410)	(80)			(490)
Library & Information Centres	Re-shape Library and information Service (see also EX RE6)	NEW RE9		(1,900)			(1,900)
Town Hall & Public Halls	Review of fees and Charges	NEW RE10		(50)			(50)
Registrars	Charging review - look to break even	NEW RE11	(18)	(18)			(36)
Access to Services - Customer Service Centres	New ways of working	NEW RE12	(100)	(100)	(100)	(100)	(400)
HD-One: Financial & HR Transactional Services	Further savings	NEW RE13	(47)	(47)			(94)
			(2,016)	(4,151)	(1,993)	(313)	(8,473)
TOTAL MINUSES FOR RESOURCES DIRECTORATE			(4,613)	(4,451)	(1,993)	(313)	(11,370)

RESOURCES DIRECTORATE - PLUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
NEW PLUSES							
Elections, Electoral Registration	Smoothing of budgets over years	NEW RE1		297			297
TOTAL PLUSES FOR RESOURCES DIRECTORATE			0	297	0	0	297

Directorate	Resources
Service Area	Legal Services
Headline Proposal	Review Service
Reference	EX RE1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(340)			
Cumulative Savings	(340)*	(340)	(340)	(340)
Budget after Savings (Controllable Budget)	1,677	1,677	1,677	1,677
Current FTE	Approx 5			

Description of Savings Proposal (Including interdependencies and risk)
<p>2017/18</p> <p>The original savings of £340k were planned to be made primarily from vacancies as well as savings from on-going underspends in budget heads. We are also reviewing the use of locum solicitors and external use of Solicitor/Barrister panels in light of the need for work/demand for support going ahead. This is on-going.</p> <p>There was an assumed reduction in demand for legal support following on from other decisions elsewhere. This hasn't currently materialised from the intelligence we have on time recording/case management information, discussion with service areas and spend on legal matter as well as cases opened.</p> <p>The savings we will make in the 2017/18 year are as follows:</p> <p>Employees Using existing vacancies to make savings of £240,000</p> <p>Others Savings across other budget heads – Know how, training and consultancy lines of £25,000</p> <p>Other budget areas*(Children's Services) £90,000 (approx) We filled two vacant posts in 2016/17 to offset the cost of external lawyers who provide support across Children's Services. Current figures indicate that by doing this we are also reducing the cost of external lawyers in Children's Services budget which we believe will flow through to next year. It's difficult to quantify this figure exactly but based on comparing this year with last it looks like there will be a net saving to the council. This is despite the increase in cases in this area.</p>

Added together the saving to the Council next year would be more than the target of £340,000.

We still have more work to do this year looking at demand/use of locums which may lead to more savings moving forwards. (see MTFP NEW RE14 re further savings)

Inter-dependencies and Risk

Cost of external lawyers as well as Court fees, expert witnesses etc are met by service areas. Spend on external Solicitors and Barristers was £444,634 and £386,576 (respectively) in 2015/16. Highest cost is in Children's but then Property and Planning.

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

Staff absence (maternity leave) needs to be covered either by a temporary replacement or a locum or by external solicitors. This has been offset by the vacancies. There is a strong likelihood we will overspend to fill work gaps through maternity leave cover use of locums/external lawyers or it will lead to extra pressure to service areas as we will need to commission external lawyers from the framework panel.

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 eg drafting orders, new Drugs and Alcohol Court.

Historic external trading target needs adjustment to reflect what is achievable.

2018/19

Need to continue to review demand with service areas and look at new ways of working with them to reduce demand. Also need to consider practicality of achieving increased external trading and better synergy across WYLAW. Also See MTFP NEW RE 14 for additional savings ask.

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

Service is largely demand driven. Reducing staff numbers is likely to result in increased use of external lawyers at greater cost. Alternatively we may need to take a corporate decision 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 at the end of March will impact on the likely need for support . 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 help services to do this e.g. low value contracts, non- contested prosecutions.

The WYLAW framework for Solicitors will be retendered over the coming months. We need to ensure with West Yorkshire colleagues that we drive best value from this exercise. 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.

Does this proposal require an Equality Impact Assessment?	No not presently [but may be linked to services stopping some activites]
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Julie Muscroft AD – Legal Governance and Monitoring and Deputy Heads in Legal
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Directorate	Resources
Service Area	Elections, Electoral Registration
Headline Proposal	Efficiency savings
Reference	EX RE2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(176)*			
Cumulative Savings	(176)	(176)	(176)	(176)
Budget after Savings (Controllable Budget)	598	598	598	598
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>*This saving, due to the technical realignment of costs (<u>see Template NEW RE2</u>) is intended to be achieved over the next four years.</p> <p>The following activities can / will be progressed:</p> <ul style="list-style-type: none"> • Secure free annual storage for polling booths - £8k • Consider reviewing polling stations, including the creation of “super polling stations”, which may save on accommodation costs. Statue determines that the absolute minimum number of polling stations we can have is 124 (we currently have 192). A formal boundary review would be necessary to achieve any such reduction. This would require a complete review of wards and polling districts to achieve such reductions. However this would be wholly dependent on: <ul style="list-style-type: none"> - The availability of appropriate accommodation (initial investigations have already evidenced that such accommodation is not available across the borough); - Councillor and Returning Officer agreement. • A further consequence of this approach may be an increase in postal votes which is more costly i.e. the unit cost of a postal vote is significantly greater than voting at a polling station. This will need to be subject to the agreement of politicians and the Returning Officer. <p><u>The above mentioned will by no means meet the MTFP savings.</u></p> <p>Contextually it is important to note that electoral episodes are a growth area. By the end of October there have been 7 during the last 12 months alone. Future developments / pressures which need to be borne in mind include:</p> <ul style="list-style-type: none"> • Government funding for Individual Electoral Registration (IER) is reducing year-on-year, however, this does not reflect the costs;

- An increase in housing will create an additional cost to the annual household canvass;
- An increase of electorate creates an additional financial cost to the registration budget;
- Changes in legislation – Votes for Life will be introduced in the near future and the requirement to issue Postal Vote Rejection Notices (PVNI) after every election creates additional costs to the local authority;
- The ongoing trend of unscheduled by-elections and elections;
- 2019/20 financial year, with no European election, will mean that 100% of the cost of the election will fall to the local authority;
- Continued sale of council building and land (both of which are used for polling stations) will continue to result in the need to secure other polling stations at greater cost from the private sector.

In light of the above the only realistic way to meet the MTFP (whilst continuing to meet legislative requirements and manage budget pressures) will be to change the cycle of elections to four yearly. This would result in savings significantly above the MTFP requirement over time. This matter is being considered and progressed by the Kirklees Democracy Commission as part of its terms of reference.

This should be considered with reference to Template EX RE3

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 principal impact relates to a change to the electoral cycle. Whilst such a change will deliver savings in excess of the MTFP requirements, it will require front end resources to deliver an all-out election in 2019. This is the most realistic point to move to a four yearly cycle as it guarantees alignment with Parish elections. Thereafter, over time, savings will be realised. A further consideration may be the impact on voter turnout, although this is not something that could be predicted at this stage.

Does this proposal require an Equality Impact Assessment?	YES – In respect of the impact on voters in reducing the number of polling stations
Will this proposal require a Specific Service Consultation	YES – Should there be a wish to move to a four yearly cycle of elections

Accountable Head of Service	Carl Whistlecraft, Head of Governance and Democratic Services
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Elections, Electoral Registration / Supporting the Council as a Democratic Organisation
Headline Proposal	Review of Council electoral cycle and number of councillors
Reference	EX RE3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(120)			
Cumulative Savings	(120)*	(120)	(120)	(120)
Budget after Savings (Controllable Budget)	478	478	478	478
Current FTE				

Description of Savings Proposal (Including interdependencies and risk)
<p>This MTFP saving relates to the budget amendment seeking to reduce the number of councillors and change to a four yearly cycle of elections. These issues have been picked up as part of the work of the Kirklees Democracy Commission (see other templates). The Commission’s recommendations (on this and other issues) will be reported to Council. Council will determine if these savings will be achieved by this means and when these might occur*.</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><u>See other templates in respect of impact.</u></p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Carl Whistlecraft, Head of Governance and Democratic Services
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Directorate	Resources
Service Area	Support for Council as Democratic Organisation
Headline Proposal	Efficiency savings
Reference	EX RE4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(305)			
Cumulative Savings	(305)	(305)	(305)	(305)
Budget after Savings (Controllable Budget)	2,594	2,594	2,594	2,594
FTE Reduction	4			

Description of Savings Proposal (Including interdependencies and risk)
<p>Delivery of the MTFP savings will mean reductions across the breadth of the activities supporting the Council as a Democratic Organisation. In proposing this approach every attempt has been made to minimise the impact on customers, although this has not been fully avoided. The proposed savings are as follows:</p> <p>The Civic Office – Comprises a realignment of the budget to actual spend, no impact on current arrangements for transport, civic regalia and hospitality - £5k.</p> <p>Governance – Comprises the deletion of a further post within the Governance Team. £42k</p> <p>Service Business Support / Councillor Support – Comprises the deletion of 2.5 posts within the Business Support Team which provides support to both councillors and the wider service in the delivery of its functions. £64k</p> <p>Members Allowances – Comprises a reduction in ancillary costs (e.g. printing, advertising, subsistence etc) within the Allowances budget although a major part of the reductions are as a result of legislative changes in respect of the superannuation entitlement for councillors. £168K</p> <p>Political Group Budgets – Monitoring of spending trends reveals that this budget (currently £50k) consistently underspends. In light of this a reduction by 50% should not significantly impact on current activity. £25k</p> <p>It should be noted that the above delivers a total of £305k in savings, £5k more than the MTFP requirement.</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>By way of a general point, the future shape and expectations of the service and its functions moving forward is heavily dependent on the outcomes of the Kirklees Democracy Commission. Such outcomes will strongly influence the council’s governance and decision making structures / processes and the role of councillor in the future. Given the core business of the service, the Commission’s findings will shape the model of support and</p>

service design in the future. This has been borne in mind when identifying MTFP savings and should be noted in considering these proposals. **(please read in conjunction with Template EX RE3 and Template NEW RE2)**

In terms of impact, it is important to consider the following:

- Current governance and decision making structures will continue to be supported. Following the service review and the deletion of another post from this team it is important that there is no further growth in governance commitments beyond those that currently exist.
- Reductions in service business support / councillor support significantly reduces the scope to manage peaks and troughs across the wider service and may require some reduction in the level of support currently provided to councillors.
- The proposed reductions to the Members Allowances budget has no impact on the current scheme (i.e. it does not affect the allowances payable to ward councillors and those in receipt of special responsibility allowances). Should there be a wish to reduce this budget further there would be an impact on these core elements. Such an approach would require consideration by the Members Allowances Independent Review Panel and a decision by Council. It is unlikely that this could be progressed and completed by 31 March 2017. The alternative means by which further savings could be made from this budget would be by reducing the number of councillors. This matter would require an electoral review, involving the Local Government Boundary Commission, taking approximately 18 months. This matter, and others, is being considered as part of the Kirklees Democracy Commission’s terms of reference.
- As mentioned above, reducing political group budgets by 50% should not have a significant impact based on historical spend. It would be a matter for Group Leaders to determine the extent to which this proposal is likely to have an impact in the future.

Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation?	YES – If there is a proposal to reduce the number of councillors.

Accountable Head of Service	Carl Whistlecraft, Head of Governance and Democratic Services
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Finance, Risk & Performance
Headline Proposal	Process efficiency savings from new IT systems, & service modernisation
Reference	EX RE5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(192)			
Cumulative Savings	(192)	(192)	(192)	(192)
Budget after Savings (Controllable Budget)	3,011	3,011	3,011	3,011
FTE Reduction	6			

Description of Savings Proposal (Including interdependencies and risk)
<p>This is the final tranche of 2016-17 MTFP savings relating to the Accountancy, Internal Audit & Performance teams. These savings have been delivered in part through; technological advances, building on the implementation of the council's business system (SAP), prioritisation of activities and changes in the way the services is delivered. These saving have been incremental and largely managed through turnover.</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 impact of having reduced resource has been carefully managed to ensure we continue to deliver our statutory functions and valued support services.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Customer and Exchequer, Library and Information Centres
Headline Proposal	Re-shape Library and information Service
Reference	EX RE6 & NEW RE9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,354)	(1,900)	0	0
Cumulative Savings	(1,354)	(3,254)	(3,254)	(3,254)
Budget after Savings (Controllable Budget)	4,138	2,238	2,238	2,238
FTE Reduction	60	50		

Description of Savings Proposal (Including interdependencies and risk)
<p>The Council completed a review of the library service in 2016/17; saving £1,854k over the period April 2016 to March 2017 (includes the £1,354k savings for 2017/18).</p> <p>The reduction of £1,900k for 2018/19 will require a further significant service review and will impact across the library service budget. This includes a review on the number of libraries the council can continue to support. There are currently 24 libraries in the portfolio. Supplies & services and book fund budgets will also be reviewed.</p> <p>As with the earlier service change the council will undertake consultation and develop options for future service delivery based on the £2,238k allocated budget.</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>Reducing the library building footprint could see customers move to those remaining meaning an increase in footfall. The outreach programme will need to be developed further to mitigate reducing the footprint. Collaborating further with the health service, schools and local community groups.</p> <p>To achieve savings in 18-19 a Service Specific Consultation will need to take place in spring/summer 2017.</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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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	HD-One: Financial & HR Transactional Services
Headline Proposal	Efficiency savings, transactional HR services. Includes deferral of existing saving for moving to monthly payroll, now in 2018-19.
Reference	EX RE7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(300)		
Cumulative Savings		(300)	(300)	(300)
Budget after Savings (Controllable Budget)	1,134	834	834	834
FTE Reduction		8		

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction in payroll staff following implementation of monthly payroll for school and council staff from 4 weekly.</p> <p>HR has produced an implications and timeline report for Redesign Board, which was considered in November. Report now passed to New Council Board. Report proposes Aug 2018 for the earliest possible implementation, which is 6 months later than the savings are built in to the budget.</p> <p>Interdependency: This is a big project of work, so internal team will need to be assigned and external technical support will be required, so there will be associated external support costs of approx. £40k.</p> <p>Risks: Ongoing academisation of schools and maintaining the new payrolls this creates, impacts resource availability in HR and HD-One. Rate of conversions from 2017 is not yet known until further Government guidance is issued.</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>Employee Handbook would need revision, so negotiation with TU's is required. It is not known whether this will be well received by employees or not.</p> <p>KAL, John Curwen Academy and King James Academy have negotiated to move to monthly. Two took 6 months and one took 3. Minimal staff disagreement in all three.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Rosemary Gibson
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Directorate	Resources
Service Area	Management & Regulatory Functions
Headline Proposal	Reduction to match planned reduction in Senior Management across the Council
Reference	EX RE8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(110)			
Cumulative Savings	(110)	(110)	(110)	(110)
Budget after Savings (Controllable Budget)	549	549	549	549
Current FTE	4			

Description of Savings Proposal (Including interdependencies and risk)
<p>This budget relates solely to the support provided to the Chief Executive, Directors and Assistant Directors provided by Directorate Support Managers, the Secretary to the Chief Executive and Secretaries. The future shape, role and structure of the model of support is inextricably linked to the review of the Council's senior management arrangements that are currently underway.</p> <p>In terms of the MTFP savings it is proposed that they are met through vacancy management and progressing the opportunities presented by voluntary severance which has now been offered to all relevant staff.</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 above mentioned approach should not significantly impact on current service delivery, although it will be important to manage issues around skills and knowledge retention in advance of service redesign which will need to take place as senior management arrangements are implemented.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carl Whistlecraft, Head of Governance and Democratic Services
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Elections, Electoral Registration
Headline Proposal	Smoothing Adjustment to Reflect Cycle of Elections
Reference	NEW RE1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(151)	297	(122)	(42)
Cumulative Savings	(151)	146	24	(18)
Budget after Savings (Controllable Budget)	327	624	502	460
Current FTE				

Description of Savings Proposal (Including interdependencies and risk)
<p>Technical adjustment to realign the budget in line with the number and pattern of electoral episodes (based on what can currently be predicted) whilst still taking into account savings targets (see EX RE2 for Elections MTFP savings target)</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 EX RE2)	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carl Whistlecraft
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Support for Council as a Democratic Organisation
Headline Proposal	Members Allowances – Potential Further Savings
Reference	NEW RE2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(100)*		
Cumulative Savings	0	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	2,358	2,117	2,117	2,117
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>This proposal was included in a review exercise carried out by Finance looking at areas of consistent underspend for the AD’s Group. Members Allowances have consistently shown an under spend. <u>The current underspend of £164k is taken into account in template EX RE4. Taking further resources out of this budget without amending the scheme or reducing the number of councillors will mean this budget will overspend.</u></p> <p>This proposal looks at the extent to which any further savings might be possible. The extent to which this is achievable is wholly dependent on the outcome of the work of the Kirklees Democracy Commission.</p> <p>The savings of £164k (<u>see template EX RE4</u>) can be made without any impact on the core principles of the current scheme. Should there be an intention to make further savings from this budget the impacts below need to be considered.</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 progressing the AD proposal the following needs to be borne in mind:</p> <ul style="list-style-type: none"> - Additional savings of £100k would impact on the core components of the allowances scheme i.e. payment of the ward role and special responsibility allowances. Any changes to the Allowances Scheme would require a recommendation of the Members Allowances Independent Review Panel and a decision by Council. Consideration would need to be given as to whether this could be realistically achieved within the above time scales. - A reduction in the number of councillors, and hence a reduction in the allowances payable, is the only other means by which this saving could be achieved. This is not an approach that is in the Council’s gift, it would require an electoral review process conducted by the Local Government Boundary Commission. Such a process would

<p>take 18 months should the Council be minded to go down this route.</p> <p>This proposal needs to be considered in the wider strategic context and the ongoing work of the Kirklees Democracy Commission. As part of their terms of reference the Commission is considering the changing role of the councillor, their community leadership responsibilities in a New Council and the number of councillors needed in a borough the size of Kirklees to ensure effective representation.</p> <p>See * above. 2018/19 is the earliest that further savings to this budget could be made. Such savings would be predicated on the recommendations of the Members Allowances Independent Review Panel or an electoral review undertaken by the Local Government Boundary Commission.</p>	
<p>Does this proposal require an Equality Impact Assessment?</p>	<p>YES – Where there is a proposal to reduce the number of councillors</p>
<p>Will this proposal require a Specific Service Consultation</p>	<p>YES - Where there is a proposal to reduce the number of councillors</p>
<p>Accountable Head of Service</p>	<p>Carl Whistlecraft, Head of Governance and Democratic Services</p>

Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Finance, Risk & Performance, Insurance
Headline Proposal	Generation of additional income by internalisation of claims & reduction of workforce
Reference	NEW RE3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(336)	(336)	(201)	
Cumulative Savings	(336)	(672)	(873)	(873)
Budget after Savings (Controllable Budget)	2,675	2,339	2,138	2,138
FTE Reduction	10	10	6	

Description of Savings Proposal (Including interdependencies and risk)
<p>This proposal builds on the changes & savings delivered as part of 2016-19 MTFP. The underpinning approach to delivery relies on further prioritisation of the service offer & greater use of technology however given the scale of resource reduction there will inevitably be an impact on the available capacity. The management team of the service will continue to prioritise service requirements to ensure core & statutory functions are protected.</p> <p>The scale of savings will require organisational change & this will be managed voluntarily or through a managed process.</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 capacity and ability of the finance team to respond to service requirements will be affected. Core & statutory functions will continue to be prioritised.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Finance, Risk & Performance, Information Technology
Headline Proposal	IT Efficiency Savings
Reference	NEW RE4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(522)	(1,145)	(1,360)	
Cumulative Savings	(522)	(1,667)	(3,027)	(3,027)
Budget after Savings (Controllable Budget)	10,716	9,571	8,211	8,211
FTE Reduction		12	28	

Description of Savings Proposal (Including interdependencies and risk)		
2017/18	2018/19	2019/20
Bringing forward "cheaper to run" infrastructure projects Reduced levels of support on specific contracts Reductions in consumable procurement Deletion of obsolete / duplicate applications Mid-Contract Renegotiation of applications renewals Adjustment to Transformation budget <u>Dependencies</u> Reduced corporate expectation Success of contract negotiations Reduced corporate demand for adhoc technology procurement	Documents Solutions Service Review IT and Change VR/VER Process Reduction in network Reduction in legacy telephony Printing Reduction (volume and associated consumables) Withdraw Access WiFi Transfer Move to Digital Payslips only Contract Review / Renegotiation (Phase 1) <u>Dependencies</u> Paperlite Council Modified courier routing Reduced print and mail Reduced Building Count Take-up level of VR	IT and Change Service Review Contract Review & Renegotiation (Phase 2) <u>Dependencies</u> 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	
<ul style="list-style-type: none"> • Adjustment to courier services frequency and/or discontinuation • Frontline IT services will be automated / self service at first point of contact • Reduction in out of hours support cover / availability • Onsite call response reduction • Reduced responsiveness or contractors and service recovery times • Contract level of service reduction • Reduced capacity of the service 	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Andrew Brammall
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Welfare and Exchequer, Income collection
Headline Proposal	More digital and automated services
Reference	NEW RE5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	1,789	1,789	1,789	1,789
FTE Reduction	4			

Description of Savings Proposal (Including interdependencies and risk)
Review of staffing in Exchequer Service in light of additional digital services for exemptions, discounts, e-billing, texting and automation of some recovery processes.

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?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Steven Bird
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Welfare and Exchequer, Client Financial Affairs
Headline Proposal	New Adult Social Care Charging Policy Automation of office services and increased collection of income
Reference	NEW RE6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(38)	(38)	(38)	0
Cumulative Savings	(38)	(76)	(114)	(114)
Budget after Savings (Controllable Budget)	1,018	980	942	942
FTE Reduction	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>Increase in income collection – New Adult Social Care Charging Policy, New Deferred Payment Arrangement policy, Review of recovery policy and changes to automate processes and CFA set-up.</p> <p>High risk as never implemented before and subject to consultation and approval of the full policy, any variation may affect the savings. (The policy has not been agreed, consultation started, Cabinet 7th Feb 2017)</p> <p>Cabinet report on 3rd Oct – is on link below:- https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=5189</p> <p>The consultation is also on the web http://www.kirkleestalk.org/index.php/get-involved/lets-talk-adult-social-care/</p> <p>Note - This saving line was originally in Adult services prior to CFA moving to resources, and had a total saving of £300k. An element of this saving is not directly controlled through the core CFA team and as such remains as a saving within the Adults Directorate. See additional template under Adults for this element/saving.</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	YES

Accountable Head of Service	Steven Bird
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Welfare and Exchequer, Welfare & Complementary benefits
Headline Proposal	More Automation of back office services
Reference	NEW RE7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(53)	(53)	(50)	(50)
Cumulative Savings	(53)	(106)	(156)	(206)
Budget after Savings (Controllable Budget)	3,702	3,649	3,599	3,549
FTE Reduction	6	2	2	2

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of welfare and complementary 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 2022.)</p> <p>Statutory Service - this proposal will affect 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 17 sees 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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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Welfare and Exchequer, - Social Fund/Local Welfare Provision
Headline Proposal	Review of Local Welfare provision and Loan scheme for white goods
Reference	NEW RE8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(410)	(80)		
Cumulative Savings	(410)	(490)	(490)	(490)
Budget after Savings (Controllable Budget)	632	552	552	552
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of Local Welfare provision funding for white goods, food and advice – the proposal is to review this non statutory service and move white goods expenditure 410k to a loan scheme.</p> <p>The LWP funding also funds Advice for Welfare benefits Advice and Universal Credit personal budgeting support (100k) to Kirklees Citizen Advice & Law Centre (KCA&LC). Support and Advice is also provided (53k) for the mission to fund homeless and welfare benefits support & advice and similar provisions are paid to Fusion Housing (79k) for North Kirklees.</p> <p>This proposal would reduce the grant allocation.</p> <ul style="list-style-type: none"> - The white goods proposal is to utilise the Credit Union(s) to set up a loan scheme(s), this would replace the annual grant and therefore the expenditure. - KCA&LC grant of 100k would be reduced by 30k and new burdens Universal Credit funding for personal budgeting support will be used instead. - Funding for Support and Advice to Fusion and the Mission to be reduced by approx 50k – alternative support to be provided through “Advice Kirklees”. - Reserve fund from existing underspend (approx 38k to be increased to 50k) held as a reserve/hardship fund <p>This proposal is also linked to Credit Union proposal and Advice Kirklees. Modelling is required on similar schemes to establish actual rate of repayments, and LWP schemes will be compared across West Yorkshire.</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>This is a non statutory service; it will however, affect the most vulnerable people in Kirklees, the risks are minimised as the white goods provision is substituted with a low cost loan scheme, and alternative advice is still available through the main advice contract at other</p>

locations.

The main risk with the proposal is setting up the Credit Union scheme(s) prior to Oct 2017.

There are also risks for Kirklees Neighbourhood Housing - if there are delay's in providing white goods and basic furniture through the credit union(s), this could lead to delays in tenant occupation of properties, and therefore rent arrears if housing benefit cannot be paid, however, this risk will change as housing benefit is replace by Universal Credit.

White goods 410k

Support and Advice 80k

Total 490k

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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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Customer and Exchequer, Town Halls
Headline Proposal	Review of fees and Charges
Reference	NEW RE10

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(50)	0	0
Cumulative Savings	0	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	350	300	300	300
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of fees and charges and service change to make service delivery more efficient and effective. This will include the review of bookings, stewarding of events and staff to manager ratios.</p> <p>A full analysis of the programme of work in the service is being undertaken including benchmarking of chargers with other similar services.</p> <p>Charges have only increased by inflation rates for the last 4 years and higher increases could mean hirers seeking alternatives or not using our services.</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?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Thompson
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Customer and Exchequer, Registrars
Headline Proposal	Charging review - look to break even
Reference	NEW RE11

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(18)	(18)		
Cumulative Savings	(18)	(36)	(36)	(36)
Budget after Savings (Controllable Budget)	31	13	13	13
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>The service undertook a service change in 2015/16. The further savings are to be a change to non-statutory fees and charges to bring them more into line with regional and national charges for services.</p> <p>This is a statutory service where a number of the charges are set nationally. Concentration will be on those charges the council control. Benchmarking with other LA's in the region will be undertaken.</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	Dave Thompson
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Directorate	Resources
Service Area	Customer and Exchequer, KD/Customer Service Centres
Headline Proposal	New ways of working
Reference	NEW RE12

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(100)	(100)	(100)
Cumulative Savings	(100)	(200)	(300)	(400)
Budget after Savings (Controllable Budget)	971	871	771	671
FTE reduction	5	5	5	5

Description of Savings Proposal (Including interdependencies and risk)

The service has been moving to more 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.

Increasing digital by design contacts, increased automation of telephone calls and reducing avoidable contact are necessary to meet the budget requirements. Risk also includes the increase of services using the customer service centres and Kirklees Direct as those resources reduce.

The proposals from 2018/19 onwards are due 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. As the DWP take on all responsibility for specific claims this will reduce the caseload and will reduce claims for back office processing and contacts into the customer service centres and Kirklees Direct.

Statutory Service - this proposal will affect 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. November 17 sees the start of couples UC migration in Kirklees. The Council already has procedures in place to assist residents with the changes including "Advice Kirklees".

Consideration needs to be given to reducing opening hours of both the customer service centres and telephone contact centre. Online would remain 24/7 with telephone contacts being emergency services only

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.

Kirklees Council Budget Template for 2017/18

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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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	HD-One: Financial & HR Transactional Services
Headline Proposal	Further savings
Reference	NEW RE13

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(47)	(47)		
Cumulative Savings	(47)	(94)	(94)	(94)
Budget after Savings (Controllable Budget)	1,088	741	741	741
FTE Reduction	2	3		

Description of Savings Proposal (Including interdependencies and risk)
<p>HD- One was created as a centre of excellence to provide payroll, payment processing and organisational infrastructure required to support the efficient running of our core business system SAP.</p> <p>As part of the centralisation of support functions this was also an opportunity to streamline management arrangements, improve processes and realise significant savings. During 2016-17 the service redesign was completed to deliver £426k savings. This saving will arise through continuous improvement and further review of processes.</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 key areas of performance relate to payroll and payment of invoices. Cash flow is vitally important to local businesses and we will continue to aim to pay 95% of invoices within 30 days.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lisa Melia
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Kirklees Council Budget Template for 2017/18

Directorate	Resources
Service Area	Legal Services
Headline Proposal	Further savings to be identified
Reference	NEW RE14

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(143)	(122)*	(121)*
Cumulative Savings	(100)	(243)	(365)	(486)
Budget after Savings (Controllable Budget)	1,577	1,434	1,312	1,191
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>2017/18</p> <p>The savings may be met by a combination of:</p> <ul style="list-style-type: none"> • Reducing the cost to the locum budget by filling a post to meet demand (Litigation), • not filling posts which are about to become or may become vacant during the year, • consideration with service areas about them managing cases and/or matters themselves with support and training from Legal Services • Monitoring the effect of changes in service areas and the impact on the demand for Legal work • We will also during 2017/18 consider in more detail as a Redesign Board exercise the likely demand for Legal Services in New Council and how expectations may be managed by stopping some work or reducing demand <p>2018/19</p> <p>There are no firm proposals for how this will be achieved. It will follow on from the exercise through Redesign Board referred to above and with service areas looking at likely demand and how those may be achieved.</p> <p>2019/20 and 2020/21*</p> <p>As above for 2018/19. The savings here are again dependent on service area demand and the likely need for Legal support across the Council. These are more difficult to foresee.</p> <p><u>Interdependencies and Risk</u></p> <p>See 2016/17/19 MTFP EX RE1 which sets out general interdependencies and risk for Legal Services savings which would continue to be the case for the additional savings above. The additional savings for 2017/18 set out above may be achievable but will depend on discussions with service areas about how support is managed. The impact of Ofsted and Commissioner work will be known and will be likely to impact on the support for Children's</p>

Services work which is a potential and significant risk area. There is the possibility we may need to fill new posts to support Childrens services during this period.

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.

2018/19

See above and earlier MTFP. These savings cannot be assured until there has been further discussion with service areas about demand moving forwards.

2019/20 and 2020/21*

See above.

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 16/19 MTFP EX RE1 which apply here.

In later years some of the issues raised in EX RE1 will be clearer. We will need to continue to measure the impact on services of the proposed mitigation actions set out in the earlier MTFP as well as some of the proposals to improve case management systems and better use of IT as well as working more effectively across West Yorkshire authorities (WYLAW).

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

Accountable Head of Service	Julie Muscroft Assistant Director (Legal Governance and Monitoring) and Deputy Heads in Legal
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Directorate	Resources
Service Area	Support for Council as Democratic Organisation
Headline Proposal	Further savings
Reference	NEW RE15

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(141)	(141)		
Cumulative savings	(141)	(282)	(282)	(282)
Budget after Savings (Controllable budget)	2,453	2,312	2,312	2,312
FTE Reduction	To be determined			

Description of Savings Proposal (Including interdependencies and risk)
<p>Following the completion of the work of the Kirklees Democracy Commission work will take place to remodel the support to councillors, governance and decision making in its totality. It is envisaged that this will deliver savings of £100k but ultimately will be driven by the outcome of the Kirklees Democracy Commission.</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>As yet the specific impact is unclear as this will be dependent on the outcomes of the Commission's work.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation?	NO

Accountable Head of Service	Carl Whistlecraft, Head of Governance and Democratic Services
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COMMUNITIES, TRANSFORMATION & CHANGE DIRECTORATE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Engagement & Cohesion													
Healthwatch	106	0	106	(48)		58	(32)		26			26	26
Engaging Communities & Building Community	852	0	852	(582)		270			270			270	270
Total	958	0	958	(630)	0	328	(32)	0	296	0	0	296	296
District Committees													
Activity budget - New Homes Bonus	926	0	926	(926)		0			0			0	0
Activity budget - Other	297	0	297	(147)		150			150			150	150
Staffing	356	(127)	229	(49)		180	(49)		131			131	131
Total	1,579	(127)	1,452	(1,122)	0	330	(49)	0	281	0	0	281	281
Sport & Physical Activity													
Leisure Management	81	(28)	53			53			53			53	53
Total	81	(28)	53	0	0	53	0	0	53	0	0	53	53
Professional Services													
Policy Unit	451	(21)	430		300	730	(100)		630			630	630
Organisational Change	844	(76)	768	(94)		674	(145)		529			529	529
Human Resources Professional Service	2,303	(798)	1,505			1,505			1,505			1,505	1,505
Communications & Marketing	1,590	(362)	1,228	(610)		618	(80)		538			538	538
Community Languages	633	(730)	(97)			(97)	(9)		(106)			(106)	(106)
Total	5,821	(1,987)	3,834	(704)	300	3,430	(334)	0	3,096	0	0	3,096	3,096
Transformation Team	0	0	0		34	34		232	266			266	266
Management & Regulatory Functions	415	0	415	(100)		315	(122)		193			193	193
TOTAL CTC	8,854	(2,142)	6,712	(2,556)	334	4,490	(537)	232	4,185	0	0	4,185	4,185

COMMUNITY, TRANSFORMATION & CHANGE DIRECTORATE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
Engaging Communities and Building Community Capacity	Review & reduce Service	EX CT1	(582)				(582)
Professional Services							
Communications and Marketing	Service efficiencies (see also NEW CT7)	EX CT3	(410)				(410)
Management & Regulatory Services	Service efficiencies (see also NEW CT9)	EX CT4	(100)				(100)
			(1,092)	0	0	0	(1,092)
NEW MINUSES							
Engagement & Cohesion							
Healthwatch	Healthwatch – savings	NEW CT1	(48)	(32)			(80)
District Committees	Removal of NHB which is equivalent of underspend in 2016/17 & previous trends (£926k proposal)	NEW CT2	(926)				(926)
	District Committees – Reduction in Activity budget	NEW CT3	(147)				(147)
	District Committees – Reduction in Staffing	NEW CT4	(49)	(49)			(98)
Professional Services							
Policy Unit	Review and reduce Service in line with new model for Policy & Intelligence	NEW CT5		(100)			(100)
Organisational Change	Efficiency savings	NEW CT6	(94)	(145)			(239)
Communications & Marketing	Service efficiencies (see also EX CT3)	NEW CT7	(200)	(80)			(280)
Community Languages	Efficiency savings/Further income	NEW CT8		(9)			(9)
Management & Regulatory Services	Service efficiencies (see also EX CT4)	NEW CT9		(122)			(122)
			(1,464)	(537)	0	0	(2,001)
TOTAL MINUSES FOR CTC DIRECTORATE			(2,556)	(537)	0	0	(3,093)

Please note reference EX CT2 has not been used

COMMUNITY, TRANSFORMATION & CHANGE DIRECTORATE - PLUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
NEW PLUSES							
Professional Services							
Policy Unit	Policy, Strategy and Commissioning (Place) funding transfer in line with new model for Policy & Intelligence		300				300
Transformation Team	Creation of mainstream budget for the Transformation Team (funding re-prioritised from other CTC functions).		34	232			266
TOTAL PLUSES FOR CTC DIRECTORATE			334	232	0	0	566

Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Engagement & Cohesion, Prevent, Engaging Communities and Building Community Capacity
Headline Proposal	Review and reduce Service
Reference	EX CT1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(582)			
Cumulative Savings	(582)	(582)	(582)	(582)
Budget after Savings (Controllable Budget)	270	270	270	270
FTE Reduction	14	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Engaging Communities and Building Community Capacity/Prevent functions will form part of the new EIP model. This function will become part of the Community Plus offer and will be funded through EIP Theme Add back.</p> <p>The transformation is interdependent with the Early Intervention Targeted Support (EITS) /Integrated Youth Support Service (IYSS) transformation.</p> <p>There are some Statutory Functions which need to be discharged.</p> <p>There is a risk expected savings will be delayed.</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>Positive impact/contribution to Early Intervention and Prevention Outcomes as well as Joint Health and Wellbeing and Kirklees Economic Strategies.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Carol Gilchrist
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Professional Services, Communications and Marketing
Headline Proposal	Service Efficiencies
Reference	EX CT3 & NEW CT7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(610)	(80)		
Cumulative Savings	(610)	(690)	(690)	(690)
Budget after Savings (Controllable Budget)	618	538	538	538
FTE Reduction	11	0	0	

Description of Savings Proposal (Including interdependencies and risk)				
<ul style="list-style-type: none"> - A service review is planned early 2017 to ensuring resources are aligned closely to the priorities of new council - Looking to work with other local authorities to share some comms resource. 				

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"> - Service review planned to focus team on council priorities – and the outcomes that need to be achieved. Potential solutions that use more templates and more digital activity. - Review to be completed quickly to mitigate risk of uncertainty causing staff leaving. - Acknowledgement by the organisation the priorities for the service will change and that the team will not necessarily complete activity previously undertaken. 	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Stuart Tarbuck
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Management and Regulatory Services
Headline Proposal	Service Efficiencies
Reference	EX CT4 & NEW CT9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(122)	0	0
Cumulative Savings	(100)	(222)	(222)	(222)
Budget after Savings (Controllable Budget)	315	193	193	193
FTE Reduction	3	3		

Description of Savings Proposal (Including interdependencies and risk)
<p>All posts funded by this budget are dependent on other reviews:</p> <ul style="list-style-type: none"> • Community Transformation and Change Director – savings will be transferred to Council Management saving • 3xHoS (Safe & Cohesive Communities, Active and Creative Communities, Transformation) – subject to Economic Resilience/Early Intervention and Prevention Themes and decisions on Transformation Team budget • 7.3 Business Support – subject to decisions on Business Support review <p>Proposal to manage the £100K saving</p> <ul style="list-style-type: none"> • £80K from business support reductions • £20K taken from supplies and services budget. All budget lines reduce to zero other than those we need to retain for corporate recharge or costs relating to Heads of Service posts <p>Further £122k saving based on 1x Head of Service role c£66k (to be covered in wider management review) plus savings in Business Support (up to 2 fte) c£56k</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	
The plan is for this budget line to cease from April 2017 when current Community Transformation and Change services are moved to the new structure.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Julie Fothergill
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Engagement & Cohesion – Healthwatch
Headline Proposal	Healthwatch – savings
Reference	NEW CT1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(48)	(32)	0	0
Cumulative Savings	(48)	(80)	(80)	(80)
Budget after Savings (Controllable Budget)	58	26	26	26
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Contractual saving

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	
No impact in 17/18 due to previous underspend this will then allow for planned reduction for future years which will help mitigate against contract not complying with outcomes already set out.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	District Committees
Headline Proposal	Removal of NHB which is equivalent of underspend in 2016/17 & previous trends (£926k proposal)
Reference	NEW CT2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(926)	0	0	0
Cumulative Savings	(926)	(926)	(926)	(926)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>It is proposed that the district committees' budgets are reduced by £926k.</p> <p>There are no staff posts attached to this budget reduction or any interdependencies.</p> <p>The political risks of reducing the budget have been identified and discussed with the relevant portfolio holders. Even with this reduction, district committees would retain a budget with which to conduct their work in line with current spending levels.</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>No expected impact on service outcomes.</p> <p>No service review required to implement these changes.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	District Committees
Headline Proposal	District Committees – Reduction in Activity budget
Reference	NEW CT3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(147)	0	0	0
Cumulative Savings	(147)	(147)	(147)	(147)
Budget after Savings (Controllable Budget)	150	150	150	150
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Reduction in Activity budget to £150k. Note – additional utilisation of £80k to be drawn down from rollover reserve (this leaves £10k per ward).

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	
Impact will be across the council as opposed to service specific as the activity budget for District Committees is mainly used to fund community activity (People doing more for themselves and each other) and other priorities identified at a ward level by elected members. The impact of the saving will be a reduction in the amount of community activity that will happen at a neighbourhood level.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	District Committees
Headline Proposal	District Committees – Reduction in Staffing
Reference	NEW CT4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(49)	(49)	0	0
Cumulative Savings	(49)	(98)	(98)	(98)
Budget after Savings (Controllable Budget)	180	131	131	131
FTE Reduction	1	1		

Description of Savings Proposal (Including interdependencies and risk)
Reduction in staffing budget

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	
Year one will be vacancy management and therefore no impact. Year two savings will mean a re-profiling of the operational workload in order to maintain effective service delivery.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Policy Intelligence and Performance
Headline Proposal	Review and reduce Service in line with new model for Policy & Intelligence
Reference	NEW CT5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings		(100)	0	0
Cumulative Savings		(100)	(100)	(100)
Budget after Savings (Controllable Budget)		630	630	630
FTE Reduction		2		

Description of Savings Proposal (Including interdependencies and risk)
<p>A new model for Policy, Intelligence & Performance will be shaped over the next financial year. This will utilise funding from the Policy Unit base budget alongside with addback from the Economic Resilience budget. It is proposed that the new model can be shaped with a potential £100k saving in 2018-19. The shape and composition of this model will be available over the coming 12 months.</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>Impacts will be considered and factored in when the model is being shaped, with mitigating actions proposed if/where applicable.</p>	
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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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Organisational Change
Headline Proposal	Efficiency savings
Reference	NEW CT6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(94)	(145)	0	0
Cumulative Savings	(94)	(239)	(239)	(239)
Budget after Savings (Controllable Budget)	674	529	529	529
FTE Reduction	2	3		

Description of Savings Proposal (Including interdependencies and risk)
<p>Year one – staffing reduction in 2 Gr14/15 posts (one full year, one from June).</p> <p>Year two – release of existing vacancies (80k) plus remainder of one of the posts (remaining 2 months). Further savings to be achieved by redesigning development activities available from the corporate Learning and Organisational Development team.</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 reduced capacity and resource available from this budget for learning and organisational development. We will mitigate the impact by redesigning the service and our offer. We will increase self-service development and draw on expertise and other budgets across the council to sustain the development needed for New Council.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Julie Fothergill
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Kirklees Council Budget Template for 2017/18

Directorate	Community, Transformation & Change
Service Area	Community Languages
Headline Proposal	Efficiency savings/Further income
Reference	NEW CT8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(9)	0	0
Cumulative Savings	0	(9)	(9)	(9)
Budget after Savings (Controllable Budget)	(97)	(106)	(106)	(106)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
The service will be reviewed – to look at the current model and other models for providing the service. This will take into account how additional savings could be made – or income increased.

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	
Any potential new model for providing interpretation services will not impact on outcomes for local people. Though delivery within the organisation might change.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Stuart Tarbuck
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ECONOMIC RESILIENCE

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Quality of Life													
Uniformed Services	645	(219)	426			426			426			426	426
Safer Kirklees	699	(522)	177			177			177			177	177
CCTV	6	0	6			6			6			6	6
School Crossing Patrols	1	0	1			1			1			1	1
Voluntary Sector Support	256	0	256	(248)		8			8			8	8
Events and Concerts	0	0	0			0			0			0	0
Lawrence Batley Theatre	238	0	238	(34)		204			204			204	204
Museums & Galleries	1,411	(285)	1,126	(531)	40	635			635			635	635
Sport & Physical Activity	1,250	(840)	410	(129)		281			281			281	281
Grant to Kirklees Active Leisure	1,984	0	1,984	(750)		1,234	(200)		1,034	(100)		934	934
Total	6,490	(1,866)	4,624	(1,692)	40	2,972	(200)	0	2,772	(100)	0	2,672	2,672
People, Business & Skills													
Adult Learning	323	0	323			323			323			323	323
Connexions	1,720	0	1,720			1,720			1,720			1,720	1,720
Advice Kirklees	1,398	(58)	1,340	(100)		1,240	(100)		1,140			1,140	1,140
Creative Economy Support	413	0	413	(280)	250	383			383			383	383
Strategic Regeneration - Business & Skills	561	(27)	534	(532)	2,064	2,066			2,066			2,066	2,066
Total	4,415	(85)	4,330	(912)	2,314	5,732	(100)	0	5,632	0	0	5,632	5,632
Place													
Strategic Regeneration	1,028	(651)	377	(357)	760	780			780			780	780
Economic Resilience Add Back	4,123	0	4,123	(575)	(2,514)	1,034			1,034			1,034	1,034
TOTAL ECONOMIC RESILIENCE	16,056	(2,602)	13,454	(3,536)	600	10,518	(300)	0	10,218	(100)	0	10,118	10,118

ECONOMIC RESILIENCE - MINUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP MINUSES							
Quality of Life							
Voluntary Sector Support	Review	EX ER1	(248)				(248)
Lawrence Batley Theatre	Review & reduce grant to the theatre	EX ER2	(34)				(34)
Museums and Galleries	Review	EX ER3	(531)				(531)
Sport and Physical Activity Team	Review & reduce Service	EX ER4	(129)				(129)
Grant to Kirklees Active Leisure	Review & reduce grant	EX ER5	(750)				(750)
People, Business & Skills							
Creative Economy Support	Review & reduce Service	EX ER6	(280)				(280)
Strategic Regeneration - Business & Skills	Review & reduce Service	EX ER7	(532)				(532)
Place							
Strategic Regeneration	Review & reduce Service	EX ER7	(357)				(357)
			(2,861)	0	0	0	(2,861)
NEW MINUSES							
Quality of Life							
Grant to Kirklees Active Leisure	Continuation of existing approach and reducing reduction of financial support to KAL	NEW ER1		(200)	(100)		(300)
People, Business & Skills							
Advice Kirklees	Subject to further service review and digital automation	NEW ER2	(100)	(100)			(200)
Economic Resilience Add Back	Further challenge to reduce overall costs	NEW ER3	(575)				(575)
			(675)	(300)	(100)	0	(1,075)
TOTAL MINUSES FOR ECONOMIC RESILIENCE			(3,536)	(300)	(100)	0	(3,936)

ECONOMIC RESILIENCE - PLUSES

Service Activity	Proposed Change	Impact Overview Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
NEW PLUSES							
Economic Resilience	Add Back		600				600
TOTAL PLUSES FOR ECONOMIC RESILIENCE DIRECTORATE			600	0	0	0	600

Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Creative Economy & Voluntary Sector Support, Voluntary Sector Support (VCS Link Team)
Headline Proposal	Review
Reference	EX ER1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(248)	0	0	0
Cumulative Savings	(248)	(248)	(248)	(248)
Budget after Savings (Controllable Budget)	8	8	8	8
FTE Reduction	4 (2 for up to 6 months)	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>The VCS Link Team budget including contracts budget reduces to zero in 17/18. The savings proposal is to move from 4 staff to 2 (ER focussed) and to externally commission for third sector support.</p> <p>*Working with the Third Sector will form part of both the new EIP Model – working across Communities Plus and Targeted and the new ER Model – working across Place, Community and Quality of Life and Business and Skills workstreams.</p> <p>We anticipate jointly commissioning this work from both EIP add back (sum yet to be determined) plus an estimated £234k of Economic Resilience Add Back.</p> <p>(*subject to outcome of public consultation and formal approval from the Political Governance routes)</p> <p>A draft timeline to jointly commission this work is currently in place.</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>Joint Commissioning will produce single focussed approach to working with the Third Sector; organisation wide improvement in strategic grant giving, positive impact on EIP/ ER outcomes. Improved Corporate Social Responsibility and unlocking business capacity to work with third sector.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Rachael Loftus
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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Creative Economy & Voluntary Sector Support, Lawrence Batley Theatre
Headline Proposal	Review and reduce grant to the theatre
Reference	EX ER2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(34)	0	0	0
Cumulative Savings	(34)	(34)	(34)	(34)
Budget after Savings (Controllable Budget)	204	204	204	204
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
A reduction to the level of investment the council makes in the Lawrence Batley Theatre (LBT) managed by Kirklees Theatre Trust (KTT). This investment enables LBT to deliver its performance and education and outreach programmes and to support creative and community groups and individuals who use its facilities. KTT is adjusting its business plan to achieve the savings and seeking to increase its income and attract more funding and sponsorship to cover the shortfall.

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 reduced funding may affect KTT's capacity to contribute to the outcomes in the cultural vision: <ul style="list-style-type: none"> • More people engaging with the arts • A strong sense of place established through our creative assets • A strong creative economy. <p>These have been developed to contribute to the Kirklees Economic Strategy (KES) and the Health and Well-being Strategy. LBT is a key element in creating a strong cultural offer to kickstart the transformation of Huddersfield town centre, a key priority in the KES.</p>	
Does this proposal require an Equality Impact Assessment?	YES – this was covered in the EIA produced for the reductions to the Creative Economy budget
Will this proposal require a Specific Service Consultation	YES – discussions have been held with the KTT board and Chief Executive of LBT

Accountable Head of Service	Adele Poppleton
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Directorate	Economic Resilience
Service Area	Museums and Galleries
Headline Proposal	Review
Reference	EX ER3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(531)	0	0	0
Cumulative Savings	(531)	(531)	(531)	(531)
Budget after Savings (Controllable Budget)	595 plus earned income	595 plus earned income	595 plus earned income	595 plus earned income
FTE Reduction	10			

Description of Savings Proposal (Including interdependencies and risk)
<p>These savings were approved by Cabinet on 3rd October 2016:</p> <ul style="list-style-type: none"> • Closure of Dewsbury Museum to the public in November 2016 with withdrawal of the Museum service from the building by Christmas 2016. • Closure of Red House Museum to the public in December 2016 with withdrawal of the Museum service from the building by March 2017. • 44% reduction in opening hours at all remaining sites • Service redesign including reduction in staffing levels of 9.97 ftes • Increased income target with income targets set for most staff – exhibitions and events will be financed through funding, sponsorship and donations; all group visits including school visits will be costed at a level to recoup all costs such as staffing; decreased public opening provides the opportunity for increased income from private visits, filming and social functions <p>Tolson Museum and Huddersfield Art Gallery will only remain open until a new museum and art gallery is under construction in Huddersfield town centre. The budget for the operating costs for these two venues will then transfer to the new venue. Add back of £40K from Economic Resilience enables the service to continue operating Huddersfield Art Gallery until the service withdraws.</p> <p>Risks:</p> <ul style="list-style-type: none"> • Income targets are not achieved – the proposed staffing structure is the minimum required to continue operating and developing three sites in order to generate more income and therefore ensure resilience if there are future budget cuts. If targets are not achieved, further staff cuts will have to be implemented and at least one more site closed • Alternative uses for the sites from which the service is withdrawing are not secured leading to long term security costs for the council and maintenance as the buildings are listed and therefore the council has a legal duty to protect them and ensure they do not decline

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 proposed service redesign should achieve the vision for the service as outlined in Culture Kirklees, the vision approved by Cabinet on 3rd October 2016. This vision includes four outcomes:

- More people engaging with heritage, our collections & art in Kirklees
- A strong sense of place established through our collections
- Improved health & well-being through engagement with cultural activities
- More transferable & creative skills developed through an enhanced learning offer.

These have been developed to be in line with the Kirklees Economic Strategy and the Health and Well-being Strategy.

Does this proposal require an Equality Impact Assessment?	YES
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Will this proposal require a Specific Service Consultation	YES
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Accountable Head of Service	Adele Poppleton
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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Sport and Physical Activity, Sport and Physical Activity Team
Headline Proposal	Review and reduce service
Reference	EX ER4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(129)	0	0	0
Cumulative Savings	(129)	(129)	(129)	(129)
Budget after Savings (Controllable Budget)	281 plus Public Health commissions	281	281	281
FTE Reduction	(5)			

Description of Savings Proposal (Including interdependencies and risk)

The savings have already been made as they were combined with the savings for 2016/17 to avoid two reviews. The Sports and Physical Activity Team has been reviewed, reduced and implementation began on 1st October 2016. Different approaches are being explored such as staff being based in the area they cover and providing them with mobile IT. The Sport in the Neighbourhood Grants cease in 2017/18.

If Public Health and other commissioners reduce the funding for any of the programmes they commission from SPAD, the team will have to go through review again as many of the posts are externally funded.

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 on service outcomes is that there is less capacity to be able to meet them and so they will not be achieved at the rate they were previously. The priority is to meet the outcomes and targets set by Public Health in order to honour the funding they provide and so other outcomes such as support to VCS sports clubs may not be achieved as quickly as planned.

Does this proposal require an Equality Impact Assessment?	YES – already completed
Will this proposal require a Specific Service Consultation	YES – already undertaken

Accountable Head of Service	Adele Poppleton
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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Sport and Physical Activity, Grant to Kirklees Active Leisure
Headline Proposal	Review and reduce grant
Reference	EX ER5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(750)			
Cumulative Savings	(750)	(750)	(750)	(750)
Budget after Savings (Controllable Budget)	1,234	1,234	1,234	1,234
FTE Reduction	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)
<p>KAL has adjusted its business plan to take into account the reduced funding. This includes increasing its earned income to cover the shortfall in funding.</p> <p>KAL is also reviewing all SLAs with the council in order to make efficiency savings, ensure best value for money and that its organisational needs and those of its customers are met. If it takes its business elsewhere, this could impact on council services such as IT and Payroll.</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>If KAL has to increase charges to replace the reduced funding, this will impact on health and well-being outcomes as people who are economically disadvantaged may not be able to afford to use the centres. These people tend to be priorities for physical health interventions as there is a correlation between economic status and health. The Sport and Physical Activity team will continue to work with priority communities to encourage low cost forms of activity. KAL's mitigating actions include continuing to pursue new sources of income, from projects both within Kirklees and outside of the borough, as well as continuing with their drive for further expenditure efficiencies.</p>	
Does this proposal require an Equality Impact Assessment?	YES – already completed
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

Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Creative Economy & Voluntary Sector Support, Creative Economy Support
Headline Proposal	Review and reduce service
Reference	EX ER6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(280)	0	0	0
Cumulative Savings	(280)	(280)	(280)	(280)
Budget after Savings (Controllable Budget)	133	133	133	133
FTE Reduction	Unable to state as dependent on Economic Resilience add back which is to be reviewed again to make £300K savings. Likely to be minimum of 2 fte and maximum of 4 fte			

Description of Savings Proposal (Including interdependencies and risk)
<p>The £280K saving comprises:</p> <ul style="list-style-type: none"> • Cessation of Creative Partners Investment Programme • Cessation of Arts in the Neighbourhood Grants • Reduction of 1.65 fte posts (1fte grade 11 post and 0.65 grade 8 post) • Deletion of Special Projects budget. <p>The Creative Economy service has been redesigned so that it is better able to deliver economic resilience priorities.</p> <p>The concert programme budget was deleted in 2016/17 but funding from Economic Resilience is funding a remodelling of the programme so that it is sustainable without council funding in the long term. The risk is that increased ticket sales, sponsorship, donations and funding are not secured so the concert programme over spends and has to be ceased in 2018/19.</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 proposed service redesign should achieve the vision for the service as outlined in Culture Kirklees, the vision approved by Cabinet on 3rd October 2016. This vision includes three outcomes:</p> <ul style="list-style-type: none"> • More people engaging with the arts • A strong sense of place established through our creative assets • A strong creative economy. <p>These have been developed to be in line with the Kirklees Economic Strategy and the Health and Well-being Strategy. Any further reductions in budget will affect the ability of the service to achieve outcomes. There would have to be a rethink about the service to be</p>

Kirklees Council Budget Template for 2017/18

provided and the outcomes to be achieved.	
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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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Investment & Regeneration Service, Strategic Regeneration
Headline Proposal	Review and reduce service
Reference	EX ER7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(889)			
Cumulative Savings	(889)	(889)	(889)	(889)
Budget after Savings (Controllable Budget)	-	-	-	-
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Strategic Regeneration – All budget across a number of service areas Review and reduce capacity to undertake regeneration, economic, housing, transportation, carbon/energy reduction and green infrastructure development. Total budget £1,779,000. Reduction in 16/17 £890,000 reduction in 17/18 £889,000</p> <p>Replaced by Economic Resilience New Model</p> <p>2016/17 savings are still to be realised; the service changes are in the process of being made. Risk that 2017/18 savings may take longer to achieve, but the service activity will be maintained throughout the implementation of service redesign changes.</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>Cabinet approval obtained regarding the approach and priorities identified in relation to the overall delivery of Economic Resilience.</p> <p>The Strategic Regeneration and Investment Service will face changes as it goes in to due process but the service delivery will be maintained throughout – awaiting confirmation from HR on the appropriate strategy for implementing this service change.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Adele Buckley
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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Kirklees Active Leisure (KAL)
Headline Proposal	Continuation of existing approach and reducing reduction of financial support to KAL
Reference	NEW ER1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	(200)	(100)	0
Cumulative Savings	0	(200)	(300)	(300)
Budget after Savings (Controllable Budget)		1,034	934	934
FTE Reduction	N/A			

Description of Savings Proposal (Including interdependencies and risk)
<p>KAL will adjust its business plan to take into account the reduced funding. This includes trying to further increase its earned income to cover the shortfall in funding.</p> <p>The achievement of these further savings will be dependent on whether KAL can manage the considerable savings required for 2017/18 of £750K, market competition and the wider economic situation, in terms of disposable income levels, across Kirklees.</p> <p>If KAL is unable to manage the savings, it will have to cover the loss from its reserves for 2018/19 and explore other ways to increase income/reduce expenditure or, in consultation with the council, redesign its business model.</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>If KAL has to increase charges to replace the reduced funding, this will impact on the council's outcomes as people who are economically disadvantaged may not be able to afford to use the centres. These people tend to be priorities for physical health interventions as there is a correlation between economic status and health. The Sport and Physical Activity team will continue to work with priority communities to encourage low cost forms of activity. KAL's mitigating actions include continuing to pursue new sources of income, from projects both within Kirklees and outside of the borough, as well as continuing with their drive for further expenditure efficiencies.</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
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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	Welfare and Exchequer, Advice Kirklees
Headline Proposal	Subject to further service review and digital automation
Reference	NEW ER2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)	(100)		
Cumulative Savings	(100)	(200)	(200)	(200)
Budget after Savings (Controllable Budget)	1,240	1,140	1,140	1,140
FTE Reduction	0.2			

Description of Savings Proposal (Including interdependencies and risk)
Further review of Advice Kirklees, additional automation of processes and consolidation of "Advice Kirklees" contract, to include all advice and "BetterOff" Kirklees web platform. (Single claim form, welfare advice and benefits advice, debt advice, benefits calls (Impact on Kirklees Direct), KNH advice, Employment advice, Credit Union, Kirklees Citizen Advice & Law Centre and Fusion Housing. Would affect Advice Contract, Kirklees Neighbourhood Housing and Kirklees Direct

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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Kirklees Council Budget Template for 2017/18

Directorate	Economic Resilience
Service Area	ER addback
Headline Proposal	Further challenge to reduce overall costs
Reference	NEW ER3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(575)			
Cumulative Savings	(575)	(575)	(575)	(575)
Budget after Savings (Controllable Budget)				
Current FTE				

Description of Savings Proposal (Including interdependencies and risk)

Economic Resilience Addback – resource to deliver the broad approach to the Economic Resilience outcomes in relation to education, skills and employment; the infrastructure and investment framework to support economic growth and town centre vibrancy, the business offer.

Total budget allocation: up to £4.6m

ER Add back reduction 2017/18: £375,000

A further £200k saving will be achieved due to successful bids through the European Funding Programme which will provide a 50% match fund. This will allow costs i.e. staff and commissioning activity around education, skills and employment to be delivered over the next 2 years in line with economic resilience objectives.

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

All the proposals from these leads have been challenged as part of ongoing process through the Economic Resilience Board. The savings identified above are therefore a “reduced” budget ask as a consequence of the challenge and ability to deliver against the outcomes for less.

Does this proposal require an Equality Impact Assessment? NO

Will this proposal require a Specific Service Consultation NO

Accountable Head of Service Kim Brear

CENTRAL BUDGETS

SERVICE ACTIVITY	16-17 CONTROLLABLE GROSS EXPENDITURE £000	16-17 CONTROLLABLE INCOME £000	16-17 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	17-18 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000	20-21 INDICATIVE BUDGET £000
Treasury Management	32,465	0	32,465	(11,463)	985	21,987	(2,093)	1,748	21,642	(1,884)	1,166	20,924	21,084
General Contingencies	11,046	(10,977)	69	(3,606)	4,257	720	(1,968)	500	(748)	(1,251)		(1,999)	(1,999)
Inflation	(2,292)	0	(2,292)	(2,000)	4,931	639	(3,400)	5,133	2,372	(1,800)	3,552	4,124	5,934
Central Pension & Related Costs	5,864	(965)	4,899			4,899			4,899			4,899	4,899
Joint Committees	20,611	0	20,611	(594)	391	20,408	(873)	500	20,035	(500)	500	20,035	20,218
Council-wide senior management review	418	0	418	(367)		51			51			51	51
TOTAL CENTRAL BUDGETS	68,112	(11,942)	56,170	(18,030)	10,564	48,704	(8,334)	7,881	48,251	(5,435)	5,218	48,034	50,187

CENTRAL BUDGETS - MINUSES

Service Activity	Proposed Change	Reference					
			2017-18	2018-19	2019-20	2020-21	Total
<u>EXISTING MTFP MINUSES</u>							
General Contingencies	Reduction in general contingencies budgets required	EX CE1	(570)	(73)	(392)		(1,035)
Council-Wide Senior Management Review - cross cutting	Savings from senior management review		(367)				(367)
			(937)	(73)	(392)	0	(1,402)
<u>NEW MINUSES</u>							
Inflation	Savings from 0% Price Inflation versus 2% agreed in previous budget round	NEW CE1	(2,000)	(3,400)	(1,800)	(3,600)	(10,800)
Treasury Management	Base budget review	NEW CE2	(3,856)	(1,937)	(1,740)	(560)	(8,093)
Treasury Management	Baseline Capital Review	NEW CE3	(23)	(156)	(144)	(158)	(481)
Joint Committees	Transport Levy Contribution Review – Combined Authority	NEW CE4	(594)	(873)	(500)		(1,967)
Treasury Management	Minimum Revenue Provision Policy review (MRP)	NEW CE5	(7,584)			(238)	(7,822)
General Contingencies - cross cutting	Reduction in travel	NEW CE6	(100)				(100)
General Contingencies - cross cutting	Business support reductions	NEW CE7	(700)	(600)			(1,300)
General Contingencies - cross cutting	Reduction in sickness absence	NEW CE8	(1,250)	(1,295)	(859)		(3,404)
General Contingencies	Retention of ex Education Services Grant funding through Dedicated Schools Grant	NEW CE9	(986)				(986)
			(17,093)	(8,261)	(5,043)	(4,556)	(34,953)
TOTAL MINUSES FOR CENTRAL BUDGETS			(18,030)	(8,334)	(5,435)	(4,556)	(36,355)

CENTRAL BUDGETS - PLUSES

Service Activity	Proposed Change	Reference					
			2017-18	2018-19	2019-20	2020-21	Total
EXISTING MTFP PRESSURES							
General Contingencies	Increase in general contingencies budgets required	EX CE1				58	58
General Contingencies	Technical adjustment relating to early repayment to West Yorkshire Pension Fund in 13-14		1,357				1,357
General Contingencies	Assumed 1% Superannuation Increase in 2017-18		1,600				1,600
General Contingencies	Apprenticeship levy		800				800
Treasury Management	Borrowing costs required to support capital expenditure		985	1,300	400		2,685
Inflation	Future years inflation requirement		4,771	4,973	3,392	5,250	18,386
Joint Committees	Increased costs of Integrated Transport Authority levy		391	500	500		1,391
			9,904	6,773	4,292	5,308	26,277
NEW PRESSURES							
Treasury Management	Base budget review	NEW CE2		147	757	1,036	1,940
Treasury Management	Reduction in interest rates by 0.25%	NEW CE2				80	80
Treasury Management	Minimum Revenue Provision Policy review (MRP)	NEW CE5		301	9		310
Inflation	Car Parks and Markets income set at 0% (versus 2% as agreed in previous budget round)		160	160	160	160	640
Joint Committees	Increased costs of Integrated Transport Authority levy	NEW CE4				183	183
General Contingencies	Mobile & agile working		500	500			1,000
			660	1,108	926	1,459	4,153
TOTAL PLUSES FOR CENTRAL BUDGETS			10,564	7,881	5,218	6,767	30,430

Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	General Contingencies
Headline Proposal	Reduction in general contingencies budgets required
Reference	EX CE1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(570)	(73)	(392)	58
Cumulative Savings	(570)	(643)	(1035)	(977)
Budget after Savings (Controllable Budget)	3,483	3,410	3,018	3,076
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
Review of general contingencies budget requirement over years.

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

Accountable Head of Service	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	General Contingencies
Headline Proposal	Reduction in price inflation provision requirement
Reference	NEW CE1

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(2,000)	(3,400)	(1,800)	(3,600)
Cumulative Savings	(2,000)	(5,400)	(7,200)	(10,800)
Budget after Savings (Controllable Budget)	1,877	3,610	5,362	7,114
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposal to limit price inflation to exceptions only; demand led Adults and Children’s activity (but limited to 1% per annum over the next 4 years), waste contract (2%) and energy (7%).</p> <p>All service areas expected to manage price inflation within cash limits over the next 4 years.</p> <p>While the impact of the savings is reflected within central budgets as a reduced inflation provision requirement across years, the proposal effectively equates to a Council wide ‘efficiency target’, equivalent to 0.6% in 2017-18 against a current net controllable budget of £310m, and further annual efficiency targets of 1% in 2018-19, 0.6% in 2019-20 and 1.1% in 2020-21. This will release cumulative savings of £10.8m by 2020-21.</p> <p>The above proposal will be supported by a current review of purchase cards, spend review, systems review and procurement processes – all of the activities are linked to the New Council objectives and fundamentally support the organisation in getting a ‘financial grip’.</p> <p>Currently, Consumer Price Index (CPI) is 1%. Any significant inflationary pressures over the medium term, as per the above proposals, would also need to be effectively ‘absorbed’ by services.</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 Service Director	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	Treasury Management
Headline Proposal	Base Budget Review
Reference	NEW CE2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings (original-MTFP update report)	(3,040)	(523)	489	1,116
Incremental Savings (further review)	(816)	(1,267)	(1,472)	(560)
Cumulative Savings	(3,856)	(5,646)	(6,629)	(6,073)
Budget after Savings (Controllable Budget)	21,987	21,642	20,924	21,084
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Treasury management budget covers the cost of repaying both historic debt, and new borrowing, including interest payments; net of any income earned on balances.</p> <p>The cumulative savings proposals here reflect :</p> <ul style="list-style-type: none"> i) a downward revision of future interest rate projections from 0.5% to 0.25% compared to previous budget plan assumptions, and reflects the current Bank of England base rate; ii) the impact of a reduced amount of capital rollover from 2015-16 into 2016-17 has resulted in a re-profile of treasury management budget requirements (borrowing requirement) into later years; and iii) review of assumptions on short versus longer term-term borrowing opportunities over the medium term, in light of continuing low interest rates; extended opportunity to take advantage of short-term borrowing opportunities compared to previous budgeted assumptions.

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

Accountable Service Director	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	Treasury Management
Headline Proposal	Baseline Capital Review
Reference	NEW CE3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(23)	(156)	(144)	(158)
Cumulative Savings	(23)	(179)	(323)	(481)
Budget after Savings (Controllable Budget)	22,003	21,499	20,803	21,013
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
Capital plan proposals for 2017-22 period reflects a review of current approved baseline capital allocations supported by new borrowing across a range of capital programme areas. This has resulted in a reduced requirement for new borrowing, realising treasury management savings totalling £481k by 2020/21.

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 Service Director	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	Joint Committees
Headline Proposal	Transport Levy Contribution Review – Combined Authority
Reference	NEW CE4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(970)	(318)	(316)	187
Incremental Savings (further review)	376	(555)	(184)	(4)
Cumulative Savings	(594)	(1,467)	(1,967)	(1,784)
Budget after Savings (Controllable Budget)	18,619	18,248	18,248	18,431
FTE Reduction	N/A	N/A	N/A	N/A

Description of Savings Proposal (Including interdependencies and risk)

Kirklees, along with the other West Yorkshire Councils, makes an annual transport levy contribution to the West Yorkshire Combined Authority. Each Council's share is pro-rata to its population size. Previous MTFP assumptions included annual levy uplifts to 2018-19, to support regional transport infrastructure; new investment.

Updated budget plans now reflect a 1% 'base budget' reduction in the annual transport levy contribution to the Combined Authority in 2017-18, across all West Yorkshire Councils, followed by a further 2% reduction in 2018-19. 2019-20 assumes a levy freeze, with an annual 1% levy uplift thereafter, acknowledging that these are indicative assumptions subject to annual review.

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

While it is expected that the combined authority will seek to contain a 3% levy reduction by 2018-19 as far as possible through efficiencies, it may impact on the extent to which it can continue to support future investment in regional transport infrastructure projects, to the extent assumed in previous budget assumptions.

Does this proposal require an Equality Impact Assessment? NO

Will this proposal require a Specific Service Consultation NO

Accountable Service Director Debbie Hogg

Kirklees Council Budget Template for 2017/18

Directorate	Central Budgets
Service Area	Treasury Management
Headline Proposal	Minimum Revenue Provision Policy review (MRP)
Reference	NEW CE5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(7,584)	301	9	(238)
Cumulative Savings	(7,584)	(7,283)	(7,274)	(7,512)
Budget after Savings (Controllable Budget)	21,987	21,642	20,924	21,084
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>This further treasury management saving proposal reflects a review of the amount of revenue resources the Council sets aside each year as a provision to service current and future general fund capital borrowing costs; also referred to as the minimum revenue provision or MRP.</p> <p>The review has been undertaken with regard to existing Government capital financing regulations, and has resulted in a proposed revised profile of resource provision over future years that is a more appropriate and prudent match to the lives of capital assets funded by borrowing.</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	
None	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Service Director	Debbie Hogg
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Kirklees Council Budget Template for 2017/18

Directorate	All
Service Area	All
Headline Proposal	Reduction in travel
Reference	NEW CE6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Council wide travel savings identified through the continued rollout of technology that enables a more digital workforce that can work more flexibly from any location with full functionality, reducing the need to travel between locations/essential travel .

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

Accountable Head of Service	All service areas
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Kirklees Council Budget Template for 2017/18

Directorate	All
Service Area	All
Headline Proposal	Business Support Reductions
Reference	NEW CE7

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(700)	(600)		
Cumulative Savings	(700)	(1,300)	(1,300)	(1,300)
Budget after Savings (Controllable Budget)	9,856	9,256	9,256	9,256
FTE Reduction	TBC	TBC	TBC	TBC

Description of Savings Proposal (Including interdependencies and risk)
<p>The implementation of 'New Council' ways of working (especially Digital by Design and Mobile and Agile ways of working) are expected to reduce the Council's requirement for business support. These new technologies will be implemented over two years from 2017/18, meaning that reductions have been staggered.</p> <p>There is also a need for the organisation to 'cut its cloth' and manage business support reductions within teams, even before new technologies such as digital by default are available. These figures are an average, with some council functions seeing greater reductions than others.</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>Mitigating the impact of business support reductions is dependent on developing new, more efficient working practices. There could be some impact in service areas where this does not take place and numbers of business support staff are reduced, but the workload remains the same.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Nuttall
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Kirklees Council Budget Template for 2017/18

Directorate	All
Service Area	All
Headline Proposal	Reduction in sickness absence
Reference	NEW CE8

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(1,250)	(1,295)	(859)	0
Cumulative Savings	(1,250)	(2,545)	(3,404)	(3,404)
Budget after Savings (Controllable Budget)				
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)					
<p>Proposal to reduce the current level of staff sickness to an average of 10 days per FTE in 2017-18 then 8 days in 2018-19 and 6 days in 2019-20. Differential targets have been applied to each service to take into account the current level of sickness and to recognise that some frontline services will need to provide cover for sickness.</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>					
Directorate	Existing Sickness Days per FTE pa	Current Cost of Sickness £000	Saving 2017-18 £000	Saving 2018-19 £000	Saving 2019-20 £000
Childrens	13.67	1,768	312	688	870
Adults & Commissioning	13.37	1,581	306	604	849
CTC	7.46	278	51	98	119
Place	9.7	1,200	239	476	597
Resources inc. Schools FM	11.34	2,237	342	679	969
Total	11.44	7,064	1,250	2,545	3,404
Target Sickness Days (Average)			10	8	6

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	Rosemary Gibson
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Kirklees Council Budget Template for 2017/18

Directorate	Central
Service Area	General Contingencies
Headline Proposal	Retention of ex Education Services Grant funding through Dedicated Schools Grant
Reference	NEW CE9

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(986)			
Cumulative Savings	(986)	(986)	(986)	(986)
Budget after Savings (Controllable Budget)				
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
Existing Education Services Grant (ESG) will cease completely in its current form from 2017-18 onwards. A proportion of existing ESG will be transferred to Dedicated Schools Grant (DSG); Kirklees share is £986k. It is assumed that this will be retained by the Council to help fund the existing statutory and regulatory services the Council still has to provide for the maintained schools sector. Schools forum agreement for the Council to retain funding in this way was achieved in principle on 13 th January 2017.

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	Debbie Hogg
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Housing Revenue Account Budget Summary

SERVICE ACTIVITY	2016-17 NET	Minuses	Pluses	2017-18	Minuses	Pluses	2018-19	Minuses	Pluses	2019-20	Minuses	Pluses	2020-21
	CONTROLLABLE			BUDGET			BUDGET			BUDGET			BUDGET
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Repair & Maintenance													
Kirklees Neighbourhood Housing (KNH) Management Fee	22,438			22,438	(1,046)		21,392	(804)		20,588			20,588
Housing Management													
Policy & Management	14,482	(1,044)	250	13,688	(135)		13,553	(140)		13,413	(140)		13,273
Council Services bought in	2,458			2,458			2,458			2,458			2,458
Kirklees Neighbourhood Housing (KNH) Management Fee	16,234		940	17,174	(1,566)		15,608	(869)		14,739			14,739
Special Services (Communal facilities)	1,681	(144)		1,537			1,537			1,537			1,537
sub-total	34,855	(1,188)	1,190	34,857	(1,701)	0	33,156	(1,009)	0	32,147	(140)	0	32,007
Other Expenditure													
Depreciation charge on HRA Assets	15,900		600	16,500			16,500			16,500			16,500
Interest payable on capital debt	8,932	(279)		8,653	(200)		8,454	(322)		8,132	(229)		7,903
Bad debt provision	1,806	(173)		1,633		1,019	2,652		100	2,752		100	2,852
HRA share of corporate & democratic core	388			388			388			388			388
Rents, Rates , Taxes & other charges	296			296			296			296			296
High Cost Levy	0			0			0			0		11,341	11,341
Inflation Provision	0			0		853	853		877	1,730		885	2,615
Sub total	27,322	(452)	600	27,471	(200)	1,872	29,143	(322)	977	29,798	(229)	12,326	41,895
Total Expenditure	84,615	(1,640)	1,790	84,765	(2,947)	1,872	83,691	(2,135)	977	82,533	(369)	12,326	94,490
Dwelling Rent income	(82,639)	(164)	1,265	(81,538)	(80)	1,088	(80,531)	(80)	980	(79,631)	(769)		(80,400)
Non-Dwelling Rent Income	(623)			(623)	(65)		(688)			(688)			(688)
Tenant & Leaseholder charges for services & facilities	(2,974)	(80)		(3,054)	(196)		(3,250)	(400)		(3,650)			(3,650)
HRA Interest income on cashflow	(120)			(120)			(120)			(120)			(120)
Excellent Homes for Life (PFI) Government Grant	(7,912)			(7,912)			(7,912)			(7,912)			(7,912)
Total Income	(94,268)	(244)	1,265	(93,247)	(341)	1,088	(92,501)	(480)	980	(92,001)	(769)	0	(92,770)
Net Operating Expenditure	(9,653)	(1,884)	3,055	(8,482)	(3,288)	2,959	(8,810)	(2,615)	1,957	(9,468)	(1,138)	12,326	1,720
Revenue contribution to capital expenditure	9,181	(3,787)		5,394		2,469	7,863	(3,793)		4,070		3,213	7,283
Appropriation (from)/to HRA Reserves	472		2,507	3,088	(2,094)		947		4,451	5,399	(14,402)		(9,003)
Net Surplus/deficit	0	(5,671)	5,563	0	(5,382)	5,428	0	(6,408)	6,408	0	(15,539)	15,539	0

HOUSING REVENUE ACCOUNT - MINUSES

Service Activity	Proposed Change	Reference	£000					
			2017-18	2018-19	2019-20	2020-21	Total	
Repair & Maintenance								
KNH Management Fee savings	Later years high level efficiency savings targets - detailed proposals to be worked up	HRA 1		(1,046)	(804)			(1,850)
Housing Management								
<i>Policy & Management :</i>								
KNH Additional Fees	Clean up campaigns and furnished tenancies savings identified.	HRA 1	(79)					(79)
Transactional budgets identified for transfer to KNH Fee	A range of transactional activity administered by KNH on the Council's behalf, identified for transfer to KNH Fee; better alignment to day to day operational responsibilities; corresponding adjustment on pluses		(830)					(830)
KNH Management Fee Savings	Later years high level efficiency savings targets - detailed proposals to be worked up	HRA 1		(1,566)	(869)			(2,435)
Grants to Communities Who Can (CWC)	reduced grant contribution	HRA 6	(135)	(135)				(270)
Grounds Maintenance	base budget re-alignment - Grounds Maintenance contract review	HRA 2			(140)	(140)		(280)
<i>Special Services:</i>								
Communal Lighting & Sheltered Heating	Re-alignment to match to current spend and anticipated uplifts	HRA 4	(144)					(144)
Other expenditure								
Bad debt provision	adjustment to reflect current rent income collection performance	HRA 3	(173)					(173)
Income								
Dwelling Rent	Reduction in assumed rent loss on voids (1.5% to 1.1% over 3 years)	HRA 3	(164)	(80)	(80)			(324)
Dwelling Rent	Potential rent increase	HRA 3				(769)		(769)
Non-Dwelling Rent	Review of garage rents	HRA 3		(65)				(65)
Tenant & leaseholder service and other charges	Additional income due to Scheme Co-ordinator charge now HB eligible	HRA 4	(80)					(80)
Tenant & leaseholder service and other charges	Review of Service Charge costs including Assisted Gardens (HRA for 18/19)	HRA 4		(196)	(400)			(596)
Interest payable on capital debt	interest charges in line with current profile of debt repayment across years	HRA 5	(279)	(200)	(322)	(229)		(1,030)
TOTAL MINUSES FOR HRA (net operating expenditure)			(1,884)	(3,288)	(2,615)	(1,138)		(8,925)

HOUSING REVENUE ACCOUNT - PLUSES

Service Activity	Proposed Change	Reference	£000				
			2017-18	2018-19	2019-20	2020-21	Total
<u>Housing Management</u>							
<i>Policy & Management :</i> strategic priorities to support capital initiatives	review of contingency requirement and other minor budget reductions		250				250
KNH Fee	Reinstatement of budget for possessions online (arrears recovery)		110				110
Transactional budgets identified for transfer to KNH Fee	Budgets transferred from Policy & Management (see minuses for detail)		830				830
<u>Other expenditure</u>							
Depreciation charge on HRA assets	annual uplifts in depreciation charge reflect		600				600
Bad Debt Provision	Full year effect of Universal Credit being implemented			1,019	100	100	1,219
High Cost Levy	Anticipated national Government charge for high value voids					11,341	11,341
Inflation provision requirement	annual provision requirement reflects inflation assumption for repair & maintenance, utility uplift and salary increases			853	877	885	2,615
<u>Income</u>							
Dwelling rents	impact of annual 1% rent reduction for each of the next 3 years, plus other adjustments for assumed right to buys	HRA 3	1,265	1,088	980		3,333
TOTAL PLUSES FOR HRA (net operating expenditure)			3,055	2,960	1,957	12,326	20,298

Kirklees Council Budget Template for 2017/18

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

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(79)	(2,612)	(1,673)	
Cumulative Savings	(79)	(2,691)	(4,364)	(4,364)
Budget after Savings (Controllable Budget)	39,612	37,000	35,327	35,327
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>In 2017 work will take place to develop new operating models for the KNH Neighbourhoods and Property Directorates to ensure each directorate is fit for purpose, able to effectively respond to the changing external environment and deliver savings and value for money through efficiencies and new ways of working. The focus will be on finding ways to deliver more with less. In the Property Directorate there is a planned review of current KNH activity following the Building Services merger and savings proposals from year 2 reflects potential for future efficiency savings from the merged operation with the removal of the client / contractor relationship.</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>Any new models will need to ensure that core business and services to vulnerable customers continually improves. Robust mitigating actions will be needed for any savings identified that put core performance and services to vulnerable customers at risk. Equality Impact Assessments will be carried out as part of this work.</p> <p>New structures and cultural change will take time to embed and could have a negative impact on performance. Effective consultation and engagement with staff and stakeholders during 17/18 to manage the transition will be crucial in mitigating this potential impact.</p>	
Does this proposal require an Equality Impact Assessment?	No (re 17/18)
Will this proposal require a Specific Service Consultation	No (re 17/18)

Accountable Head of Service	Kim Brear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Grounds maintenance
Reference	NEW HRA 2

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	0	0	(140)	(140)
Cumulative Savings	0	0	(140)	(280)
Budget after Savings (Controllable Budget)	1,318	1,318	1,178	1,038
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The Council's Parks & Open Spaces service has delivered c. £1,300,000 of programmed general fund savings as of April 2016. This included a reduction in frontline workforce of c. 25 FTEs and the introduction of Gold/Silver/Bronze/Natural standards of maintenance.</p> <p>The resulting frontline grounds maintenance service however is operationally unstable. The climatic changes, combined with a lack of GIS and mapping data, means performance management and operational adaptation is extremely difficult. As a result the Council is undertaking the full GIS mapping of the district and our assets, combined with the development of a public facing online platform for bookings/reporting issues and a digital work schedule / in-cab system. This is entirely reliant on the Council's Digital by Design programme.</p> <p>The Parks and Open Spaces service provides grounds maintenance services on Council Housing estates via a service level agreement which is funded by the HRA. It is proposed that once the GIS mapping of assets and other developments are completed that there is a review of the provision of the grounds maintenance service to align HRA service levels with General Fund service levels for open spaces. The indicative saving represents a 10% reduction on current costs but would be subject to further consideration and full consultation.</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 proposed budget reduction could be negatively received by people living in the communities KNH support unless innovative solutions are found to deliver the changes through efficiencies and designing out future maintenance.</p> <p>If no changes to service levels are delivered and no savings made there is potential for residents in Kirklees to voice concerns about a higher level of service on estates.</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	Kim Brear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Dwelling & Garage rents - void loss and new year 4 rent uplift
Reference	NEW HRA 3

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(337)	(145)	(80)	(769)
Cumulative Savings	(337)	(482)	(562)	(1,331)
<i>Cumulative pressures (annual 1% rent reduction)</i>	<i>1,265</i>	<i>2,353</i>	<i>3,333</i>	<i>3,333</i>
Budget after Savings (Controllable Budget)	(81,538)	(80,531)	(79,631)	(80,400)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

Incremental savings over 2017-20 period reflects a target void loss of 1.1%; compares with previous target 1.5%, an improvement on current collection rates and a review of garage rents.

Year 4 reflects assumed rent uplift of 2% in 2020-21. National Government has implemented annual 1% rent reductions on social housing rents, each year for a 4 year period over the 2016-20 period. These annual reductions are mandatory and have been enacted in legislation through the Welfare & Reform at Work Act 2016. National government had previously indicated that from 2020-21, it would revert to its pre-existing national policy of allowing for rent uplifts of inflation (Consumer Price Index or CPI) + 1% annual rent uplifts. However, in line with current 30 year business plan modelling, the 2020-21 uplift here assumes a more prudent CPI only uplift only (assumed will be 2%) pending future Government clarification. The budget after savings amounts included above also include (in italics) the impact of the annual 1% rent reduction, because this also impacts on the overall controllable budget for dwellings rents across years.

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, in conjunction with its arms length partner, KNH, have re-modelled the 30 year HRA business plan taking account of the financial impact of the annual 1% rent reduction. There are a range of HRA budget proposals, including the voids target review, to help mitigate the overall rent loss impact over the medium to longer term, working towards a longer term financially viable business plan, whilst maintaining high quality services to tenants.

Does this proposal require an Equality Impact Assessment?	No (re17/18)
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Will this proposal require a Specific Service Consultation?	Yes
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Accountable Head of Service	Kim Brear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Tenant & leaseholder service & other charges
Reference	NEW HRA 4

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(224)	(196)	(400)	
Cumulative Savings	(224)	(420)	(820)	(820)
Budget after Savings (Controllable Budget)	(1,517)	(1,713)	(2,113)	(2,113)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Year 1 savings reflect a re-alignment of budget to costs and to the potential to fund services from external income.</p> <p>A review of service charges is planned starting in 2017 to ensure that service charging is appropriate, covers the cost of service delivery, considers the local housing market, is linked to affordability and has connectivity with welfare systems in place to help people with housing costs.</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 are no anticipated impacts as a result of year 1 savings.</p> <p>There is potential for adverse impact on tenants if service charges are increased or newly applied that are not covered by the housing element of benefits and put at risk the ability of a tenant to successfully sustain a tenancy.</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 (18/19)
Will this proposal require a Specific Service Consultation	Yes (18/19)

Accountable Head of Service	Kim Brear
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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Interest payable on capital debt
Reference	NEW HRA 5

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(279)	(200)	(322)	(229)
Cumulative Savings	(279)	(479)	(801)	(1,030)
Budget after Savings (Controllable Budget)	8,653	8,454	8,132	7,903
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
The longer term HRA business plan continues to reflect prudent annual HRA debt repayment as existing HRA capital financing loans mature, and this has resulted in a corresponding reduction in annual interest charges on remaining debt, over the same period.

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	
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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Kirklees Council Budget Template for 2017/18

Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Grants to Communities Who Can (CWC)
Reference	NEW HRA 6

Forecast Savings	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Incremental Savings	(135)	(135)		
Cumulative Savings	(135)	(270)	(270)	(270)
Budget after Savings (Controllable Budget)	135	0	0	0
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Traditionally the HRA has provided funding to support CWC (Kirklees Federation of Tenants and Residents Associations), an umbrella organisation to develop and support the network of Tenants and Residents Associations (TRA) operating across Kirklees council housing estates. CWC works with around 80 to 90 groups in Kirklees helping them to achieve more for their communities. They aim to build happy healthy estates by uniting communities and developing volunteers and want to preserve social affordable rented housing. They work with partners to meet community and council priorities.</p> <p>The HRA also supports individual TRA with support grants, insurance cover and expenses for volunteers.</p> <p>In addition Kirklees Neighbourhood Housing (KNH) has been commissioned to provide a community engagement service and has run community engagement initiatives and programmes on council housing estates across Kirklees.</p> <p>It is proposed that funding for CWC be provided for a 6 month period during 2017/18 and that the organisation then uses its reserves and or seeks additional external funding to continue its operations pending the outcome of a comprehensive partnership wide review of tenant and resident involvement and empowerment during 2017/18.</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 commissions KNH as the landlords agents to act on its behalf to deliver services in our communities to our tenants. KNH are being commissioned during 2017/18 to undertake a comprehensive partnership wide review of tenant involvement and empowerment and to develop and make recommendations regarding a new modern and innovative model which reflects best practice within a reduced financial envelope and links to the Council's review of community involvement and engagement. The aim being to develop a new and different partnership wide approach to engagement which supports communities to do more for themselves and each other.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	Yes

Accountable Head of Service	Helen Geldart
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