

Cabinet Budget Proposals for Consultation 2020/21 to 2022/23

The context

Once again, we find ourselves tasked with setting a budget in a situation of great uncertainty about future funding for local services. The recently-elected Government may have talked about 'ending austerity' but the measures in the Local Government Finance Settlement for 2020/21 simply confirm already-indicated additional funding for social care, together with the ability for councils to add a social care precept. This is not sufficient to address current financial pressures, let alone making a start on redressing the cuts and damage caused by the funding lost since 2010.

Furthermore, we only have confirmed funding for next year and will have to wait until later this year to find out whether any of these measures will continue in future years.

An uncertain future

It's obvious that we need certainty about Government plans before taking long term decisions about the future shape of council services. This requires not only the delivery of the Chancellor's Spending Review, but also clarity about future plans for business rate retention and the previously-announced fair funding reviews. These could significantly affect how central Government funds are shared out between different local authorities.

On top of this, there is the continuing doubt about the impact of Brexit and new economic relationships with the European Union. And perhaps the greatest challenge of all to Calderdale, like every similar authority, is the continuing absence of a longer term funding solution for adult social care.

Our priorities

In drawing up these initial proposals, we have concentrated on protecting those services which help us to deliver on our long-term aims and priorities for Calderdale, our communities and our citizens. We have already taken action to address existing budget pressures across a range of services but particularly social care where budget cuts over a ten year period, growing demand and complexity of care packages and an increasingly unstable market has created an unsustainable financial position.

The budget we are proposing aims to:-

- Address current spending pressures to ensure a balanced and sustainable budget for 2020/21 and future years;
- Continue to protect the most vulnerable by targeting additional resources on children's services and adult social care but at the same time transforming the way that we provide services;
- Protect and sustain prevention and early intervention services wherever possible, avoiding short term savings that will only lead to increased long-term demand; and

- Make only a limited number of further changes to the budget in 2020/21 until we know the outcome of the Chancellor's spending review.

Our standstill budget provides a further £2.5m for adult social care and £1m for children's social care to help address the growing demand and cost pressures in these services, and will help us to build towards a sustainable position going forward.

Targeted resources to address the challenge

Despite the tough overall situation, our broad budget approach aims to build on measures we set out in the Medium Term Financial Strategy to address the biggest financial pressures. So we have allocated additional funding to Adult Social Care and Children and Young People's Services to address existing budget pressures on services to the most vulnerable people whilst at the same time transforming the way that these services are delivered and ensuring that they are targeted at the most vulnerable members of society.

Coping with poverty and austerity

We will continue to build on the measures we have taken to help local people facing the effects of austerity – with particular emphasis on homelessness and people at risk of destitution; help the poorest households receive with their council tax bills; and sustained support for Calderdale's voluntary and community sector, continuing the work set out in our anti-poverty action plan.

Tackling the Climate Emergency

The Council has already declared a climate emergency and will be setting targets to respond to this. The Climate Change Working Party will be at the forefront of developing the Council's response and actions. We are investing significant capital resources to reduce our own carbon footprint, for example through the re-fit scheme to make its own buildings more energy efficient, the £22m LED street lighting replacement programme across the borough and through a feasibility study which is currently being undertaken into the potential for a district heating scheme in Halifax.

Improving the supply of affordable housing

The Council recognises that there is not enough housing, including affordable homes, for the likely demand across the borough and will be working with its partners to increase the supply. The Council has also set up its own development company which can take a more active role in building new housing. £4m has been included in the capital programme to stimulate the increase in housing. The budget also includes an increase in the empty homes premium for properties which have been empty for more than 5 years in an attempt to encourage owners to bring these back into use.

Services for Young People

Cabinet will be acting upon the findings of the recent Scrutiny review of Youth Services and ensuring that the limited resources we have to provide these services are targeted at those young people most in need.

Where we are making savings

There are only a small number of budget changes proposed at this stage pending announcements from Government about future funding for local government. These savings, on top of the actions being taken to address existing budget pressures, will meet the shortfalls set out in the Medium Term Financial Strategy.

In summary we are planning to:-

- reduce our contributions to the Pension Fund in recognition of the need to protect front line services
- accept one off savings put forward by the West Yorkshire Combined Authority in relation to the Transport Fund.
- replace the proposed council funding of market town improvements with Government funding that has been announced for Elland, Halifax, Sowerby Bridge, Todmorden and Brighouse.

Beyond 2020

These measures will produce a balanced budget for 2020/21. Beyond that date we will determine clear financial plans once the national Spending Review has been announced later this year and we get some clarity about local government funding over a three year period.

Council tax increases

The proposed budget assumed a council tax increase of 1.99% in line with the limit applied by Government and assumed by it in deciding how much funding to provide us with. The budget also assumes that a 2% social care precept will be added to the council tax to help fund and protect social care services to vulnerable adults and children.

Seeking your views

The Council has started discussions, Calderdale Conversations, with people about their vision for the borough and the role of the council using different methods from the more traditional consultation. This approach will continue in 2020 to help inform budget decisions in future years.

As we get greater certainty about future funding for local government we intend to use the results of Calderdale Conversations to inform progress on our major priorities including:

- Reducing the causes of deprivation and inequalities by targeting resources on the most vulnerable people, improving the supply of decent and affordable housing and making the streets safer. The Capital Programme includes £4m investment in a council development company to help drive the supply of housing.
- Acting on the climate emergency – the Council is already spending £22m on the replacement of street lights with LEDs, re-fitting council buildings to make them more energy efficient, and developing a business case for a potential district heating

scheme. Further action will be reported during the year including tree planting initiatives.

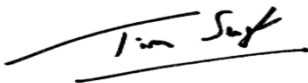
- Developing sustainable towns – the council will use the Government funding for future high streets, town deals and historic high streets to develop the existing links with communities and businesses to build more sustainable towns across the borough.

The Cabinet meeting on Monday 13th January 2020 begins four weeks of consultation on the proposals. You can have their say on the budget proposals by completing the attached form and emailing it to budget@calderdale.gov.uk or by writing to us at Budget Consultation, Town Hall, Halifax, HX1 1UJ

All responses will be considered before recommendations are made by Cabinet on Monday 10th February 2020.

Final decisions on the budget will then be taken at the Annual Budget Council meeting on Monday 24th February 2020.

Councillor Tim Swift

A handwritten signature in black ink that reads "Tim Swift". The signature is written in a cursive style and is underlined with a single horizontal line.

Leader, Calderdale Council

Budget Summary and Council Tax Requirement 2020/21

Revenue Budget Requirement	Updated MTFS Position			Growth £000s	Savings £000s	Consultation Budget 2020/21 £000s
	Gross Expenditure 2020/21 £000s	Gross Income 2020/21 £000s	Net Expenditure 2020/21 £000s			
	Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public					
Chief Executive's Office	28,479	-14,791	13,688	0	0	13,688
Adult Services and Wellbeing	92,958	-38,233	54,725	0	0	54,725
Children and Young People	37,114	-12,991	24,123	0	0	24,123
Public Services	41,083	-16,316	24,767	0	0	24,767
Regeneration and Strategy	16,721	-6,570	10,151	0	0	10,151
Services budgets Monitored by:						
Corporate Assets and Facilities Management	5,951	0	5,951	0	0	5,951
Transport Services	209	0	209	0	0	209
Total of Directorate Budgets	222,515	-88,901	133,614	0	0	133,614
Centrally Controlled and Other Corporate Budgets	26,489	0	26,489	0	-745	25,744
Total Revenue Budget Requirement	249,004	-88,901	160,103	0	-745	159,358
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves	0	-180	-180	0	0	-180
Total Funding Requirement	249,004	-89,081	159,923			159,178
General Funding						
Revenue Support Grant			-7,302			-7,302
New Homes Bonus			-767			-767
Top-up/Tariff			-13,582			-13,582
Small Business Rate Relief, Multiplier Cap & Other Business Rates Grants			-5,989			-5,989
PFI Grant			-2,565			-2,565
Housing & Council Tax Reduction Admin subsidy			-860			-860
Social Care Funding			-3,823			-3,823
Local Taxation						
Retained Rates			-27,246			-27,246
Adult Social Care Precept			-8,403			-8,403
Council Tax			-88,706			-88,706
Total General Grant Funding and Local Taxation			-159,243			-159,243
Required Contribution from (-) / (+) to Balances						
Proposed contribution to Balances			0			65
Budget Deficit			-680			

Calderdale MBC Council Tax for 2020/21 using the agreed Council Tax Base of 62,717.19

	2019/20	2020/21		
	Council Tax Band D £ p	% Change to Basic Relevant Amount	Council Tax Band D	Council Tax Income £'000
		%	£ p	£'000
Calderdale Council Relevant Amount Previous Year (calculation of % increase)		1,488.96		
Calderdale Council Tax	1,384.75	1.99%	1,414.38	88,706
Adult Social Care Precept	104.21	2.00%	133.98	8,403
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,488.96	3.99%	1,548.36	97,109

Budget Summary and Council Tax Requirement 2021/22

Revenue Budget Requirement	Updated MTF5 Position			Growth £000s	Savings £000s	Indicative Budget 2021/22 £000s
	Gross Expenditure 2021/22 £000s	Gross Income 2021/22 £000s	Net Expenditure 2021/22 £000s			
	Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public					
Chief Executive's Office	28,458	-14,662	13,796	0	0	13,796
Adult Services and Wellbeing	95,933	-38,273	57,660	0	0	57,660
Children and Young People	37,593	-13,171	24,422	0	0	24,422
Public Services	41,779	-16,572	25,207	0	0	25,207
Regeneration and Strategy	16,483	-6,157	10,326	0	0	10,326
Services budgets Monitored by:						
Corporate Assets and Facilities Management	5,951	0	5,951	0	0	5,951
Transport Services	209	0	209	0	0	209
Total of Directorate Budgets	226,406	-88,835	137,571	0	0	137,571
Savings to be identified			0	0	-1,993	-1,993
Centrally Controlled and Other Corporate Budgets	28,071		28,071	0	-810	27,261
Total Revenue Budget Requirement	254,477	-88,835	165,642	0	-2,803	162,839
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves	-148		-148	0	0	-148
Total Funding Requirement	254,329	-88,835	165,494			162,691
General Funding						
Revenue Support Grant			0			0
New Homes Bonus			-385			-385
Top-up/Tariff			-4,223			-4,223
Small Business Rate Relief, Multiplier Cap & Other Business Rates Grants			-8,998			-8,998
PFI Grant			-2,385			-2,385
Housing & Council Tax Reduction Admin subsidy			-860			-860
Social Care Funding			-3,823			-3,823
Local Taxation						
Retained Rates			-42,095			-42,095
Adult Social Care Precept			-8,478			-8,478
Council Tax			-91,444			-91,444
Total General Grant Funding and Local Taxation			-162,691			-162,691
Required Contribution from (-) / (+) to Balances						
Budget Deficit			-2,803			

Calderdale MBC Council Tax for 2021/22 using the estimated Council Tax Base of 63,275

	2020/21		2021/22	
	Council Tax Band D £ p	% Change to Basic Relevant Amount %	Council Tax Band D	
			£ p	Council Tax Income £'000
Calderdale Council Relevant Amount Previous Year (calculation of % increase)		1,548.36		
Calderdale Council Tax	1,414.38	1.99%	1,445.19	91,444
Adult Social Care Precept	133.98	0.00%	133.98	8,478
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,548.36	1.99%	1,579.17	99,922

Budget Summary and Council Tax Requirement 2022/23

Revenue Budget Requirement	Updated MTFS Position			Growth £000s	Savings £000s	Indicative Budget 2022/23 £000s
	Gross Expenditure 2022/23 £000s	Gross Income 2022/23 £000s	Net Expenditure 2022/23 £000s			
	Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public					
Chief Executive's Office	28,925	-14,685	14,240	0	0	14,240
Adult Services and Wellbeing	99,845	-38,556	61,289	0	0	61,289
Children and Young People	38,048	-13,367	24,681	0	0	24,681
Public Services	42,542	-16,834	25,708	0	0	25,708
Regeneration and Strategy	16,535	-6,091	10,444	0	0	10,444
Services budgets Monitored by:						
Corporate Assets and Facilities Management	6,000	0	6,000	0	0	6,000
Transport Services	210	0	210	0	0	210
Total of Directorate Budgets	232,105	-89,533	142,572	0	0	142,572
Savings to be identified			0	0	-2,680	-2,680
Centrally Controlled and Other Corporate Budgets	28,125		28,125	0	-887	27,238
Total Revenue Budget Requirement	260,230	-89,533	170,697	0	-3,567	167,130
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves	-148		-148	0	0	-148
Total Funding Requirement	260,082	-89,533	170,549			166,982
General Funding						
Revenue Support Grant			0			0
New Homes Bonus			-361			-361
Top-up/Tariff			-4,223			-4,223
Small Business Rate Relief, Multiplier Cap & Other Business Rates Grants			-9,298			-9,298
PFI Grant			-2,189			-2,189
Housing & Council Tax Reduction Admin subsidy			-760			-760
Social Care Funding			-3,823			-3,823
Local Taxation						
Retained Rates			-43,295			-43,295
Adult Social Care Precept			-8,571			-8,571
Council Tax			-94,462			-94,462
Total General Grant Funding and Local Taxation			-166,982			-166,982
Required Contribution from (-) / (+) to Balances						
Budget Deficit			-3,567			

Calderdale MBC Council Tax for 2022/23 using the estimated Council Tax Base of 63,972

	2021/22		2022/23	
	Council Tax Band D £ p	% Change to Basic Relevant Amount %	Council Tax Band D £ p	Council Tax Income £'000
		Calderdale Council Relevant Amount Previous Year (calculation of % increase)		
Calderdale Council Tax	1,445.19	1.99%	1,476.61	94,462
Adult Social Care Precept	133.98	0.00%	133.98	8,571
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,579.17	1.99%	1,610.59	103,033

Savings Proposals for Consideration during this Consultation

New Saving Proposals	2020/21 £000s	2021/22 £000s	2022/23 £000s
Cross Council			
Reduce Market Towns Investment Borrowing Costs	-500	-500	-500
Reduction in Council's Pension Fund Contributions from 17.5% to 17.3%, 17.1% then 17.0%	-155	-310	-387
Additional Rebate from WYCA Levy one year only	-90	0	0
	-745	-810	-887
Total Saving Proposals	-745	-810	-887

Head of Finance's Statement

The Local Government Act 2003 requires that in making decisions in relation to setting its Council Tax that the Authority's Chief Finance Officer must report on:

- the robustness of the estimates made for the purpose of the calculations, and the adequacy of proposed financial reserves.

These, in conjunction with the balanced budget requirement of The Local Government Finance Act (1992), mean that Members are required to have regard to the Head of Finance's report when making their budget setting decisions.

The budget builds upon the existing savings targets and plans which are in place following previous decisions made at Budget Council and which are summarised in the table below:-

	Agreed Savings					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£'m	£'m	£'m	£'m	£'m	£'m
Budget Council 2010	13,858	13,858	13,858	13,858	13,858	13,858
Budget Council 2011	28,983	28,983	28,983	28,983	28,983	28,983
Budget Council 2012	13,737	13,737	13,737	13,737	13,737	13,737
Budget Council 2013	15,440	15,440	15,440	15,440	15,440	15,440
Budget Council 2014	14,230	14,230	14,230	14,230	14,230	14,230
Budget Council 2015	100	100	100	100	100	100
Budget Council 2016	480	7,340	8,750	8,750	8,750	8,750
Budget Council 2017		1,721	6,775	9,625	9,625	9,625
Budget Council 2018			2,794	6,322	7,287	7,287
Budget Council 2019				980	2,115	2,490
	86,828	95,409	104,667	112,025	114,125	114,500

A detailed review of underlying budgets was undertaken in updating the standstill budget position in light of the forecast overspend in the current financial year. This included a complete review of identifiable pay and prices changes. All centrally controlled budgets have been updated and a detailed assessment made of debt and borrowing costs over the plan period. The standstill position provides, within centrally controlled budgets, an assumed provision for demographic growth and social care demand and cost pressures. In particular the standstill budget assumes actions, as set out in the third quarter revenue monitoring report, to address existing budget pressures across all directorates. These actions will need to be implemented from April 2020 to be able to deliver a sustainable standstill position moving forwards. Cabinet's budget proposals for 2020/21 depend upon these actions in order to be sustainable.

Cabinet's budget provides clear proposals to deliver the level of savings required to meet the Medium Term Financial Strategy in 2020/21. The details behind each savings proposal are set out in this paper. These concentrate on the additional savings which are required in 2020/21 over and above existing plans. Delivery of Existing savings plans also presents its risks and a reminder of the level of savings already agreed by each directorate is provided within this document. The full year effect of these savings is shown in the budget and budget challenge sessions are held with Cabinet members to ensure good progress is being made and alternative measures put in place if necessary.

The budget currently shows further savings in each year after 2020/21 may be required but to be confirmed once the outcome of the Chancellor's Spending Review is announced next year. It is intended that savings proposals will be brought forward to meet the anticipated shortfall in each year after the Chancellor has announced public sector funding levels over the next three years. These savings will also need to take into account the outcome of the initial Calderdale Conversations consultation and more detailed conversations which are due to take place next year on the budget.

The draft budget maintains unallocated balances (financial reserves) above £5m over the three year plan. The minimum level is in line with my overall assessment of major financial risks, as set out in the Council's Medium Term Financial Plan. It also reflects the recommendation of the Council's appointed external auditors. This level of balances relates to non-school spending, as schools retain balances of their own.

There is an opportunity to use any excess balances over and above the minimum level in support of short-term non-recurring budget initiatives. The budget proposals assume that some additional flexibility will be allowed for to deal with unexpected costs or to provide short term one-off investment by retaining general balances at around £5.5m over the period of the financial plan.

In addition to the unallocated balances referred to above, the Council holds earmarked reserves to cover potential future costs to the Council of issues such as workforce planning and insurance. The earmarked reserves are mainly for specific purposes and do not carry a recommended level or limit. As such it is of vital importance that these reserves are reviewed periodically in order to ascertain their continued validity and level. Regular consideration should be given to whether they could be put to better use elsewhere in subsequent years.

The earmarked reserves are formally reviewed three times a year. Firstly, this is done as part of the development of the Medium Term Financial Strategy, secondly as part of the formal budget setting process and finally as part of the closedown procedures at the end of the financial year. Monitoring and further reviews are also undertaken throughout the year as part of the quarterly Revenue Monitoring processes.

The adequacy of all major reserves and balances has been examined to ensure that they are sufficient to support the key financial assumptions held within the Medium Term Financial Strategy which also underpins the budget that Cabinet is recommending to Budget Council on the 24 February 2020.

CIPFA has recently released information on financial resilience using a range of indicators involving:

- levels and trends in reserves,
- interest payments and levels of external debt
- the proportion of the budget spent on social care
- access to and reliance on other sources of funding, e.g. fees and charges, council tax and business rates

- external assessments of VFM and service provision, e.g. from the external auditors and Ofsted.

Calderdale's reserves (including general balances but excluding public health and schools) have fallen over recent years as demonstrated below:

Financial year	Level of reserves	Proportion of net revenue expenditure
2015/16	£73.2m	52%
2016/17	£51.5m	31%
2017/18	£41.1m	27%
2018/19	£35.2m	23%

Although the reduction was planned to a large extent due to the use of reserves held for major capital programme schemes (including flood works) undertaken by the Council over this period, the current level of reserves is significantly below the average for a metropolitan district and in terms of reserves sustainability is the lowest of all metropolitan districts. This reinforces my advice that the Council should not assume any further use of balances or reserves to support the revenue budget over the next three years and take steps to ensure that in-year overspends can be mitigated without the use of reserves. The robustness of savings proposals and management of the existing demand pressures is critical to this and is the basis on which the budget proposals are considered to be robust.

Calderdale's financial resilience as measured by the other indicators is not of concern but the information provides an important focus on action required by the Council to maintain or increase reserves.

Given the uncertainties of the economic environment and the scale of the expenditure reductions required, there will inevitably be significant risks involved in delivering a balanced budget. The Head of Finance has therefore taken a risk management approach to the budget process and has set out below the key risks associated with the proposed budget and how they can be managed.

Each agreed saving identifies the risk associated with each proposal. These have been considered by the Head of Finance who is confident that Directors are aware of the risks involved and their potential impact. More importantly there are clear plans behind each of the actions being taken to address existing budget pressures.

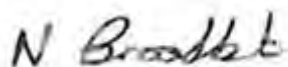
Although the Council continues to manage its finances in a prudent manner some assumptions and forecasts have necessarily had to be made where information is not yet available. The key assumptions within the budget are considered to be:-

- Government financial support will remain stable from 2020/21. This will depend upon the national Spending Review which is due to be announced next year.
- The new business rates retention and fair funding reviews due to be implemented from 2021/22 will be financially neutral to the Council, i.e. we will be no better or worse off from them.
- Council Tax increases of 2% in 2020/21 and subsequent years in line with the current referendum limit.

- A social care precept of 2% in 2020/21 but no further increases in the precept thereafter. If further social care precepts are allowable in 2021/22 and 2022/23 then it may be possible to meet the estimated required savings in those years. Again, this would need to be re-examined following the Chancellor's Spending Review next year.
- All agreed savings targets and budget pressures will be contained within the planned budgets after taking into account the actions agreed to address these pressures in the revenue monitoring report.

The Council has an embedded savings monitoring process already in place to help ensure that savings targets are achieved and regular budget challenge sessions with Cabinet members.

Finally, due to the medium term planning process in place, there is sufficient lead-in time for more detailed plans to be developed for 2021/22 and 2022/23 following the outcome of a major budget consultation exercise and guided by the Chancellor's Spending Review. The financial plans leading up to 2024 will also be developed in line with the Council's Vision for that year.



Nigel Broadbent
Head of Finance

Chief Executive's Office – Summary of Services Provided

The Chief Executive's Office provides the whole Council with specialist support in the following specific areas:-

CHIEF EXECUTIVES MANAGEMENT

A small number of central services report direct to the Chief Executive. The key functions are: To provide a communication service for the Council and provide specialist advice in this area, including management of the Council's central printing and reprographics functions.

FINANCE

The service provides a range of financial services both directly to the public and as a support service to the work of all other Council services. The key functions are:

To prepare the Council's medium term financial plans, annual budgets, capital programme and production of its statutory financial statements.

To ensure that payments to suppliers for the provision of goods and services are made in a timely manner.

To administer Council Tax, Non Domestic Rates, income collection and general banking and cashiers services.

To advise and carry out work on transformation across the Council and provide business intelligence and performance monitoring information across the council.

To provide a range of administrative and business support services (including digitisation) across the whole of the Council.

To provide a comprehensive internal audit function and a range of other functions including the provision of general financial advice, insurance, and specialist financial support staff within other directorates and schools.

Key outputs: Around 90,000 invoices are processed annually, over 90% by BACS

DEMOCRATIC AND PARTNERSHIP SERVICES

The service provides legal, administrative and partnership services to the public, elected Members and other Council Services. The key functions are:

To provide a secretarial and administrative service for Councillors and Committees

To support the Council's scrutiny function and to undertake the duties of Monitoring Officer

To prepare for, organise and conduct all elections, polls and referenda

To provide a timely, accurate and cost effective legal service to the Council

Key outputs: The electoral register is compiled annually, for c.150,000 Calderdale voters

HUMAN RESOURCES AND TRANSFORMATION

The service contributes to the management and strategic leadership of the Council and delivers an integrated and cohesive Human Resource and Organisation Development service to promote and foster a culture of innovation, value for money and performance management. The key functions are:

- To provide advice on all matters relating to the HR policies and procedures of the Council, in compliance with Employment Law.
- To provide a comprehensive Contracts and Payroll service in line with both Employment Law and HMRC guidelines.
- To ensure that employees health and wellbeing is effectively managed in line with our Duty of Care.
- To manage all matters relating to the recruitment and retention of our staff and appropriate advice, guidance and monitoring with regard to safe recruitment practice.

- To ensure our Statutory Health and Safety responsibilities are complied with to ensure the health, safety and welfare of our staff and services users is paramount.
- To develop and maintain a proactive and innovative approach to organisational development improving the overall performance, effectiveness and culture of the Council.

PUBLIC HEALTH

The service provides the chief source of public health leadership and advice within the Council and works closely with other directorates and external bodies to improve the health and wellbeing of Calderdale residents.

The key to improving health and wellbeing is to take action to address the determinants of health (biological e.g. age, lifestyle e.g. diet, environmental e.g. culture and access to services). The Council has 5 mandatory responsibilities for the National Child Measurement Programme, the NHS Health Check assessments, sexual health services, dealing with health protection incidents and advising NHS commissioners on Public Health issues.

In addition local authorities' other responsibilities include:

Tobacco control and smoking cessation services

Alcohol and drug misuse services

Public Health services for children and young people aged 0-19

Interventions to tackle obesity

Increasing levels of physical activity etc

Chief Executive's Office – Budget after Proposed Savings

	2020/21 Indicative Budget £'000	2021/22 Indicative Budget £'000	2022/23 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Chief Executive Management	890	905	919
Corporate	1,010	1,013	1,015
Democratic & Partnership Services	2,645	2,519	2,744
Finance	8,787	8,924	9,093
HR & Transformation	2,996	3,067	3,122
Public Health	12,152	12,031	12,032
	28,480	28,459	28,925
Gross External Service Controlled Expenditure			
Employee Related	14,738	14,897	15,180
Premise Related	49	49	49
Transport Related	26	26	26
Supplies and Services	3,084	2,904	3,087
Agency (External Contracts)	10,583	10,583	10,583
	28,480	28,459	28,925
Gross External Service Controlled Income			
Grants and Contributions	-13,821	-13,669	-13,668
Customer Client Receipts	-970	-993	-1,017
	-14,791	-14,662	-14,685
Net External Service Controlled Expenditure	13,689	13,797	14,240
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	1,254	1,223	1,223
Internal Recharge Income	-1,255	-1,224	-1,223
	-1	-1	0
Total Service Controlled Budget	13,688	13,796	14,240
Use of Earmarked Reserves			
Contributions from Reserves	-148	-148	-148
	-148	-148	-148
Total Service Controlled Budget after use Earmarked Reserves	13,540	13,648	14,092
Expenditure Controlled by Other Services			
CAFM - Building Costs	137	137	185
Expenditure Controlled by Other Services	137	137	185
Total Centrally Controlled Budget	-8,336	-8,607	-7,839
Total Centrally Controlled Use Earmarked Reserves	0	0	0
Net Cost to the Public	5,341	5,178	6,438

Adult Services and Wellbeing – Summary of Services Provided

Prevention & Early Help, All Age Disability, Mental Health, Long Term Personalised Support and Safeguarding Adults)

The service exists in order to provide advice and information, early intervention, assessment, care and support to adults with learning disabilities, mental health needs, physical and sensory impairment and older people. In doing so the service works in partnership to ensure the protection of these people and to ensure their health, wellbeing, independence, choice, control and personal dignity is maximised.

Key elements within the service include:

- **Gateway to Care** – This element of the service provides a first point of contact for the people of Calderdale in the provision of information and advice. The team also deals with referrals, self-assessments and where necessary will make arrangements for a social care worker to visit.
- **Community Social Work Practice** to provide early intervention with a focus on delaying or deferring the need for long term support and ensuring people are connected to their communities.
- **Assessment and Care Management** - The assessment, care management and review teams respond to initial referrals and enquiries, undertake assessment of need and arrange for service provision. There are three Locality Teams and a team which is based in Calderdale Royal Hospital and Huddersfield Royal Infirmary. The review team focuses on ensuring that peoples identified needs are appropriately met.
- **Management of safeguarding allegations** in relation to vulnerable adults, mental capacity act assessments and deprivation of liberty safeguards.
- **Support to stay at home** - There is a variety of community based support initiatives including home care and shared lives which are provided or commissioned for adults. These services can be delivered as a managed service or as part of a Direct Payment.
- **Day Opportunities** - this includes day services for adults and for working age adult employment initiatives. These are provided both by the local authority and independent sector providers as a directly managed service or by way of Direct Payments
- **24 hour support** - Both the Local Authority and Independent Sector providers provide a variety of residential, nursing and supported living support.
- **Commissioning** – we have a range of staff that ensure that there is a range of high quality services in place to meet the needs of those with eligible care and support needs. Staff will ensure that we have a diverse and resilient market that provides value for money, are of a good quality and maximise independence and wellbeing.

Key Outputs:

Calderdale Council supports 627 people in permanent residential & nursing care. 378 receive day care services from the Council. The Council helps around 820 individuals to live independent and healthy lives by supporting them with home care services so that they can continue to live in their own homes. To do this, we provide 11,969 hours of service per week.

The Council also supports 1,972 adult social care service users who receive a personal budget which enables them to have control over the social care they receive. 564 people receive a cash or part cash payment so that they can purchase care directly which is appropriate to their requirements. 109 people receive an Individual Service Fund.

Adult Services and Wellbeing – Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2020/21 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2020/21 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2020/21 £'000	2021/22 £'000	2022/23 £'000
Demand Management on Demographic Growth and Contract Efficiencies on Commissioning	-500	-500	-500
Total prior year savings from 2018/19	-500	-500	-500

Adult Services and Wellbeing – Budget after Proposed Growth and Savings

	2020/21 Indicative Budget £'000	2021/22 Indicative Budget £'000	2022/23 Indicative Budget £'000
Gross External Service Controlled Expenditure			
All Age Disability Service and Adult Mental Health Service	30,160	32,421	35,153
Integrated Commissioning	16,572	16,639	16,753
Personalised Long Term Support	39,532	40,051	40,991
Prevention and Early Help	6,013	6,129	6,240
Strategic Management	681	693	708
	92,958	95,933	99,845
Gross External Service Controlled Expenditure			
Employee Related	18,682	19,010	19,216
Premise Related	402	402	402
Transport Related	311	311	311
Supplies and Services	5,824	5,774	5,774
Agency (External Contracts)	56,068	58,765	62,471
Transfer Payments	11,671	11,671	11,671
	92,958	95,933	99,845
Gross External Service Controlled Income			
Grants and Contributions	-25,015	-25,015	-25,015
Customer Client Receipts	-13,218	-13,258	-13,541
	-38,233	-38,273	-38,556
Net External Service Controlled Expenditure	54,725	57,660	61,289
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	183	163	115
Internal Recharge Income	-183	-163	-115
	0	0	0
Total Service Controlled Budget	54,725	57,660	61,289
Total Service Controlled Budget after use Earmarked Reserves	54,725	57,660	61,289
Expenditure Controlled by Other Services			
CAFM - Building Costs	317	317	317
Transport Services - External Transport Costs	23	23	23
Expenditure Controlled by Other Services	340	340	340
Total Centrally Controlled Budget	7,769	7,736	7,457
Total Centrally Controlled Use Earmarked Reserves	0	0	0
Net Cost to the Public	62,834	65,736	69,086

Children & Young People's Services – Summary of Services Provided

EARLY INTERVENTION AND SAFEGUARDING

Early intervention and Safeguarding is responsible for assessing and meeting the needs of children in need, looked after children and care leavers and children subject to a Child Protection Plan. It also oversees a range of family support services. This includes commissioned children's centres, youth services and young carers.

Early Intervention is responsible for providing a range of flexible and accessible preventative, early intervention and support services. These are aimed at preventing the needs of children escalating. The service plays an important role in improving outcomes for children, young people and their families by increasing the support at an earlier stage particularly for children with disabilities and additional needs. The services provided include integrated youth support services, education welfare, the Family Intervention Team and the Youth Offending Team.

Social care is there to keep families together and to be more resilient. Child protection services and ultimately children in care services are available when children cannot live safely at home. Protecting children relies upon working in partnership with schools, health, the Police and a range of voluntary and other services.

This area had responsibility for the Calderdale Safeguarding Children Board until it was de-regulated in 2019 and new multi-agency safeguarding arrangements came into place. This included the Council, the Police and Health as the main safeguarding partners. The Independent Reviewing Officers provide reviews for looked after children and the child protection conferencing service.

LEARNING SERVICES

Learning Services is responsible for monitoring, supporting and challenging schools to improve attainment and the quality of provision for children and young people aged 3 to 19. There are over 20,000 primary and 15,500 secondary pupils being educated in schools in Calderdale. The service also has the responsibility to intervene in schools when necessary. The service carefully targets resources provided towards those schools needing the most support to secure improvement in teaching and learning and the attainment and achievement of pupils. This service also provides:

- Strategic planning management and oversight of the allocation, monitoring and management of the dedicated schools grant.
- Co-ordination of the schools forum
- Support to children and young people who need extra help in school
- Early years care and learning including Children's Centres, play services and support for early years settings.
- Planning and commissioning school places
- Responsibility for admissions and the management of admissions appeals
- Special educational needs support from a range of services.

Children and Young People's Services – Budget after Proposed Savings

	2020/21 Indicative Budget £'000	2021/22 Indicative Budget £'000	2022/23 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Childrens Early Intervention & Safeguarding	30,041	30,459	30,890
Learning Services	7,848	7,867	7,886
Strategic Management (CYP)*	-775	-733	-728
	37,114	37,593	38,048
Gross External Service Controlled Expenditure			
Employee Related	15,271	15,743	16,198
Premise Related	116	116	116
Transport Related	360	360	360
Supplies and Services	7,045	7,046	7,046
Agency (External Contracts)	12,672	12,678	12,678
Transfer Payments	1,650	1,650	1,650
	37,114	37,593	38,048
Gross External Service Controlled Income			
Grants and Contributions	-12,524	-12,704	-12,900
Customer Client Receipts	-467	-467	-467
	-12,991	-13,171	-13,367
Net External Service Controlled Expenditure	24,123	24,422	24,681
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	495	489	489
Internal Recharge Income	-495	-489	-489
	0	0	0
Total Service Controlled Budget	24,123	24,422	24,681
Total Service Controlled Budget after use Earmarked Reserves	24,123	24,422	24,681
Expenditure Controlled by Other Services			
CAFM - Building Costs	335	335	335
Transport Services - External Transport Costs	16	16	16
Expenditure Controlled by Other Services	351	351	351
Total Centrally Controlled Budget	19,001	19,859	20,061
Total Centrally Controlled Use Earmarked Reserves	0	0	0
Net Cost to the Public	43,475	44,632	45,093

**Includes agreed savings yet to be allocated across the appropriate type of expenditure. Once this has been carried out this budget will return to a normal level.*

Public Services – Summary of Services Provided

NEIGHBOURHOODS

Community Protection: Following a restructure, this service has now been integrated to include the previous areas of Community Safety & Resilience (now Community Safety Partnership & Community Response), Environmental Health (now Commercial Health) and Licensing (now Partnership & Licencing).

Community Safety & Community Response: Works closely with the Police and other partners to address Anti-Social Behaviour, Domestic Violence and substance misuse, and helps to make people feel safer through the provision of a high quality, modern CCTV facility, together with a high visibility presence through the Community Safety Wardens.

Commercial Health: Enforces legislation including food safety, workplace safety, animal welfare, prevention of pollution as well as tackling fly tipping, noise and air pollution, drainage and dangerous housing conditions.

Partnership & Licencing: Processes and enforces a wide range of licences including premises, taxi, alcohol, entertainment and gambling.

Safer, Cleaner, Greener Service: Works with local people to look after parks, open spaces, play areas, Ogden Water, Jerusalem Farm and the wider countryside, and keeps Calderdale's streets clean and free of graffiti, litter and fly tipping.

Bereavement Services: Provides a modern and efficient burial and cremation service from Park Wood Crematorium and 10 cemeteries across Calderdale, and looks after 25 closed cemeteries and heritage sites, including war memorials.

Waste Management and Pest Control – collection and disposal of the borough's household waste, maximising recycling and recovery where possible.

Transport Services: Provides a passenger transport service from home to school/day care centres and manages and maintains the Council's fleet of 150 vehicles, including compliance with Operator's Licencing requirements and management of the Battinson Road Depot.

Highways Delivery: Keeps roads and footways safe through responsive minor repairs and maintenance, and delivery of Winter Services to keep the network open during severe weather.

Parking Services: Manages on street and off street parking across the borough and the enforcement of all parking restrictions.

CUSTOMER SERVICES

Neighbourhoods & Community Cohesion: Community engagement including running Ward Forums, addressing social isolation and coordinating support for asylum seekers and new migrants. Leading on work to combat extremism, delivering our requirements through the statutory Prevent duty, promote cohesion and manage community tensions.

Libraries and Information Services: The service is responsible for the Central Library in Halifax, five district libraries and 16 community libraries, 4 public halls used for a variety of functions.

Museums, Galleries and Arts: The service runs four museums and art galleries - Shibden Hall, Bankfield, Smith Art Gallery and Heptonstall Museum, also providing education and outreach activities for schools, community groups and adult learners.

Benefits: Provide a range of financial services directly to the public including housing benefit and other assessment based allowances.

Registrars: The Registration Service carries out statutory functions and ceremonies relating to births, deaths, marriages, civil partnerships etc.

Customer Services: Operate face-to-face from reception points around the Borough where Customers can access all services. The Council also operates a contact centre providing a high quality telephony service for all high volume contacts. This is enhanced by a responsive website supported by Web Chat, social media and email response service.

The Web Team: The web team delivers the Council's online presence which plays a key role in providing 24/7 access to information and Council services.

Sport Services: The service manages 5 leisure facilities/pools incl. North Bridge, Halifax, Sowerby Bridge, Brighouse and Todmorden. It also manages the Shay Stadium, Mixenden Outdoor Activity Centre and Spring Hall Running Track. The service also runs Swimming Development providing all school and out of school swimming lessons, Swim England and RLSS courses. The service manages initiatives such as Better Living Team who deliver health interventions around weight management, alcohol consumption and smoking cessation and helps disabilities sports projects and Sportivate – young carers' project. The service also supports local clubs and volunteers to improve sports facilities across Calderdale and works in partnership with schools to deliver fitness programmes.

Victoria Theatre: The Victoria Theatre is a 1600/1900 capacity live arts and entertainment venue presenting about 170 performances throughout the year. 30% of the artistic programme comprises of community work liaising with local societies and businesses. The professional programme comprises of a broad range of music, theatre, opera, dance and comedy.

DIGITAL AND ICT

This Service delivers all Information & Communication Technology (ICT) functions across the Council as well as providing a commercial ICT Support function to third parties such as Schools.

ICT Infrastructure: This function provides the necessary hardware and software that constitutes the Council's IT infrastructure. This infrastructure provides the Council's data centre as well as network connectivity between Council sites and third parties. The data centre hosts the servers and storage that are used for all the Council's on-premises applications. There are in excess of 100 applications used by the Council. Cyber security is a priority for this team to keep the infrastructure up to date and protected.

ICT Projects: This team maintains and develops the Council's in-house IT systems as well as integration between our systems and third party systems. The main in-house systems are

Council Tax, Benefits, Business Rates, Financials, Adult and Child Social Care as well as the Web site.

ICT Field Support: This team supports all the IT devices used throughout the Council. Devices are PCs, laptops, tablets, thin clients, telephones and network switches. This team also delivers the commercial IT Support service that we sell to Schools and other third parties.

ICT Contracts and Compliance: This team deals with all IT Contracts and Compliance functions. This includes PSN compliance and leading on internal/external IT Audits as well as freedom of information requests.

ICT User Support: This team liaises with IT system owners regarding any new system procurements and updates and enhancement to existing systems. They provide IT administration and training on the major systems.

ICT Operations: This team deals with IT systems processing of all the in house IT systems as well as some third party systems. This includes any printed output and secure transfer of information to third parties.

ICT Service Desk: The Service Desk are the front line for reporting of all IT issues and requests. They deal with 2,500 staff, elected members and 80 Schools.

Key outputs: The Service supports approximately 2,500 users across the Council

Public Services – Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2020/21 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2020/21 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2020/21 £'000	2021/22 £'000	2022/23 £'000
New Operating Models, Income Generation and Efficiencies in Bereavement Services	-125	-125	-125
Commercialisation & Income Generation Opportunities in Safer, Cleaner, Greener	-50	-50	-50
Total prior year savings from 2018/19	-175	-175	-175

Public Services – Budget after Proposed Savings

	2020/21 Indicative Budget £'000	2021/22 Indicative Budget £'000	2022/23 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Customer Services	10,553	10,679	10,873
Digital & IT	4,652	4,720	4,789
Group Director	449	452	455
Neighbourhoods	25,468	25,967	26,465
	41,122	41,818	42,582
Gross External Service Controlled Expenditure			
Employee Related	22,834	23,287	23,750
Premise Related	322	322	322
Transport Related	2,896	2,896	2,896
Supplies and Services	4,106	4,054	4,052
Agency (External Contracts)*	10,969	11,264	11,567
Revenue Contribution to Capital	-5	-5	-5
	41,122	41,818	42,582
Gross External Service Controlled Income			
Grants and Contributions	-245	-245	-245
Customer Client Receipts	-16,071	-16,327	-16,589
	-16,316	-16,572	-16,834
Net External Service Controlled Expenditure	24,806	25,246	25,748
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	1,159	1,159	1,159
Internal Recharge Income	-1,198	-1,198	-1,199
	-39	-39	-40
Total Service Controlled Budget	24,767	25,207	25,708
Use of Earmarked Reserves			
Contributions from Reserves	-32	0	0
	-32	0	0
Total Service Controlled Budget after use Earmarked Reserves	24,735	25,207	25,708
Expenditure Controlled by Other Services			
CAFM - Building Costs	3,033	3,033	3,033
Transport Services - External Transport Costs	169	169	170
Expenditure Controlled by Other Services	3,202	3,202	3,203
Total Centrally Controlled Budget	7,637	7,421	6,832
Total Centrally Controlled Use Earmarked Reserves	0	0	0
Net Cost to the Public	35,574	35,830	35,743

Regeneration and Strategy – Summary of Services Provided

HOUSING

Housing: Strategic planning of housing provision and allocation, housing advice, homelessness prevention services, temporary accommodation, homes energy efficiency, housing improvements, disabled adaptations, private sector housing renewal and energy efficiency work within Council buildings.

Key Outputs: Over 10,000 customers assisted at the 'Doorways' centre each year.

PLANNING

Development Management: Determination of planning and other applications, planning appeals, advice and guidance, enforcement of planning control, conservation of the built environment.

Key output: determination of up to 2,000 planning applications and 650 planning enforcement matters each year.

Development Strategy: Preparation of the Local Plan and other Development Plan Documents.

Building Control: Ensure compliance with Building Regulations and fire safety and access legislation. Has corporate responsibility for dealing with dangerous structures.

Key output: determination of up to 1,600 Building Regulation applications and about 140 dangerous buildings/structures each year.

STRATEGIC INFRASTRUCTURE

As a highway authority the Highways Service is required to maintain the network to standards equivalent to their status and use as set out in the Highways Act and Code of Practice.

The service is also responsible for carrying out regular safety inspections of a number of assets including roads, bridges, walls, culverts and street lighting furniture.

The Flood Risk Management Team are responsible for delivering various capital and revenue works with our partners in relation to flooding and land drainage.

Key outputs: Maintain and improve over 1,200km of highway & 1,300km of rights of way.

CORPORATE ASSET AND FACILITIES MANAGEMENT

The service is responsible for ensuring the Council's land and property assets are fit for purpose, deliver value for money and support and enhance service delivery.

Staff within the service maintain its assets, deliver assurance work for health and safety compliance, facilities management, property acquisition & disposal and valuation advice.

Key outputs: Total property asset value c £337m. Around 300 buildings managed; around 9,000 maintenance jobs handled per year; £10m per year spent on maintaining and running corporate buildings and a further spend of £2m on capital planned programmed work.

Markets: Provision of indoor and outdoor retail markets, car boot sales and specialist ad hoc markets.

Key outputs: provision of 7 regular Markets, 2 car boot sales and ad hoc specialist markets.

ECONOMY AND INVESTMENT

Business & Economy: Promote economic development in the Borough through helping people to access employment, supporting existing, new and social enterprises, attracting funding/inward investment and providing strategies and support to key growth sectors.

Key aims: Support over 500 businesses per year, secure 100 new businesses start up per year, assist 200 people per year into employment and identify sites for new business investment.

Procurement: Provide advice and support to the Council in all aspects of purchasing goods and services, promoting of best practice and achieving value for money. Ensure that all procurement is in line with Council, National and European rules and regulations.

Tourism: The service provides business support to tourism-related businesses throughout Calderdale.

Policy & Voluntary Sector: The service provides financial support to voluntary organisations through the commissioning of services and the provision of small grants.

Regeneration and Strategy – Budget after Proposed Growth and Savings

	2020/21 Indicative Budget £'000	2021/22 Indicative Budget £'000	2022/23 Indicative Budget £'000
Gross External Service Controlled Expenditure			
CAFM	3,222	3,282	3,295
Corporate Projects	-53	-37	-20
Economy Housing and Investment	4,877	4,491	4,442
Markets	561	570	579
Planning Services	1,613	1,650	1,677
Strategic Infrastructure	6,461	6,487	6,522
	16,681	16,443	16,495
Gross External Service Controlled Expenditure			
Employee Related	8,761	9,242	9,347
Premise Related	4,480	4,480	4,480
Transport Related	95	95	95
Supplies and Services*	956	492	443
Agency (External Contracts)	2,381	2,126	2,121
Transfer Payments	17	17	18
Revenue Contribution to Capital	-9	-9	-9
	16,681	16,443	16,495
Gross External Service Controlled Income			
Grants and Contributions	-840	-399	-305
Customer Client Receipts	-5,730	-5,758	-5,786
	-6,570	-6,157	-6,091
Net External Service Controlled Expenditure	10,111	10,286	10,404
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	2,085	1,636	1,627
Internal Recharge Income	-2,045	-1,596	-1,587
	40	40	40
Total Service Controlled Budget	10,151	10,326	10,444
Total Service Controlled Budget after use Earmarked Reserves	10,151	10,326	10,444
Expenditure Controlled by Other Services			
CAFM - Building Costs	2,825	2,825	2,825
Transport Services - External Transport Costs	6	6	6
Expenditure Controlled by Other Services	2,831	2,831	2,831
Total Centrally Controlled Budget	8,455	8,017	7,523
Total Centrally Controlled Use Earmarked Reserves	0	0	0
Net Cost to the Public	21,437	21,174	20,798

Cross Council, Central Accounts and Levies

This area covers primarily payments to outside bodies. The balance is the net effect of financial accounting adjustments to ensure the net cost of service complies in full with the Service Accounting Code of Practice (SeRCOP). Direct or originating expenditure is managed and contained in Directorate budgets.

Cross Council – Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2020/21 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2020/21 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2020/21 £'000	2021/22 £'000	2022/23 £'000
Collaborate on specialist back office services	-100	-100	-100
Total prior year savings from 2018/19	-100	-100	-100

Cross Council Proposed Savings

Saving Proposals

New Saving Proposals	2020/21 £000s	2021/22 £000s	2022/23 £000s
Cross Council			
Reduce Market Towns Investment Borrowing Costs	-500	-500	-500
Reduction in Council's Pension Fund Contributions from 17.5% to 17.3%, 17.1% then 17.0%	-155	-310	-387
Additional Rebate from WYCA Levy one year only	-90	0	0
	-745	-810	-887
Total Saving Proposals	-745	-810	-887

Estimated Available Revenue Balances - 31st March 2020 to 31st March 2023

	£'000
Available General Fund Revenue Balances as at 31st March 2019	5,828
Proposed Contribution to (+) / (-) from Balances 2019/20	-317
Estimated Available General Fund Revenue Balances as at 31st March 2020	5,511
Proposed Contribution to (+) / (-) from Balances 2020/21	65
Estimated Available General Fund Revenue Balances as at 31st March 2021	5,576
Proposed Contribution to (+) / (-) from Balances 2021/22	0
Estimated Available General Fund Revenue Balances as at 31st March 2022	5,576
Proposed Contribution to (+) / (-) from Balances 2022/23	0
Estimated Available General Fund Revenue Balances as at 31st March 2023	5,576

SAVINGS OPTION 2020/21 – 2022/23 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Reduce Markets Town Investment Borrowing Costs

2) What actions are required to deliver the saving and what are the key timescales?

This growth is not due to come into effect until 2020/21 and as such no action is required to remove this scheme

3) Why is this savings proposal being put forward/what is the rationale behind it?

This was a new initiative to fund relatively small individual capital schemes within small towns in the district. In light of the potential for alternative funding of up to £75million from Central Government for Halifax, Elland, Sowerby Bridge, Brighouse and Todmorden through the Future High Street, Historic High Streets and Stronger Towns fund there is the opportunity to free up the revenue resources which would otherwise be required to service the capital for this initiative

4) a) What are the expected savings?

Year	£000s
2020/21	500
2021/22	500
2022/23	500

b) Number of staff posts likely to be at risk (in terms of Full Time Equivalent)

0

5) Major risks, impact on service users/partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) that have been identified. Included here is any effect this proposal may have on relevant performance measures.

This may impact on small businesses in the small towns of the area if the alternative funding is not secured but it is likely that the Government funding secured will significantly exceed the amount provided for by the Council.

6) How can the effects of any impact identified in 5) be reduced?

Work with the ward forums and parish councils ways to maintain the economic development of their areas.

Equality Considerations - EIA

1.	Title of option	Reduce Markets Town Investment Borrowing Costs
Aims/outcomes of Service/Function		Market towns have a unique role to play, offering all elements of life, both economic and social. While some towns are thriving, many others have experienced decline in recent years. Markets Town Funding brings a new lease of life to towns so that they provide convenient access to the services that people depend upon.
Option being proposed		In light of the potential for up to £75m of Government funding for Halifax, Elland, Sowerby Bridge, Brighouse and Todmorden through the Future High Street, Historic High Streets and Stronger Towns Funds the proposal is to remove £500k per annum borrowing costs from markets town investment which otherwise would have been required. Savings 20/20/21 £500,000 2021/22 £500,000 2022/23 £500,000
EIA findings		Service delivery impact Potential neutral or positive impact on service delivery as funding will still be available to move forward with local investments. Employment impact No employment impact identified at this time.
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service EIA will be conducted should any impact be identified and action taken to manage/mitigate the impact identified.

SAVINGS OPTION 2020/21 – 2022/23 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Additional rebate from the West Yorkshire Combined Authority (WYCA) Levy

2) What actions are required to deliver the saving and what are the key timescales?

To deliver this saving the West Yorkshire leaders would need to formally approve the transfer of £1m from the West Yorkshire Transport Fund Reserve in 2020/21.

3) Why is this savings proposal being put forward/what is the rationale behind it?

West Yorkshire constituent councils pay roughly £100m over to WYCA each year as a levy. Part of this levy relates to the financing costs of borrowing taken out for the Regions' Transport Fund. To date, less borrowing has been taken out than anticipated so a substantial reserve made up of these contributions has built up and it is felt that there is sufficient scope within it to provide a rebate to each of the contributing councils in 2020/21.

4) a) What are the expected savings?

Year	£000s
2020/21	90
2021/22	
2022/23	

b) Number of staff posts likely to be at risk (in terms of Full Time Equivalentents)

N/A

5) Major risks, impact on service users/partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) that have been identified. Included here is any effect this proposal may have on relevant performance measures.

It is not anticipated that the reserve will be fully utilised until much later in the future and therefore there are no significant risks within the current financial planning period.

6) How can the effects of any impact identified in 5) be reduced?

N/A

Equality Considerations - EIA

2.	Title of option	West Yorkshire Combined Authority (WYCA) Levy Rebate
	Aims/outcomes of Service/Function	WYCA is a type of local government body set up by legislation that allows a group of councils to voluntarily work together across council boundaries over a wider area such as in economic regeneration and transport services. WYCA constituent councils are: Bradford, Calderdale, Kirklees, Leeds, and Wakefield. York is also a non-constituent member. The WYCA contribution is raised as a levy, based on population size in each area.
	Option being proposed	An increase in the level of WYCA reserves has enabled the release of a rebate across the sub – region for 2020/21. Calderdale’s share from the WYCA levy for 2020/21 is £90,000. <u>Savings</u> 20/20/21 £90,000
	EIA findings	<u>Service delivery impact</u> No service delivery impact identified as this saving is released from identified reserve monies and does not require a service change or reduction in those services provided by WYCA. <u>Employment impact</u> No staffing impact identified.
	Justification (where no impact) and action(s) to manage/mitigate Impact	N/A

SAVINGS OPTION 2020/21 – 2022/23 BUDGET PROCESS

Cross Council

1) Title of the Proposal

A Reduction in the Council's Employer's pension fund contributions

2) What actions are required to deliver the saving and what are the key timescales?

Discussions have been entered into with the West Yorkshire Pension Fund to agree the revised level of the employer's pension fund contributions.

3) Why is this savings proposal being put forward/what is the rationale behind it?

The latest actuarial review of the West Yorkshire Pension Fund shows the fund to have reached a position where it is estimated to be over 100% funded. This should allow the employers contribution rates for the next six years to be reduced and the revised contributions to be agreed subject to annual valuation reviews. This saving will not impact on the level or the delivery of any services provided by the council or on council employees.

4) a) What are the expected savings?

Year	£000s
2020/21	155
2021/22	310
2022/23	387

b) Number of staff posts likely to be at risk (in terms of Full Time Equivalents)

N/A

5) Major risks, impact on service users/partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) that have been identified. Included here is any effect this proposal may have on relevant performance measures.

Although there will be annual reviews of the valuation of the Fund and subsequent increases cannot be ruled out, there is sufficient planning time to deal with any changes to the current estimates.

6) How can the effects of any impact identified in 5) be reduced?

N/A

Equality Considerations

2.	Title of option	Reduce West Yorkshire Pension Fund (WYPF) Contributions
Aims/outcomes of Service/Function		WYPF is a local government pension scheme, founded in 1974. The largest employers taking part in the scheme are the five West Yorkshire councils: Bradford, Calderdale, Kirklees, Leeds and Wakefield.
Option being proposed		Agreement with WYPF on a reduction in the Council's pension fund contributions following the latest actuarial review and the healthy state of the pension fund Savings 20/20/21 £155,000 2021/22 £310,000 2022/23 £387,000
EIA findings		<u>Service delivery impact</u> Potential neutral impact on service delivery as the proposal is based on the valuation of assets and liabilities in the Fund and does not require a reduction in service delivery. <u>Employment impact</u> No staffing impact identified.
Justification (where no impact) and action(s) to manage/mitigate Impact		The annual valuation will determine whether any further changes are required to the Council's contributions but with sufficient time to build this into the financial plans.

Feedback Form - Cabinet Budget Proposals 2020/21 to 2022/23 for Consultation

Which of the budget proposals do you support, and why?

Which of the proposals do you not support, and why?

What would you do instead?

Any other comments

Response type

Public

Organisation/Network/Business

Staff

Please return this form by email to budget@calderdale.gov.uk or by post to BUDGET CONSULTATION, TOWN HALL, HALIFAX, HX1 1UJ by Wednesday 5th February if possible.

Cabinet's final proposals will be published on the Council's website following the Cabinet meeting on the 10th February. Calderdale Council's budget will then be agreed at Full Council on the 24th February 2020.

Thank you for your comments.

