

INDEX OF GROWTH & SAVINGS OPTIONS 2018/19 – 2020/21 BUDGET PROCESS

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Total		-2,664	-6,293	-7,058

Growth Proposals

GROWTH OPTION 2018/19 - 2019/20 BUDGET PROCESS

1) Title of Proposal

Continuation Emergency Living Support Scheme

2) What actions are required to implement this growth and what are the key timescales?

The funding needs to be in place for April 2018. The infrastructure to deliver the scheme is already in place so no further significant additional actions should be required.

3) Why is this additional funding being requested and what is the rationale behind it?

The current Local Welfare Scheme was transferred over from Government in 2013 and was originally for a period of 2 years. Due to judicious administration, Calderdale Council has been able to extend the scheme for a further 2 years. This funding though is set to run out at the end of March 2018. The proposal would extend funding of £95k per annum to continue to offer a Local Welfare Assistance Scheme for the next 3 years.

4) a) What is the expected cost of the proposal?

Year	£000s
2018/19	£95k
2019/20	£95k
2020/21	£95k

b) Please estimate how many new posts (in FTEs terms) might be involved?

0

5) Set out any major impacts on service users/ partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) which have been identified. Include here any improvement this proposal may have on relevant performance measures

Partners have indicated that Welfare Support grant schemes play an important part in the provision of support for people at great risk of severe financial hardship. Spend on Local Welfare Assistance is not isolated to those requiring immediate financial support. The long term impact on crime rates, care leavers, prison leavers, child poverty, homelessness and tenancy support must also be considered.

6) How will the effects of any impact identified in 5) be maximised and monitored?

Analysis of information gathered in the application process and ongoing support provided both by the Council and commissioned providers.

Equality Impact Assessment

	Title of option	Continuation of the Emergency Living Support Scheme
Aims/outcomes of Service/Function		Welfare Support grant schemes play an important part in the provision of support for people at great risk of severe financial hardship.
Option being proposed		<p>The current Local Welfare Scheme was transferred over from Government in 2013 and was originally for a period of 2 years. Due to judicious administration, Calderdale Council has been able to extend the scheme for a further 2 years. This funding though is set to run out at the end of March 2018. The proposal would extend funding of £95k per annum to continue to offer a Local Welfare Assistance Scheme for the next 3 years.</p> <p><u>Growth</u></p> <p>2018/19 £95,000 2019/20 £95,000 2020/21 £95,000</p>
EIA findings		<p><u>Service delivery impact</u> The proposal will have a positive impact on service delivery - Welfare Assistance will compliment and support the Council's Key Priority "Reducing Inequalities. General health and wellbeing, particularly mental health could be significantly affected if Local Welfare Assistance was reduced.</p> <p><u>Employment Impact</u> No employment impact identified</p>
Justification (where no impact) and action(s) to manage/mitigate Impact		N/A

GROWTH OPTION 2018/19 - 2019/20 BUDGET PROCESS

Communities and Service Support

1) Title of your Proposal

Fire Safety Building Control Officer

2) What actions are required to implement this growth and what are the key timescales?

Employing an additional Building Control Senior Surveyor (Fire Safety) at salary range PO5 – PO8 (£32,486 to £35,444 excluding on-costs) to support the continued delivery of the Council's Fire Safety Strategy and wider fire safety work.

3) Why is this additional funding being requested and what is the rationale behind it?

The Regulatory Reform (Fire Safety) Order 2005 places duties upon the Council as the owner or user of premises and as an employer working in buildings, to maintain fire safe premises. Further, the Council has a fire safety protocol with West Yorkshire Fire and Rescue Service relating to the safety of Community Schools and a Concordat relating to the corporate estate, both commit the authority to meet legal obligations for fire safety.

Considering the broader responsibility for the wellbeing of everyone in the borough, and in order to assess and provide assurance of fire safety in Calderdale members asked for a review of fire safety in Calderdale focusing on the issues arising and learning from the Grenfell Tower blaze.

The Calderdale Fire Safety Review 2017 identified training and staffing issues that unless addressed will impact on the Council's ability to maintain appropriate fire safety standards.

Following Grenfell inspection of the corporate estate has been prioritised by existing staff, however, this cannot be sustained longer term without an additional resource. The Specialist Officer recommended would work across all housing sectors to ensure a vigorous proactive approach to fire safety in Calderdale.

4) a) What is the expected cost of the proposal?

Year	£000s
2018/19	35
2019/20	35
2020/21	35

b) Please estimate how many new posts (in FTEs terms) might be involved?

1

- 5) Set out any major impacts on service users/ partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) which have been identified. Include here any improvement this proposal may have on relevant performance measures

Fire can have a detrimental impact on the quality of life of residents exposed to a fire incident with a potential risk of a long term physical and psychological harm. The post-holder will support the maintenance of fire safe residential premises in the borough and protect those in and about Council's buildings.

The positive service impact of this proposal will be felt across all population outcomes and particularly in those designed to 'narrow the gap' between the outcomes experienced by different people because of their housing tenure, social and economic standing, age and disability.

- 6) How will the effects of any impact identified in 5) be maximised and monitored?

N/A

Equality Impact Assessment

	Title of option	Fire Safety Building Control Officer
Aims/outcomes of Service/Function	The building control and enforcement service seeks to ensure that building work carried out is in accordance with the Building Act, the Building Regulations and Town and Country Planning Act.	
Option being proposed	<p>Employ an additional Building Control Senior Surveyor (Fire Safety) at salary range PO5 – PO8 to support the continued delivery of the Council’s Fire Safety Strategy and wider fire safety work following the publication of the Calderdale Fire Safety Review Report 2017 and Cabinet endorsement.</p> <p><u>Growth</u> 2018/19 £35,000 2019/20 £35,000 2020/21 £35,000</p>	
EIA findings	<p><u>Service delivery impact</u> The proposal will have a positive impact on the health, safety and welfare of residents, building users and Council staff including those protected under the Equality Act 2010.</p> <p><u>Employment Impact</u> The proposal will have a positive employment impact as this is a growth proposal which also has the potential to compliment the diversity of the Council's workforce.</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	N/A	

GROWTH OPTION 2018/19 - 2019/20 BUDGET PROCESS

Economy and Environment

1) Title of Proposal

Winter Maintenance – Additional Resources

2) What actions are required to implement this growth and what are the key timescales?

No new actions are required to implement the growth.

Action is currently being undertaken on an ongoing basis to ensure that the Winter Service is delivered in accordance with the Council's agreed Policy and also the Code of Practice published by The United Kingdom Roads Liaison Group.

3) Why is this additional funding being requested and what is the rationale behind it?

Based on the current policy agreed by the Council in relation to the Winter Service, and also the current costs associated with the implementation of the policy, it is anticipated that the growth approved for 2018/19 onwards will increase the overall budget to that required in future years.

Approval of the growth will also limit any impact on the overall revenue budget set aside for Highway Maintenance/Works in future years.

4) a) What is the expected cost of the proposal?

Year	£000s
2018/19	200
2019/20	200
2020/21	200

b) Please estimate how many new posts (in FTEs terms) might be involved?

N/A

5) Set out any major impacts on service users/ partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) which have been identified. Include here any improvement this proposal may have on relevant performance measures

The main impact on the Winter Service is the severity of the overall weather in the winter period. There is a risk in any financial year that the budget set aside will not be sufficient to meet the overall cost.

6) How will the effects of any impact identified in 5) be maximised and monitored?

Additional resources have already been identified within the revenue budget to increase the funding for the Winter Service. This additional growth should increase overall funding for the service in future years to the required level, other than in an exceptional period of severe weather.

New monitoring equipment purchased in the current year will provide the Council with more accurate and timely information in order to monitor overall weather conditions.

Equality Impact Assessment

	Title of option	Winter Maintenance – Additional Resources
	Aims/outcomes of Service/Function	To maintain adopted highways, preserve the existing infrastructure, provide for the safe movement of all road users, preserve the environmental contribution made by the highway and maintain the salting and snow clearing in winter.
	Option being proposed	Additional resources have already been identified within the revenue budget to increase the funding for the Winter Service. This additional growth should increase overall funding for the service in future years to the required level, other than in an exceptional period of severe weather. <u>Growth</u> 2018/19 £200,000 2019/20 £200,000 2020/21 £200,000
	EIA findings	<u>Service delivery impact</u> The proposal will have a positive impact on the safety of residents, specifically the elderly and disabled who may be more vulnerable to slips and falls due to mobility or health issues. <u>Employment Impact</u> No employment impact identified.
	Justification (where no impact) and action(s) to manage/mitigate Impact	N/A

GROWTH OPTION 2018/19 - 2019/20 BUDGET PROCESS

Economy and Environment

1) Title of your Proposal

Tackling Homelessness and Destitution

2) What actions are required to implement this growth and what are the key timescales?

It is anticipated at this stage that the Council will work closely with the Voluntary Community Sector in the Borough, and options will be considered and agreed to ensure that the growth is fully utilised to alleviate the impact of austerity, welfare reform and lack of affordable housing by offering advice, support and practical assistance.

3) Why are you requesting this additional funding and what is the rationale behind it?

This funding will ensure early intervention with those in crisis including co-ordinated benefits advice, routes into work, supported accommodation, mental health support and direct support to those in hardship and facing destitution. The growth of £100k detailed in this option will support the service already provided by the Housing Access Team within the Regeneration & Strategy Directorate, and other key partners.

4) a) What is the expected cost of the proposal?

Year	£000s
2018/19	100
2019/20	100
2020/21	100

b) Please estimate how many new posts (in FTEs terms) might be involved?

N/A

5) Please set out any major impacts (particularly in terms of service users/ partners, the Council's agreed priorities and any improvement to performance measures) that you think this growth option might have.

The growth will be used to support two of the Council's Key Priorities, "Reducing Inequalities and Building a Sustainable Future."

6) How will you maximise and monitor the effects of any impact identified in 5)?

The Housing Access Team will continue to monitor key outputs and performance in relation to Homelessness.

Equality Impact Assessment

	Title of option	Tackling Homelessness and Destitution
Aims/outcomes of Service/Function		<p>The Council is required by legislation to provide a service, available free of charge to any person in a Local Authority, providing information and advice on;</p> <ul style="list-style-type: none"> • Preventing homelessness • Securing accommodation when homeless • Any assistance that is available from the authority or anyone else, and how to access that help.
Option being proposed		<p>The introduction of the Homelessness Reduction Act 2017 has resulted in the most wide ranging review of the role of Local Authorities in relation to Homelessness in recent years. The growth of £100k will support the service already provided by the Housing Access Team within the Regeneration & Strategy Directorate.</p> <p><u>Growth</u></p> <p>2018/19 £100,000 2019/20 £100,000 2020/21 £100,000</p>
EIA findings		<p><u>Service delivery impact</u> Positive impact on service delivery - the growth will be used to support two of the Council's Key Priorities, "Reducing Inequalities and Building a Sustainable Future." Through its implementation the proposal will have a positive impact on the health, safety and welfare of the most vulnerable individuals in Calderdale.</p> <p><u>Employment Impact</u> No employment impact identified</p>
Justification (where no impact) and action(s) to manage/mitigate Impact		<p>It is anticipated at this stage that the Council will work closely with the Voluntary Community Sector in the Borough, and options will be considered and agreed to ensure that the growth is fully utilized to achieve the appropriate outcomes required by the legislation.</p>

GROWTH OPTION 2018/19 - 2019/20 BUDGET PROCESS

Economy and Environment

1) Title of Proposal

Changes to Waste Management Savings

2) What actions are required to implement this growth and what are the key timescales?

Discussion has already taken place and options agreed to introduce new charges and reduce costs to realise a saving of £365k in the financial year 2018/19. Although the charge for Bulky Waste Collection could be increased with immediate effect, further work will be required to the Council's website to limit the number of items in a bulky waste collection.

In order to achieve the balance of the required saving it is proposed to consult on the future provision of Household Waste Recycling Centres (HWRCs) and reduce the overall number of sites from five to four, and achieve a part year saving of £100k in 2018/19.

The growth detailed in this proposal will allow the existing savings target to be reduced from £535k to the level of £365k, i.e. 2018/19 only.

3) Why is this additional funding being requested and what is the rationale behind it?

At Budget Council in 2017 a range of options were approved to achieve savings of £535k per annum in 2018/19 onwards, within the overall budget of the Waste Service.

It is anticipated at this stage that the options agreed and/or currently being considered and implemented, will only achieve savings of £365k per annum in the financial year 2018/19. Approval of the growth detailed in this option will allow the appropriate saving to be achieved and service delivery to remain at its current level.

Other options are also being considered that are expected to exceed the required saving of £535k in 2019/20 onwards, and therefore the growth is approved for one year only.

4) a) What is the expected cost of the proposal?

Year	£000s
2018/19	170
2019/20	0
2020/21	0

b) Please estimate how many new posts (in FTEs terms) might be involved?

N/A

5) Set out any major impacts on service users/ partners and the Council's agreed priorities (Growing the Economy, Reducing Inequalities and Building a Sustainable Future) which

have been identified. Include here any improvement this proposal may have on relevant performance measures

Although savings options have already been agreed and/or currently being implemented to increase income and/or reduce costs, the precise level of savings cannot be guaranteed in future years.

It is anticipated that a net saving of £100k will be achieved by the part year closure of a HWRC. The “one off” costs associated with any closure may reduce the saving in the first year below this level.

It is also anticipated that there will be pressures within the overall Budget for Waste in future years, particularly as waste arising is on the increase. This may impact on the ability of the service to maintain costs within the approved budget in future years.

6) How will the effects of any impact identified in 5) be maximised and monitored?

Options are already being implemented and/or considered that should allow the savings of £365k and £535k to be achieved in 2018/19 and 2019/20 onwards.

Action will be taken to ensure that the relevant options are put forward for consideration and approval by Members within the required timetable, and consideration will also be given to mitigate the impact of any increase in costs and/or reduction in income.

Equality Impact Assessment

	Title of option	Changes to Waste Management Savings
	Aims/outcomes of Service/Function	The council has a statutory duty to collect and dispose of household waste
	Option being proposed	<p>At Budget Council in 2017 a range of options were approved to achieve savings of £535k per annum in 2018/19 onwards, within the overall budget of the Waste Service.</p> <p>It is anticipated at this stage that the options agreed and/or currently being considered and implemented, will only achieve savings of £365k per annum in the financial year 2018/19. Approval of the growth detailed in this option will allow the appropriate saving to be achieved.</p> <p>Other options are also being considered that are expected to exceed the required saving of £535k in 2019/20 onwards, and therefore the growth is approved for one year only.</p> <p><u>Growth</u> 2018/19 £170,000 2019/20 £0 2020/21 £0</p>
	EIA findings	No service or employment impact identified
	Justification (where no impact) and action(s) to manage/mitigate Impact	<p>Service delivery is to remain at its current level.</p> <p>The service is contracted out hence no employment impact identified.</p>

Savings Proposals

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Chief Executives Office

1) Title of the Proposal

Review printing, postage and stationery as part of the admin review

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

A review is currently being undertaken of the mail and postage processes as part of the admin review. Significant savings have already been made in postage in some areas of the Council but is intended that a consistent approach is adopted across the whole of the organisation. This review should be completed by 31 March 2018 so that the new processes can be implemented from the start of the 2018/19 financial year.

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

As part of the corporate admin review we are examining the arrangements for the collection, sorting and delivery of post across the Council. We are also reviewing the digitisation of other processes which make extensive use of printing and stationery including the production of papers for committee and other meetings. Any staffing changes introduced as a result of changes to these processes will count towards the corporate admin review but it should also be possible to significantly reduce the cost of supplies and services associated with these processes.

4) a) What are the expected savings?

Year	£000s
2018/19	50
2019/20	50
2020/21	50

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

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.

The main risk is resistance to the proposed changes which will involve a greater use of technology to receive and view documents and less reliance on paper documents.

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

The impact will be managed through support to managers and Members on alternative means of accessing information and access to technology.

Equality Impact Assessment

	Title of option	Review Printing, Postage and Stationery as part of the Admin review
	Aims/outcomes of Service/Function	N/A
	Option being proposed	Review arrangements for the collection, sorting and delivering post across the Council and the digitalisation of other processes including the production of papers for committee and other meetings <u>Saving</u> 2018/19 £50,000 2019/20 £50,000 2020/21 £50,000
	EIA findings	<u>Service delivery impact</u> No differential equality impact identified at this time <u>Employment impact</u> No staffing impact identified at this point in time
	Justification (where no impact) and action(s) to manage/mitigate Impact	The proposal seeks to use technology to receive and view documents so there is less reliance on paper documents. Those with restricted access to equipment will be identified and supported as appropriate.

SAVINGS OPTION 2018/19 - 2020/21 BUDGET PROCESS

Public Health

1) Title of the Proposal

Welfare reform support linked to Public Health policy implementation

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

A review will be undertaken of the services funded by Public Health and options considered and agreed to deliver the necessary saving in future years.

In order to achieve the first year saving it will be necessary to complete the review at the earliest opportunity in the financial year 2018/19.

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

The Public Health Service currently supports a number of initiatives that contribute towards key Public Health outcomes. It is anticipated that a review of the current activities supported by the Service will allow Public Health outcomes to be delivered at a lower cost in 2018/19 and future years.

4) a) What are the expected savings?

Year	£000s
2018/19	100
2019/20	100
2020/21	100

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

TBC

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.

The Public Health grant provided by the Department of Health is different from the majority of Council funding as it must be used to fund Public Health Initiatives.

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

The Service currently provides funding in excess of £1.1million per annum to meet the cost of a number of posts within the Council. The review will identify options for reducing this cost on an ongoing basis, without impacting on service delivery.

Equality Impact Assessment

	Title of option	Welfare reform support linked to Public Health policy implementation
Aims/outcomes of Service/Function		<p>The local authority has a duty to improve the health of the people in its area and has 5 mandatory functions:</p> <ul style="list-style-type: none"> • Dealing with health protection incidents, outbreaks and emergencies • Making sure the NHS commissioners receive the public health advice they need • Comprehensive sexual health services • The national child measurement programme • NHS health check assessments <p>It also has various responsibilities in relation to tobacco control, smoking cessation, alcohol and drug misuse, tackling obesity etc</p>
Option being proposed		<p>Utilise public health resources to replace existing council funding and ensure links between health and welfare addressed.</p> <p><u>Saving</u> 2018/19 £100,000 2019/20 £100,000 2020/21 £100,000</p>
EIA findings		<p><u>Service delivery impact</u> A reduction in support may lead to a potential service impact as a consequence of reduced staffing capacity to respond to emerging health policy issues</p> <p><u>Employment impact</u></p>
Justification (where no impact) and action(s) to manage/mitigate Impact		<p>The impact on service delivery will be mitigated wherever possible by examining more efficient working practices, increased use of new technology etc.</p>

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Adults and Children's Services

1) Title of the Proposal

Further Integration of Health and Social Care Commissioning

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

In order to achieve further savings of £150K for 2018/19 it would be necessary to reduce and/or remove some of the grants to Voluntary Sector Organisations which provide support to our vulnerable groups. A number of grants are due to be reviewed by March 2018 so in some cases reductions could be achieved without the need to change existing agreements part way through their term as new arrangements are due to be put in place.

In addition, savings will be achieved by reducing the funding available when going out to tender for future services if it is possible to do so. The Integrated Commissioning Board previously agreed that any exceptions to this will require confirmation from finance that the negative impact of achieving savings in a particular tender will outweigh the value of the savings achieved for the Local Authority.

Additional savings have already been identified and taken from the Integrated Commissioning and Contracting team budget separately around C&K Careers and Children Centre's so these elements are not included in the identified savings detailed in this paper.

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

Some of the identified savings detailed above are not statutory services; the ability to achieve savings from the integrated commissioning and contracting team is limited due to existing contract arrangements which if amended will result in legal implications and challenges.

4) a) What are the expected savings?

Year	£000s
2018/19	150
2019/20	150
2020/21	150

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

- 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.

One risk associated with this proposal is both the Local Authority and the CCG are facing significant budget cuts and pressures. Therefore previous budget cuts to achieve required savings have already targeted the areas which would have the least impact on service users so further cuts could adversely impact service users and vulnerable groups.

Cuts will impact on the Council's ability to meet one of its priorities to reduce equalities.

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

Reducing budgets via a phased approach to enable the Voluntary Sector to seek alternative grant funding.

Working with the CCG to jointly commission services, reducing any duplication and sharing potential savings.

Support providers to drive down costs and consider new more cost effective ways of delivering services and support.

The introduction and embedding of social value may provide new funding opportunities for our Voluntary Sector in Calderdale.

Streamline requirements and specifications reducing some of the non-essential elements.

	Title of option	Further Integration of Health and Social Care Commissioning
Aims/outcomes of Service/Function	To help people and their carers who as a result of disability, ill health or ageing need advice, information and support to live safely and well.	
Option being proposed	<p>The Health and Social Care Commissioning process will look at opportunities for further efficiencies including reducing and/or removing some of the grants to Voluntary Sector Organisations.</p> <p><u>Saving</u></p> <p>2018/19 £150,000 2019/20 £150,000 2020/21 £150,000</p>	
EIA findings	<p><u>Service delivery impact</u> Potential impact on service delivery. The specific impact will not be known until the proposal is worked up more fully - because of the nature of the service, impact will be more significant for vulnerable children and older people, disabled service users and their families.</p> <p>A number of grants are due to be reviewed by March 2018 so in some cases reductions could be achieved without the need to change existing agreements part way through their term as new arrangements are due to be put in place. Existing contract arrangements if amended will result in legal implications and challenges.</p> <p><u>Employment impact</u> No employment impact identified at this time.</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>A full service EIA will be undertaken and where impact is identified actions to manage/ mitigate impact will be considered and implemented wherever possible/ appropriate. Mitigating actions include:</p> <ul style="list-style-type: none"> • Reducing budgets via a phased approach to enable the Voluntary Sector to seek alternative grant funding. • Working with the CCG to jointly commission services, reducing any duplication and sharing potential savings. • Supporting providers to drive down costs and consider new more cost effective ways of delivering services and support. • The introduction and embedding of social value may provide new funding opportunities for the Voluntary Sector in Calderdale. • Streamlining requirements and specifications reducing some of the non-essential elements. 	

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Adults and Children's Services

1) Title of your Proposal

Demand Management of Demographic Growth and Contract Efficiencies on Commissioning

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

Embed early intervention & prevention services and a strength based approach to assessment.

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

£500k growth has been built into the Medium Term Financial Strategy each year for growth in demographic demand within learning disability services.

This additional resource has been required to meet additional demand from the increasing number of young people with complex needs who are reaching adulthood, the increasing numbers of adults with learning disabilities living longer and the growth in numbers of people over 75.

It is proposed that any additional funding required to meet demographic demand will be found from within the existing Learning Disability Services budgets rather than through budget growth. A strength based approach to assessment will ensure potential care packages are managed within existing budget, people's outcomes are met and our statutory obligations met.

4) a) What are the expected savings?

Year	£000s
2018/19	500
2019/20	1,000
2020/21	1,500

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.

Demographic growth places significant pressure on services such as home support, residential care and supported living.

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

Adopt an approach to support people to become economically independent and reduce the reliance on the need for formal social care support by helping people to be job ready and access employment

Equality Impact Assessment

	Title of option	Demand Management of Demographic Growth and Contract Efficiencies on Commissioning
Aims/outcomes of Service/Function		To help people and their carers who as a result of disability, ill health or ageing need advice, information and support to live safely and well.
Option being proposed		Further Integration of Health and Social Care Commissioning - the commissioning process will look at opportunities for efficiencies and ensure best value <u>Saving</u> 2018/19 £500,000 2019/20 £1,000,000 2020/21 £1,500,000
EIA findings		<u>Service delivery impact</u> Potential impact on service delivery. The specific impact will not be known until the proposal is worked up more fully - because of the nature of the service, impact will be more significant for children and older people, disabled service users and their families. <u>Employment impact</u> Potential employment impact - The specific impact will not be known until the proposal is worked up more fully
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service and employment EIA will be undertaken as the option is developed further. Where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Adults and Children's Services

1) Title of the Proposal

Efficiencies from the Review of All Age Disability Service

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

The All Age Disability Service will commence as part of Learning Services from January 2018. A new manager for the All Age Disability Service has now been appointed and will lead a full restructure Programme commencing January 2018. The initial process will be 6-8 months.

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

The creation of an all age team and a new structure will ensure a more efficient and cost effective service for our service users as we move forward and will ensure that there is more consistency across the service. Short breaks and respite will be controlled and allocated on an equitable basis.

4) a) What are the expected savings?

Year	£000s
2018/19	100
2019/20	100
2020/21	100

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

tbc

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.

There are benefits with an 'all age' service and this will ensure that there is continuity for the service user and their family from birth to adulthood. However, as resources are limited, this may impact on caseloads and the amount of respite and short breaks that are available and this may lead to dissatisfaction from our service users and their families.

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

Clear and ongoing consultation with service users, their families and the staff affected across the service.

Equality Impact Assessment

	Title of option	Efficiencies from the Review of All Age Disability Service.
	Aims/outcomes of Service/Function	To support people with a lifelong disability with the aim of delivering a support offer to promote the best start in life; focusing on supporting health, wellbeing and resilience throughout a person's life.
	Option being proposed	Review of the Commissioning of the All Age Disability Service. The commissioning process will look at opportunities for efficiencies and ensure best value <u>Saving</u> 2018/19 £100,000 2019/20 £100,000 2020/21 £100,000
	EIA findings	<u>Service delivery impact</u> There may be a potential impact on service delivery. The specific impact will not be known until the proposal is worked up more fully - because of the nature of the service, impact will be more significant for children and older people, disabled service users and their families. <u>Employment impact</u> Potential employment impact – specific impact will not be known until the review is complete
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and employment EIA will be undertaken as the option is developed further. Where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of your Proposal

Bring forward the Strategic Review of ICT infrastructure Savings

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

Manage the VER process and expressions of interest across the ICT team.

Review the existing infrastructure to virtualise and decommission servers where possible whilst building a modern, enabling and efficient infrastructure platform for the Council.

3) Why are you putting forward this savings proposal/What is the rationale behind it?

New recruits in Field Support pending VRG decision which will drive the development of new services and opportunity to proactively market ICT services.

Sharing services wherever possible such as the regional Yorkshire and Humberside Public network (YHPSN) which will provide a procurement route and better opportunities for shared IT networking services.

The proposal is to bring the existing saving forward into 2018/19.

4) a) What are the expected savings?

Year	£000s
2018/19	75
2019/20	0
2020/21	0

b) Please estimate how many posts (in FTEs terms) are likely to be at risk?

5) Please set out any major impacts (particularly in terms of service users/ partners and the Council's agreed priorities/performance measures) that you think this saving might have.

Unable to break local market or generate additional income
Rising hardware costs
Rising costs in software and cloud based technologies

6) How will you reduce the effects of any impact identified in 5)?

Working in tandem with partners and neighbouring authorities to share procurement costs and hardware/software licences as appropriate

Equality Impact Assessment

	Title of option	Bring Forward the Strategic Review of ICT Infrastructure Saving
	Aims/outcomes of Service/Function	Providing business ICT functions to support services
	Option being proposed	<ul style="list-style-type: none"> • Manage the VER process and expressions of interest across the ICT team. • Review the existing infrastructure to virtualise and decommission servers where possible whilst building a modern, enabling and efficient infrastructure platform for the Council. <p><u>Saving</u> 2018/19 £75,000</p>
	EIA findings	<p><u>Service delivery impact</u> No differential service impact identified</p> <p><u>Employment impact</u> There may be a potential impact on staffing</p>
	Justification (where no impact) and action(s) to manage/mitigate Impact	Working in tandem with partners and neighbouring authorities to share procurement costs and hardware/software licences as appropriate

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Review Communications Budgets

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

Staffing review following the Head of Communications leaving the Council in August 2017. Following implementation of the Communications Team restructure, staffing will be reviewed with a view to realising a permanent saving.

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

See above

4) a) What are the expected savings?

Year	£000s
2018/19	50
2019/20	50
2020/21	50

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

1

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.

A reduction in staffing will impact on the services ability to effectively manage communications, PR and Marketing.

The service has had significant budget cuts in the last few years, which have had a significant impact on service delivery. With key events/projects such as Tour De Yorkshire, Vison 2024 and Next Chapter in the next 12 months, an effective, efficient and responsive communications function is crucial.

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

With a reduction in resources, a compensatory reduction in the number of campaigns, etc. that the service provides will be required.

Equality Impact Assessment

	Title of option	Review Communications Budgets
Aims/outcomes of Service/Function	To help lead and manage the flow of information and key messages relating to the Council and its services	
Option being proposed	<p>Staffing review following Head of Communications leaving the Council in August 2017. Following implementation of Communications Team restructure, staffing will be reviewed with a view to realising a permanent saving.</p> <p><u>Saving</u> 2018/19 £50,000 2019/20 £50,000 2020/21 £50,000</p>	
EIA findings	<p><u>Service delivery impact</u> A reduction in staffing will impact on the services ability to effectively manage communications, PR and Marketing. The service has had significant budget cuts in the last few years, which have had a significant impact on service delivery. With key events/projects such as Tour De Yorkshire, Vison 2024 and Next Chapter in the next 12 months, an effective, efficient and responsive Communications function is crucial.</p> <p><u>Employment impact</u> Staffing impact identified – one full time equivalent post is likely to be affected.</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	A full service EIA will be undertaken and where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.	

SAVINGS OPTION 2018/19 - 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Cost savings and/or funding the Staying Well Scheme from within Public Health

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

The Council approved growth of £178k in 2018/19 to contribute towards the overall cost of the Staying Well Service. It is now proposed to count this growth towards the Council's savings instead.

In order to maintain the current level of funding, and have no impact on service delivery service, an annual contribution of £178k will be made towards the overall cost of the service from the Public Health budget in 2018/19 and future years.

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

The Government has recently confirmed that the Council's grant allocation for 2018/19, and indicative allocation for 2019/20, will be £13.246m and £12.896m respectively. Although these grant allocations are lower than allocations awarded in recent years, it is still anticipated that Public Health budget can contribute funding of £178k per annum in 2018/19 onwards.

The Staying Well Service contributes towards Public Health priority outcomes.

4) a) What are the expected savings?

Year	£000s
2018/19	178
2019/20	178
2020/21	178

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.

In the financial year 2018/19 onwards the Public Health Service is already contributing significant funding towards schemes located in all areas of the Council that deliver priority outcomes. This is at a time when funding from central government is also being reduced.

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

The Service will continue to identify and implement ways to reduce costs in future years, including the introduction of contracts that offer better value for money.

Equality Impact Assessment

	Title of option	Cost Savings and/or Funding the Staying Well Scheme from within Public Health
	Aims/outcomes of Service/Function	The Staying Well service supports people to engage in social activities and health services in the community. The project aims to: <ul style="list-style-type: none"> •reduce loneliness and social isolation; •reduce health inequalities; •improve health and wellbeing; •reduce demand on GP practices and hospitals; and •improve how we all work together.
	Option being proposed	Reduction in funding <u>Saving</u> 2018/19 £178,000 2019/20 £178,000 2020/21 £178,000
	EIA findings	<u>Service delivery impact</u> There isn't expected to be an impact on service delivery, protecting services to isolated older people. <u>Employment impact</u>
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and employment EIA will be undertaken - where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

More accessible cash payments: Promoting the use of Payzone and Post Offices for payments to the Council

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

Reasonable notice to be given to customers about removal of service together with details of where else cash payments can be made & alternative payment methods. Working directly with individuals who come in to pay cash to encourage them to move to Direct Debit / online payments in future.

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

Since we implemented our Customer Access Strategy in 2013, which aimed to improve self-service transactions options for customers, cash payments at Customer First have reduced by 60% over the last 3 years (reducing from 188,631 transactions in 13/14 to 76,209 transactions in 2016/17. We expect a further reduction of 15% this year. Many other LA's have removed cash payment facilities a number of years ago.

Increasing numbers of people are now paying via self-service options online/direct debit/touchtone. In 16/17 almost £300 million was paid via self-service options including direct debit, online and touchtone. During that same period £6.37 million was paid in cash at our Customer First Offices.

Staffed Cash Kiosks were removed from our Customer First Offices (with the exception of Halifax) in 2013/14. Cash Kiosks were installed in all Customer First Offices however these were removed from Sowerby Bridge and Elland when the service co-located with Libraries in the community. No complaints have been received from customers.

The Kiosks attract an annual maintenance cost of £20k. Any upgrades attract additional costs. Changes to ensure the machines are Payment Card Industry (PCI) compliant will cost in the region of £40k.

Given the significant reduction in cash payments at our Customer First offices we feel that this service can be removed.

4) a) What are the expected savings?

Year	£000s
2018/19	21
2019/20	42
2020/21	42

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

1

- 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.

Possible adverse public reaction.

The savings, in part, will be from reduction in staffing of 1fte, however it is expected that this can be managed through vacancy management rather than a compulsory redundancy situation

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

Alternative options are available and evidence shows that increasing numbers of people are moving to our self-service options as we have made them simple and easy to use.

Equality Impact Assessment

	Title of option	More accessible cash payments: Promoting the use of Payzone and Post Offices for payments to the Council
Aims/outcomes of Service/Function	Customer services	
Option being proposed	<p>Increasing numbers of people are now paying via self-service options online/direct debit/touchtone. In 16/17 almost £300 million was paid via self-service options including direct debit, online and touchtone. During that same period £6.37 million was paid in cash at our Customer First Offices.</p> <p>Staffed Cash Kiosks were removed from our Customer First Offices (with the exception of Halifax) in 2013/14. Cash Kiosks were installed in all Customer First Offices, however these were removed from Sowerby Bridge and Elland when the service co-located with Libraries in the community. No complaints have been received from customers. The Kiosks attract an annual maintenance cost of £20k. Any upgrades attract additional costs. Changes to ensure the machines are PCI compliant will cost in the region of £40k. Given the significant reduction in cash payments at our Customer First offices we feel that this service can be removed.</p> <p><u>Saving</u></p> <p>2018/19 £21,000 2019/20 £42,000 2020/21 £42,000</p>	
EIA findings	<p><u>Service delivery impact</u></p> <p>Although this may be limited there is likely to be a potential service impact due to the nature of the functions being considered.</p> <p><u>Employment impact</u></p> <p>There is a staffing impact – one full time equivalent post is likely to be affected. It is expected that this can be managed through vacancy management rather than a compulsory redundancy situation</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>A full service EIA will be conducted which will identify any potential adverse impact.</p> <p>Where service impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p> <p>Reasonable notice to be given to customers about removal of service together with details of where else cash payments can be made & alternative payment methods. Working directly with individuals who come in to pay cash to encourage them to move to direct debit/online payments in future.</p> <p>Where posts are identified as being at risk, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities.</p>	

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Bereavement Services - Increase charges by up to 10% per annum

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

Currently, charges are reviewed annually but fees were increased by 10% from 1st January 2017 and by a further 3% mid-year in 2017 to deal with an increased income target required from the service as part of the 2017 Council budget. Any further increase in charge would be implemented on 1st January 2018, 2019 and 2020. Funeral Directors are informed of increases a couple of months in advance.

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

This is one of the few areas within Neighbourhoods where there is a possibility to increase charges, rather than reducing budgets/staffing. Currently, the Council's charges are mid-range in comparison to other authorities in the region.

4) a) What are the expected savings?

Year	£000s
2018/19	125
2019/20	250
2020/21	375

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

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.

The major risk is that the Council is seen to be trying to "profit from bereavements". There is a possibility that families may choose to hold funerals in adjoining authorities if charges become significantly higher in Calderdale.

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

There would be a need for a carefully planned communications campaign to explain why the rises are necessary. Many people have insurance policies/pre-payment plans in place to deal with bereavements – but not all do. The Council is currently developing a "residents' funeral offer" in order to address the issue of unaffordability. The Council has recently scrapped fees for burials/cremation of children.

Equality Impact Assessment

	Title of option	Bereavement Services - increase charges by up to 10% per annum
	Aims/outcomes of Service/Function	The Funeral Service 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.
	Option being proposed	Increase charges by 10%. Currently, the Council's charges are mid-range in comparison to other authorities in the region. <u>Saving</u> 2018/19 £125,000 2019/20 £250,000 2020/21 £375,000
	EIA findings	<u>Service delivery impact</u> <i>Age, Disability, Race, Religion and belief:</i> An increase in charges for Bereavement services may impact more on those on low incomes who are likely to include a higher proportion of people from some BME backgrounds, disabled, single parent families and older people. The provision of the out of hours burial service may also mean some of these BME groups are likely to see charges which are proportionately higher again. People of the Muslim and Jewish faiths use only burial, Hindus and Sikhs solely cremation and people of the Christian faith use either method. <u>Employment impact</u> No staffing impact identified
	Justification (where no impact) and action(s) to manage/mitigate Impact	There would be a need for a carefully planned communications campaign to explain why the rises are necessary. Many people have insurance policies/pre-payment plans in place to deal with bereavements – but not all do. The Council is currently developing a “residents’ funeral offer” in order to address the issue of unaffordability. The Council has recently scrapped fees for burials/cremation of children. Under Section 50 of the National Assistance Act 1948 a local authority will meet the costs of a basic funeral where the deceased or the next of kin are not in a position to meet the expenses. A person on low income may be eligible for a Funeral Payment if they are in receipt of qualifying benefits. The payment covers various aspects of the funeral, but is recoverable from the deceased person’s estate if they have left one. NHS Trusts become responsible for the funeral arrangements of a person who dies in hospital when no relatives can be traced, or relatives are not able to afford the cost themselves and do not qualify for Funeral Payments. A claim may be made on the deceased person's estate to offset the cost involved.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Enforcement fundamental review

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

The review will take place during 2018, identifying services in scope and defining key outputs/outcomes. Implementation will take place in 2019/20.

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

The Council's Senior Management Review identified an opportunity to review enforcement capacity across a number of services to make sure this is robust, efficient and effective.

4) a) What are the expected savings?

Year	£000s
2018/19	50
2019/20	200
2020/21	200

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

5

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.

Effective and proportionate enforcement is a key element in keeping local communities safe in all aspects of their lives, from licensing to environmental health to dealing with Anti-Social Behaviour.

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

The review is designed to improve effectiveness and responsiveness by using resources more efficiently.

Equality Impact Assessment

	Title of option	Enforcement Fundamental Review
Aims/outcomes of Service/Function		Effective and proportionate enforcement is a key element in keeping local communities safe in all aspects of their lives, from licensing to environmental health to dealing with Anti-Social Behaviour.
Option being proposed		To undertake an enforcement review to improve effectiveness and responsiveness by using resources more efficiently across the Borough. <u>Saving</u> 2018/19 £50,000 2019/20 £200,000 2020/21 £200,000
EIA findings		<u>Service delivery impact</u> Potential impact on service delivery. The specific impact will not be known until the proposal is worked up more fully. <u>Employment impact</u> There will be an employment impact with five full time equivalent staff posts likely to be affected. Specific impact will not be known until the proposal is worked up more fully.
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service and employment impact will be undertaken and where impact is identified actions to manage/ mitigate impact will be considered and implemented wherever possible/ appropriate. Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Move all Simple Transactional Enquiries Online only

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

It is proposed that simple transaction enquiries such as missed bins, bulky waste collections, faulty street lights and potholes be able to be requested/reported online only.

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

Online transactions have increased significantly over the last few years, from under 8,000 in 2011/12 to over 300,000 in 2016/17. Our Online report/request functions are simple and customer focused available 24/7 and increasingly the channel of choice for many of our customers.

Whilst overall online transactions account for 30% of all contacts, in relation to simple online transactions such as missed bins etc. this increases to 56%.

These simple transactional enquires equate to 14% of all calls into the Contact Centre. Moving these online, will reduce demand on the service, meaning that people with more complex and demanding support needs are able to continue to be supported. A number of other Local Authorities have already taken this step and the Council could learn from their experiences if it is implemented.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	50
2020/21	50

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

2

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.

Reputational risk as some members of the public may be unhappy with this move

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

The Council provides face-to-face assisted digital support, access to computers and broadband via the Library Service and Halifax Customer First.

Calderdale libraries have over 175 computers offering public access to the internet spread across all service points. Access is free to holders of Calderdale Passport to Leisure, under 16s and over 60s. The libraries also offer IT taster sessions for those who want to learn more about getting online.

Halifax Customer First provides unlimited PC access to all customers with experienced advisers on-hand to provide one to one support with an aim of customers being able to transact independently.

Equality Impact Assessment

	Title of option	Move all Simple Transactional Enquiries on-line
	Aims/outcomes of Service/Function	Customer services
	Option being proposed	<p>Online transactions have increased significantly over the last few years, from under 8,000 in 2011/12 to over 300,000 in 2016/17. Our Online report/request functions are simple and customer focused available 24/7 and increasingly the channel of choice for many of our customers.</p> <p>It is proposed that simple transaction enquiries such as missed bins, bulky waste collections, faulty street lights and potholes be able to be requested/ reported online only.</p> <p><u>Saving</u> 2019/20 £50,000 2020/21 £50,000</p>
	EIA findings	<p><u>Service delivery impact</u> There is likely to be an adverse service impact. Older people, disabled people, people with low level literacy and transient communities may not be able to access on-line platforms as easily as others.</p> <p><u>Employment impact</u> There is likely to be a staffing impact – two full time equivalent are likely to be affected.</p>
	Justification (where no impact) and action(s) to manage/mitigate Impact	<p>A full service and workforce EIA will be conducted which will identify any potential adverse impact .</p> <p>Where service impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are identified as being at risk, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities.</p> <p>The Council provides face-to-face assisted digital support, access to computers and broadband via the Library Service and Halifax Customer First.</p> <p>Calderdale libraries have over 175 computers offering public access to the internet spread across all service points. Access is free to holders of Calderdale Passport to Leisure, under 16s and over 60s. The libraries also offer IT taster sessions for those who want to learn more about getting online.</p> <p>Halifax Customer First provides unlimited PC access to all customers with experienced advisers on-hand to provide one to one support with an aim of customers being able to transact independently.</p>

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Review and Renegotiate Shared Software Contract with LCR/Leeds Council

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

Increase in the charge to Leeds for the delivery and support of the Children's Assessment and Safeguarding System (CASS)

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

The service is not currently recouping its costs and needs to reflect the level and cost of the support provided

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	15
2020/21	15

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.

Negotiation with Leeds to deliver the change will be required.

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

The council has a strong working partnership with Leeds. The increase does not come into effect until 19/20

Equality Impact Assessment

	Title of option	Review and Renegotiate Shared Software Contract with LCR/Leeds Council
	Aims/outcomes of Service/Function	N/A
	Option being proposed	Increase in the charge to Leeds for the delivery and support of the CASS. The service is not currently recouping its costs and needs to reflect the level and cost of the support provided. Negotiation with Leeds to deliver the change will be required. <u>Saving</u> 2019/20 £15,000 2020/21 £15,000
	EIA findings	<u>Service delivery impact</u> No service impact identified <u>Employment impact</u> No adverse staffing impact identified
	Justification (where no impact) and action(s) to manage/mitigate Impact	N/A

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Reduction in IT User Support / Help Desk

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

User Support team provides bespoke project support, systems expertise and ICT training for internal colleagues and schools customers

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

The council is required to deliver savings to balance its budget.
The service is moving towards self-serve so that issues logged automatically route to the engineers to resolve

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	100
2020/21	100

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

2/3

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.

Some loss of expertise in support of business-critical systems. Organisational ability to procure and implement systems significantly reduced (making potential system change savings hard to achieve).

May impact upon bespoke / tailored support offered around CASS and CIS systems supporting older, vulnerable and younger people

Possible impact upon SIMS support for schools which generates significant income for the service

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

Self-serve reporting will increase the volume of work directly routing to the engineers which will reduce the level of resource needed. Some resource will be kept to ensure critical support is still delivered

Equality Impact Assessment

	Title of option	Reduction in IT User Support/Help Desk
	Aims/outcomes of Service/Function	User Support team provides bespoke project support, systems expertise and ICT training for internal colleagues and schools customers
	Option being proposed	Review of ICT Operational and User Support function to Council and reduction in capacity to deliver <u>Saving</u> 2019/20 £100,000 2020/21 £100,000
	EIA findings	<u>Service delivery impact</u> Although there may be a potential impact on service delivery no differential impact identified for any particular group. <u>Employment impact</u> There will be an employment impact as a result of the reduction in posts. It is estimated that 2/3 FTE equivalent posts are likely to be affected. Self-serve reporting will increase the volume of work directly routing to the engineers which will reduce the level of resource needed. Some resource will be kept to ensure critical support is still delivered
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full employment EIA will be undertaken and efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate. Awareness would need to be raised amongst service managers and expectations managed around the new ways of working

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Transformation of Human Resources and Organisational Development

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

The Senior Management Review merges the HR and Organisational Development (OD) services under Head of Service leadership. The new head of service will be responsible for reviewing the service to deliver efficiencies, maximise resources and develop a new commissioning approach. The appointment process for the Head of Service will be completed in January 2018 that will act as the catalyst for the service review. It is anticipated that reductions in the service will be achieved through voluntary severance / voluntary early retirement where possible and a reduction in the OD budget

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

The council is required to deliver savings to balance its budget. The senior management review will create the opportunity to review this service area and align it to enabling and supporting the workforce to deliver the Council's priorities.

4) a) What are the expected savings?

Year	£000s
2018/19	75
2019/20	175
2020/21	175

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

3

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.

HR & OD supports the council as it delivers against all the Council's priorities through the recruitment, development and management of its workforce. The reduction in service will be carefully managed to ensure that risk is not introduced to the council

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

By ensuring that managers are fully equipped to manage effectively in accordance with the Council's procedures. To support services to train and develop staff.

Equality Impact Assessment

	Title of option	Transformation of Human Resources and Organisational Development
	Aims/outcomes of Service/Function	Strategically, workforce development has a broad remit which ranges from workforce planning activities, recruitment initiatives, learning and development, professional pathways and progressions, placements, supervision, leadership development and professional qualifications.
	Option being proposed	Reduction of workforce development to statutory requirements and mandatory roles (Health and Safety, Safeguarding, Social Care Workforce, Audit recommendations) <u>Saving</u> 2018/19 £75,000 2019/20 £175,000 2020/21 £175,000
	EIA findings	<u>Service Impact</u> Due to the broad remit of Workforce Development there is likely to be a service impact as the service moves to supporting statutory requirements and mandatory roles. <u>Employment Impact</u> Implementation of this proposal will have an impact on staffing levels - it is estimated that three full time equivalent posts are likely to be affected. There may also be an increase in attrition rates and recruitment costs, decrease in workforce efficiency and productivity and inequality in access to workforce development. It is anticipated that reductions in the service will be achieved through VR VES where possible and a reduction in the OD budget.
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and workforce EIA will be conducted once the option(s) are worked up more fully. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them. The impact on service delivery will be mitigated wherever possible through the use of a management change programme. Opportunities will be sought for shared service or pooling of resources with other local services. Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Review of Alternative Service Delivery and Digital Channels for Visitor Centres

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

The Visitor Centre in the Central Library is a shared desk facility and could be closed relatively quickly. However, Hebden Bridge is in rented premises and so would require a break of the lease. There would need to be consultation with public/staff/Trade Unions and appropriate HR processes. Closures could take place from October 2018.

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

These are discretionary services and there are increasingly alternative ways to provide information using digital technology. There may be opportunities to provide more information on-line or by other services broadening their scope.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	50
2020/21	50

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

TBC

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.

Tourism is an important, and growing, part of the Calderdale economy, contributing around £300m per year. Being able to provide relevant information to current and prospective visitors is an important element to attracting people to the Borough and encouraging them to visit again.

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

It may be possible to provide some of the current functions as part of existing library provision in Halifax but this would require consultation with staff and Trade Unions. In Hebden Bridge, it may be possible to provide basic information from Hebden Bridge Town Hall.

Equality Impact Assessment

	Title of option	Review of Alternative Service Delivery and Digital Channels for Visitor Centres
Aims/outcomes of Service/Function		Tourism is an important, and growing, part of the Calderdale economy, contributing around £300m per year. Being able to provide relevant information to current and prospective visitors is an important element to attracting people to the Borough and encouraging them to visit again.
Option being proposed		Closure of Visitor Centres in Halifax and Hebden Bridge (limited info to be available in Central Library and Hebden Bridge Town Hall) <u>Saving</u> 2019/20 £50,000 2020/21 £50,000
EIA findings		<u>Service delivery impact</u> No differential impact identified as closure will have a similar effect on all groups protected by equality legislation <u>Employment impact</u> There will be a staffing impact. A number of full time equivalent posts could be affected
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service and workforce EIA will be undertaken and where service impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where staffing impact is identified, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate. It may be possible to provide some of the current functions as part of existing library provision in Halifax but this would require consultation with staff and Trade Unions. In Hebden Bridge, it may be possible to provide basic information from Hebden Bridge Town Hall. There may be opportunities to provide more information on-line or by other services broadening their scope.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Transfer Public Halls to Community Management.

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

Seek to transfer Brighouse Civic Hall and Shelf Village Hall to community ownership and Todmorden Town Hall to management by Todmorden Town Council.
Retain Clay House as a commercially viable facility within local authority management.

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

With the exception of Clay House, Public Halls are a subsidised service and fail to meet their income targets, putting pressure on already stretched Council budgets. There are also an increasing number of affordable alternative venues available for community use (which is one reason the Halls lose money). The proposal will result in staff savings and also in costs of building management/maintenance.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	100
2020/21	100

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

1

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. Please include here any effect this proposal may have on relevant performance measures.

The proposal is to close any facilities that cannot be transferred to community ownership or management which will potentially have a reputational impact for the Council.

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

If the Halls are successfully transferred then there should be little impact; indeed, community organisations/Town Councils have access to funding that is not available to Calderdale Council and so the facilities may well benefit from increased investment, thereby enhancing their financial viability.

Equality Impact Assessment

	Title of option	Transfer of Public Halls to Community Management
	Aims/outcomes of Service/Function	The aim of a Public Hall is to provide a local facility which is open to everyone and is a focal point for community activities for all age groups and backgrounds in the community.
	Option being proposed	Seek to transfer Brighouse Civic Hall and Shelf Village Hall to community ownership and Todmorden Town Hall to management by Todmorden Town Council. Retain Clay House as a commercially viable facility within local authority management. <u>Saving</u> 2019/20 £100,000 2020/21 £100,000
	EIA findings	<u>Service delivery impact</u> The proposal will have a potential impact on service delivery as it may result in reduced access/ service at some locations. There will be a move away from Calderdale Council asset and facilities management support to reliance on new provider/ host such as the Town Council. Community organisations/Town Councils have access to funding that is not available to Calderdale Council and so the facilities may well benefit from increased investment, thereby enhancing their financial viability. <u>Employment impact</u> Direct staffing impact – one full time equivalent post is likely to be affected
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and employment EIA will be undertaken. It is possible that different delivery models will mitigate any service impact identified. There are also an increasing number of affordable alternative venues available for community use (which is one reason the Halls lose money). Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Commercialisation and Income Generation Opportunities within Safer, Cleaner, Greener

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

Further commercialisation and income generation opportunities based upon best and emerging practice in the sector and the outcomes from the current DCLG Select Committee review will be developed. We will also continue to explore new ways to manage open spaces, more efficient use of available resources and opportunities to collaborate with community groups, Town and Parish Councils, and other agencies.

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

The Safer, Cleaner, Greener service is greatly valued by the public. However, there are opportunities for further commercialisation and generating income through the service which this proposal will develop.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	50
2020/21	100

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

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. Please include here any effect this proposal may have on relevant performance measures.

There would be no reduction in the level of service provided to the public and so it is not expected that this saving would have any major impact upon the public.

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

N/A

Equality Impact Assessment

	Title of option	Commercialisation & Income Generation Opportunities in Safer, Cleaner, Greener
Aims/outcomes of Service/Function		The 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.
Option being proposed		Further commercialisation and income generation opportunities based upon best and emerging practice in the sector and the outcomes from the current DCLG Select Committee review will be developed. We will also continue to explore new ways to manage open spaces, more efficient use of available resources and opportunities to collaborate with community groups, Town and Parish Councils, and other agencies. This is based upon progress already made in controlling costs by reducing maintenance demands upon the Council by either doing less, doing it differently or helping others to do it. <u>Saving</u> 2019/20 £50,000 2020/21 £100,000
EIA findings		<u>Service delivery impact</u> Implementation of the proposal may have a positive impact on community cohesion as community groups/ Friends Groups and Volunteers and agencies are encouraged to collaborate and lead some areas of activity. Accessibility/Inclusivity issues will continue to remain an area of focus in future models of delivery. <u>Employment impact</u> No employment impact identified at this time
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service and workforce EIA will be undertaken and where service impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where staffing impact is identified, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Communities and Service Support

1) Title of the Proposal

Equality and Diversity Review

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

A review of the way in which the Council delivers its statutory equality and diversity duties by ensuring that Service managers are responsible for discharging these functions.

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

The Council is committed to ensuring that all residents of the Borough are treated equally and have the same opportunities and equal access to services. Commitment to the values of equality and diversity are embodied across the Council as a whole and it is the responsibility of line managers to ensure that their service areas fulfil the Council's responsibilities in this regard. By making Service managers directly responsible for complying with this function it is possible to delete the designated post and make a prudent budget saving.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	21
2020/21	21

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

0.5

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. Please include here any effect this proposal may have on relevant performance measures.

The saving may impact upon timescales and workloads for service areas who will be required to complete this task.

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

Ensure appropriate advice and support is available to ensure the Council fulfils its statutory duties.

Equality Impact Assessment

	Title of option	Equality and Diversity Review
Aims/outcomes of Service/Function	To offer organisational support and identify and encourage good practice so as to ensure compliance with current equality legislation	
Option being proposed	<p>A review of the way in which the Council delivers its statutory equality and diversity duties.</p> <p>The Equality Team was disbanded some time ago with the agreement that the function would be mainstreamed and service managers would be responsible for discharging this function across Directorates with support from the Cohesion Team.</p> <p><u>Saving</u> 2019/20 £21,000 2020/21 £21,000</p>	
EIA findings	<p><u>Service delivery impact</u> Potential service impact - as well as supporting service managers/Directorates and developing and sharing equality resources, the Cohesion and Equality Team supports/leads on projects and initiatives targeting groups covered by the Equality Act 2010.</p> <p>The decrease in budget will have an adverse impact on the wider public sector and relationships with other agencies/bodies as delivery of some work is directed in partnership or commissioned by other agencies/services such as the Police and the Safeguarding Boards. In instances partnership will have to be curtailed or cease – this may include work with the Calderdale Equality Forum, Multiagency Hate Crime Partnership and disability and faith groups.</p> <p>The proposed saving may also have an impact on the Council’s ability to meet its legal ‘Equality Duty’ – ensuring equality impact assessments are undertaken in a timely manner, the review and delivery of corporate equality objectives and the drafting and publication of the Equality Progress Report on an annual basis.</p> <p>The ability to support Crime and Disorder/community cohesion and resilience functions will also be affected due to the remaining capacity of the team. A Cohesion and Integration Strategy and action plan is currently being developed for the Borough with significant monies being committed by Cabinet to this area of work. Reduction in staffing will have a negative impact on what is seen as a priority/growth area for focus locally and nationally</p> <p><u>Employment impact</u> There will be a direct staffing impact – 0.5 of a full time equivalent post will be affected. There is no single dedicated equality resource within the Cohesion and Equality Team, the current 1.75 full time equivalent Cohesion and Equality posts and one full time Principal Officer post support equality related work within the team amongst work supporting hate crime reduction, community cohesion, community resilience and asylum, migration and</p>	

	<p>refugee functionalities. The Principal Officer also provides strategic support to the Calderdale Syrian Resettlement Programme and wider corporate projects. Reduction in staffing will impact on the diverse profile of the team and workforce profile, specifically in relation to race and faith.</p>
<p>Justification (where no impact) and action(s) to manage/mitigate Impact</p>	<p>Due to the nature of the proposal a full service and employment EIA is required including consultation with relevant stakeholders to be compliant with the Council's 'Equality Duty' and avoid legal challenge.</p> <p>Where impact is identified actions to manage/mitigate it will be considered and implemented wherever possible / appropriate. Where posts are identified as being at risk efforts will be made to offer additional support and alternatives such as redeployment and training opportunities.</p>

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Reinstate Savings on Transport

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

- In order to achieve the required savings in 2018/19 it will be necessary for the outstanding proposals detailed in the Transport Service Action Plan to be considered, and savings opportunities implemented, at the earliest opportunity in the financial year 2018/19.
- The Project Team established to consider and implement the agreed proposals detailed in the Action Plan will continue to meet on an ongoing basis. Further support to the team will also be provided as appropriate.
- Savings proposals that require approval by Members will be put forward for consideration at the earliest opportunity.

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

- The Council's Medium Term Financial Strategy approved by the Council on 21 September 2017 includes the sum of £150k in 2018/19 and future years to reduce the overall target in relation to the Transport Review from £850k to £700k. It is now proposed to reverse this decision.
- In the financial year 2016/17 the relevant transport budgets were centralised. It is anticipated that the completion of a fundamental review of the way in which transport is delivered by the Council, will provide the opportunities to achieve the additional saving in future years.

4) a) What are the expected savings?

Year	£000s
2018/19	150
2019/20	150
2020/21	150

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

Not
Known

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.

- There is currently significant cost pressure of £250k within the overall budget. As there will now be no growth put into the budget, this will continue in future years if no other action is taken.
- Demand for the Councils Services in future years may impact on the ability of

the Transport Service to deliver the necessary savings in future years.

- There is still an urgent need to replace a significant part of the overall fleet that is likely to increase costs in future years.
- The loss of the Access Bus contract awarded by West Yorkshire Combined Authority will increase costs in future years and require compensatory savings to be identified in future years.
- Savings opportunities are not agreed and implemented within the required timescale.

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

- An Action Plan has been agreed to consider the options for improving efficiency and reducing costs in future years.
- A Project Team with the necessary representatives from each directorate has now been established, to consider and implement the key aspects of the Action Plan.
- Ongoing progress in respect of the review will be subject to the relevant degree of scrutiny within the Council.
- Discussions will continue with colleagues throughout the Council will continue in order to consider options for managing the demand for the service on an ongoing basis.

Equality Impact Assessment

	Title of option	Review of Transport Services
Aims/outcomes of Service/Function	Provide and maintain vehicles for all service areas of the Council. Carry out the testing of hackney carriage and private hire vehicles on behalf of the Council. Provide specialist transport services for special needs and school children, the elderly and adults with disabilities. The service also provides a range of other services including Access Bus service, Garaging, Fuelling facilities, driving assessments.	
Option being proposed	<ul style="list-style-type: none"> • The Councils Medium Term Financial Strategy approved by the Council on 21 September 2017 includes the sum of £150k in 2018/19 and future years to reduce the overall target in relation to the Transport Review from £850k to £700k. • This proposal seeks to reverse the above decision and reinstate the savings target back at its original level in 2018/19 onwards, in order to contribute towards the Councils Budget Process. • The relevant budgets within the Council have now been centralized and they are the responsibility of the Public Service Directorate. A review of the overall Transport Service has not been completed and therefore the completion of a fundamental review may provide the opportunity to achieve the additional saving in future years. <p><u>Saving</u> 2018/19 £150,000 2019/20 £150,000 2020/21 £150,000</p>	
EIA findings	<p><u>Service delivery impact</u> As this service is aimed at disadvantaged children, there may be a service impact. Demand for the Councils Services is currently forecast to increase in future years, particularly in relation to pupils with Special Educational Needs Disability and within Home to School transport generally. The loss of the Access Bus contract awarded by West Yorkshire Combined Authority will increase costs in future years.</p> <p><u>Employment impact</u> Employment impact not known at this point in time</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and employment EIA will be undertaken - where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Provision for children with special needs will continue with an emphasis on increasing independence. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.	

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Further Recovery of Costs through the Community Infrastructure Levy (CIL) above the £50k already assumed

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

In order to achieve the additional saving of £100k per annum in the financial year 2019/20 onwards, the Councils Local Plan will have to be adopted. The CIL will also need to be in place and introduced prior to and/or in conjunction with the adoption of the Local Plan, ideally early in the financial year 2019/20.

The CIL charging schedule introduced will take in to account feedback from public consultation and it will be subject to examination by a planning inspector prior to adoption.

CIL is primarily concerned with capital investment in infrastructure; however, savings from the revenue delivery costs of some capital projects will be possible. For savings to be realized planning permissions will need to be brought forward for implementation and associated infrastructure projects identified.

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

It is anticipated that the introduction of the CIL will provide the opportunity to achieve a further saving of £100k per annum in 2019/20 onwards.

The Council is in the process of producing a Local Plan and it is currently anticipated that it will be adopted during 2019. In order to reduce the pressure that development may place on public spending in the Borough, the Council will introduce a levy that will be used to fund new infrastructure relating to social housing and commercial development.

In adopting CIL there is an opportunity to recover certain revenue delivery costs and also fund the necessary capital expenditure, and all of these opportunities will be explored in order to achieve a further saving of £100k per annum in 2019/20 onwards.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	100
2020/21	100

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.

The additional saving will not be achieved if the Council's CIL and Local Plan are not adopted early in the financial year 2019/20.

There is also a risk that the approved developments will not generate the required levels of income, particularly in the financial year 2019/20.

There is a risk of legal challenge if CIL is used inappropriately to support revenue budget.

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

The agreed timetable already in place will be closely monitored and the necessary action taken to introduce the CIL and the Local Plan in accordance with the relevant timetable.

Equality Impact Assessment

	Title of option	Further Recovery of Costs through the Community Infrastructure Levy (CIL) above the £50k already assumed
	Aims/outcomes of Service/Function	In adopting CIL there is an opportunity to recover certain revenue delivery costs and also fund the necessary capital expenditure
	Option being proposed	To introduce a levy that will be used to fund new infrastructure relating to social housing and commercial development. <u>Saving</u> 2019/20 £100,000 2020/21 £100,000
	EIA findings	<u>Service delivery impact</u> There is likely to be a positive service impact <u>Employment impact</u> No impact on staffing
	Justification (where no impact) and action(s) to manage/mitigate Impact	N/A

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Further Charging of Revenue Funded Costs to Capital

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

Review the current capital programme and identify schemes that may be supported by staff in the directorate - 31 March 2018.

Plan, consider and agree the relevant staff to support capital schemes for 2018/19 and 2019/20 – Initially by 30 June 2018 and also ongoing.

Provide any ongoing training & support to increase staff support for capital schemes – Ongoing.

Consider how staff may be recruited and retained with the necessary skills to deliver support for capital schemes.

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

It is currently forecast that the Council's Capital Programme for the Economy & Environment Directorate will be £52m in 2018/19, £35m in 2019/20 and £23m in 20/21, a total of £110m over the 3 year period. Staff within the directorate are already key to the delivery of many schemes in the overall programme, including the budgets of £54m and £22m set aside for the West Yorkshire Transport Fund and Street Lighting LED schemes.

The main rationale behind this proposal is that a broader tranche of Council cost including a proportion for back office , managerial and other on costs could be charged to capital.

4) a) What are the expected savings?

Year	£000s
2018/19	300
2019/20	300
2020/21	300

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.

Discussions will be needed with funders, particularly WYCA, to agree charging criteria. There is a risk that funders may not agree to fund these items

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

Staff within the directorate who are responsible for the planning and project management of schemes will need to work very closely with the relevant Corporate Leads in order to plan and fully utilize the resources available within the directorate to support capital schemes and generate the additional fee income.

In some cases there may be an opportunity to deliver work in-house rather than use external consultants. However many years of budget reductions have eroded the internal professional skill base of services, making it difficult to attract and retain expertise.

Equality Impact Assessment

	Title of option	Further Charging of Revenue Funded Costs to Capital
	Aims/outcomes of Service/Function	N/A
	Option being proposed	Review the current capital programme and identify schemes that may be supported by staff in the directorate. <u>Saving</u> 2018/19 £300,000 2019/20 £300,000 2020/21 £300,000
	EIA findings	<u>Service delivery impact</u> No adverse service impact found at this time <u>Employment impact</u> Potential positive impact on staffing through increased training and development opportunities
	Justification (where no impact) and action(s) to manage/mitigate Impact	Provide ongoing training & support to increase staff support for capital schemes

SAVING OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Investment Return from Acquisition of Commercial Investment Property.

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

This proposal would require:

- the agreement of an overall approach / strategy, which needs to include consideration of risk appetite, types of investment, costs, skills and capacity and realistic rates of return;
- the creation and funding of the required skills and capacity and delivery arrangements;
- the identification of investment options, including risks, financial modelling and funding options;
- the acquisition of the agreed property investment types, for which significant funding will be required; and
- management and evaluation of the asset and the return.

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

It is estimated that local councils have spent more than £1bn on real estate in recent years in order to acquire income generating property assets, including shopping centres and business parks.

Local authority borrowing rates can typically be around 2.5% for the longer term, compared with rates of 4.5% to 7% that are often yielded from property assets.

This proposal supports the Council's ambition to become a more commercial organisation at a time when local authority budgets are under extreme pressure.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	300
2020/21	300

*The basis and realism of these figures requires robust testing and confirmation.

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.

The major risks are:

- lack of recent experience in what is a highly competitive market;
- likely level of risk appetite v. return on investment;
- costs and funding requirements set against the likely return and the ability to deliver the expected savings in full;
- additional borrowing and / or other cost requirements in order to proceed with an investment opportunity, at a time when both revenue and capital resources are already under extreme pressure within the Council;
- the Council's ability to respond swiftly in a dynamic market; and
- a downturn in the local or wider economy at any time may impact adversely on the Council's Asset Portfolio and delay and / or remove any investment return in the short or longer term.
- new Government guidance on local authority investment.

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

- Engagement of experienced consultants / creation of appropriate capacity and skills would need to be identified with the appropriate funding.
- Research, awareness-raising amongst key officers and Members and agreement of a clear strategy.
- A high degree of diligence in relation to the realistic costs and likely returns to determine whether proposals will yield sufficient income to cover costs and deliver a worthwhile return on investment.
- Consideration of the use / creation of an agile delivery vehicle / arrangements.

Equality Impact Assessment

	Title of option	Investment Return from Acquisition of Commercial Investment Property
	Aims/outcomes of Service/Function	Increase returns and improve the investment value of commercial assets.
	Option being proposed	Pursue opportunities to increase commercial return and improve investment <u>Saving</u> 2018/19 £300,000 2019/20 £300,000
	EIA findings	<u>Service delivery impact</u> No adverse impact identified <u>Employment impact</u> No adverse impact identified
	Justification (where no impact) and action(s) to manage/mitigate Impact	N/A

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Planning Core Review and Efficiencies

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

A review of the functions delivered by the Planning Service is proposed. Although a significant proportion of the functions delivered by the Service are statutory in nature, a review based on current and future service requirements will provide options to deliver the necessary level of service in future years.

The review will also consider the existing working practices and how they may be improved, and focus on all of the costs and income generated by the Service.

It is anticipated that the review will commence early in the 2018/19 financial year in order to allow the necessary action to be considered and approved in order to achieve the required savings from 2018/19 onwards.

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

It is anticipated that a review of the Planning Service will allow further savings of £50k to be achieved in the financial year 2018/19 and £150k in 2019/20 onwards.

4) a) What are the expected savings?

Year	£000s
2018/19	50
2019/20	150
2020/21	150

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

3

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.

As detailed above, many of the functions delivered by the Service are statutory in nature. A number of staff in the Service are currently engaged in the production of the Council's Local Plan, ensuring compliance with Building Regulations and the various stages of the planning process.

Any disruption in respect of the above would have a negative impact on service delivery. Any delay in Local Plan timeline could make the savings difficult to achieve.

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

Work undertaken by staff support two of the Council's Corporate Priorities, Growing the Economy and Building a Sustainable Future.

The review process will therefore try to ensure that changes implemented have a limited impact on service delivery.

Equality Impact Assessment

	Title of option	Planning - Core Review and Efficiencies
Aims/outcomes of Service/Function		Fulfilling the statutory role of the Council as a Planning Authority- processing of planning and other applications, planning appeals, conservation, giving advice and enforcement of the Planning legislation
Option being proposed		<p>A review based on current and future service requirements will provide options to deliver the necessary level of service in future years.</p> <p><u>Saving</u> 2018/19 £50,000 2019/20 £150,000 2020/21 £150,000</p>
EIA findings		<p><u>Service delivery impact</u> Many of the functions delivered by the Service are statutory in nature. A number of staff in the Service are currently engaged in the production of the Councils Local Plan, ensure compliance with Building Regulations, and the various stages of the planning process. Any disruption in respect of the above would have a negative impact on service delivery. Disabled planning applicants who require a housing adaptation may be more adversely affected if the proposal leads to a slower decision making process.</p> <p><u>Employment impact</u> There will be an impact on staffing- three full time equivalent posts are likely to be affected</p>
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service and employment EIA will be undertaken - where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Economy and Environment

1) Title of the Proposal

Additional Waste Efficiencies

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

Discussion has already taken place and options agreed to introduce new charges and reduce costs to achieve a saving of £32k in 2019/20 onwards.

It is also anticipated that a review of the future provision of Household Waste Recycling Centres (HWRC) and a reduction in the overall number of sites from five to four, will generate a further saving of £182k in 2019/20 onwards.

In order to achieve the balance of the saving of £65k, new models of service delivery will be considered, linked to the promotion of recycling and modelling of new recycling collection. A review of the frequency of residual Waste Collection will also be undertaken and the charges currently in place for certain collection services.

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

It is currently anticipated that options already agreed to generate new and additional income, and also reduce costs, will deliver savings of £535k in the financial year 2019/20 onwards within the Waste Service.

It is now anticipated that the options currently being considered will allow further savings of £32k per annum to be achieved in 2019/20 onwards.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	32
2020/21	32

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 new charges have already been introduced, and other existing charges are also being reviewed, there are no guarantees that the required levels of income, or reduction in costs, will be achieved and maintained in future years.

It is also anticipated that there will be pressures within the overall budget for the Waste Service in future years, particularly as waste arising is on the increase. The budget pressures may reduce the impact of any savings opportunities already implemented.

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

Action will be taken to ensure that the relevant options are put forward for consideration and approval by Members within the required timetable, and consideration will also be given to mitigate the impact of any increase in costs and/or reduction in income.

Equality Impact Assessment

	Title of option	Additional Waste Efficiencies
Aims/outcomes of Service/Function	<p>The Council has a statutory duty to collect and dispose of household waste</p> <p>Household Waste Recycling Centres are provided in Calderdale to enable residents to recycle and dispose of their household waste</p>	
Option being proposed	<p>An overall review has been undertaken of the Waste budget in order to realise savings in 2018/19 and future years agreed at Budget Council 2017:</p> <ul style="list-style-type: none"> The outcome of the review identified additional areas of efficiencies which would require one off growth in 2018/19 but producing additional savings in the following years over and above those already agreed. <p><u>Saving</u> 2019/20 £32,000 2020/21 £32,000</p>	
EIA findings	<p><u>Service delivery</u> <i>Age</i> - People who have restricted/ less mobility or health needs may be impacted negatively by any changes to collections as they will be dependent on this service to remove bulky waste, and may not be able to get to household waste recycling centres. <i>Disability</i> - People who have restricted/ less mobility or health needs may be impacted negatively by the proposed change to collections as they will be dependent on this service to remove bulky waste and they may also find it more difficult to take their waste and recycling to household waste recycling centres. <i>Pregnancy and Maternity</i> - People who have restricted/ less mobility or have health needs may be impacted negatively by the proposed change to collections as they will be dependent on this service to remove bulky waste they may also find it more difficult to take their waste to recycling centres. Those on benefits or from lower socio-economic groups or transient communities may also not be able to afford the service or be able to dispose of the waste for free at the waste transfer stations because they do not have their own vehicle/transport. As a consequence there is a risk that fly tipping / side waste may increase as a result of the charge being increased as payment needs to be made fully before collection of the waste. <u>Employment impact</u> No adverse impact identified</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>Detailed discussion will take place with the Council's contractors and ongoing communication with residents will be considered</p> <p>Advise customers at point of contact, whether online, by phone or face to face, of alternatives to bulky collection, particularly if this encourage greater recycling eg ebay, freecycle, charity collections, Household Waste Recycling Centres, ordering a bulky collection with neighbours to share the cost. If bulky</p>	

	<p>collection is requested to remove excessive household waste, advice can be given to encourage use of recycling service and additional recycling containers can be provided.</p>
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	<p>An assisted service is offered to vulnerable people in Calderdale and will need to be promoted to ensure the most vulnerable continue to be supported.</p>
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SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Bring forward Additional Investment Income Early

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

Further research has already undertaken into the different types of investment opportunities available to the Council. Members have already agreed the use of the CCLA Property Fund and rates being generated on the Council's investments have begun to improve following the recent base rate rise. The final action required to deliver this saving will be to invest the Council's funds with the Investment Manager.

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

The Council regularly has large cash balances which are invested on a short term basis with relatively low risk financial institutions but these generate low returns. At Budget Council in 2017 a savings option was agreed to introduce an investment strategy on a more commercial basis to provide a better investment return. The Council has subsequently approved the investment in the CCLA Property Fund to generate an additional income of £150k in 2018/19 rising to £200k from 2019/20 onwards. Given that this approval is now in place and there has been recent increase in the base rate benefiting the Council's other investments, it is felt that a full year saving of £200k is feasible in 2018/19.

4) a) What are the expected savings?

Year	£000s
2018/19	50
2019/20	0
2020/21	0

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.

The saving should have no direct impact on service users but will help contribute to the Council's priorities in terms of resourcing them and sustainability. Clearly the approach involves a greater degree of risk than currently but this would be mitigated by the appropriate professional advice and by limiting the risk to only part of the Council's investment reserves. Full details of this investment can be found in the Treasury Management Strategy report to Cabinet 6th November 2017.

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

The increased level of risk would be mitigated by continuing to invest the Council's remaining cash resources through the existing strategy and limiting the Council's exposure to higher risk investments.

Equality Impact Assessment

	Title of option	Bring Forward Additional Investment Income Early
	Aims/outcomes of Service/Function	N/A
	Option being proposed	At Budget Council in 2017 a savings option was agreed to introduce an investment strategy on a more commercial basis to provide a better investment return. The Council has subsequently approved the investment in the CCLA Property Fund to generate an additional income of £150k in 2018/19 rising to £200k from 2019/20 onwards. Given that this approval is now in place and there has been recent increase in the base rate benefiting the Council's other investments, it is felt that a full year saving of £200k is feasible in 2018/19. <u>Saving</u> 2018/19 £50,000
	EIA findings	<u>Service delivery impact</u> The saving should have no direct impact on service users but will help contribute to the Council's priorities in terms of resourcing them and sustainability. <u>Employment impact</u> No employment impact identified
	Justification (where no impact) and action(s) to manage/mitigate Impact	The increased risk would be mitigated by continuing to invest the Council remaining cash reserves through the existing strategy and will limiting the Council's exposure to higher risk investments.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Reinstate Savings from CAFM.

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

To date, the CAFM Service has contributed in excess of £20m towards the Council's revenue savings requirements through a comprehensive range of actions, including:

- significantly reducing revenue spending on the repair and maintenance of the estate, (a short term deferral of costs rather than a saving);
- reducing the number of buildings in the estate by circa 20%, leading to a reduction in revenue running costs;
- using existing capital budgets to achieve savings and reduce revenue costs;
- reducing energy costs through a targeted approach and a range of measures;
- reviewing the establishment of the Service three times in 5 years; and
- critically reviewing every area of spend to reduce expenditure to a minimum.

In order to achieve the ongoing savings target of £3.548m in 2018/19 onwards (plus additional pressures as set out below), the following action is necessary:

- Dispose of large numbers of buildings at the earliest opportunity, particularly those with significant running costs, to reduce this area of spend. Dependent on the specific proposals, this would not achieve savings by April, 2018.
- It is important to note that this refers to revenue costs, not capital receipts.
- It should also be noted that the list only identifies building revenue costs. It does not take account of staffing costs or income for example. Therefore, any decision to dispose of a building may have wider consequences, e.g. loss of income to other services.

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

- The CAFM Service is currently required to achieve annual savings of £3.548m in 2018/19 and future years.
- The Council's Medium Term Financial Strategy approved on 21 September, 2017, includes the sum of £350k in 2018/19 and future years to reduce the impact of additional prudential borrowing costs in relation to the Council's Halifax Town Centre Office Strategy. It is now proposed to reverse this decision.
- The proposed additional saving of £350k in 2018/19 is in addition to the budget pressure of £884k already identified within the overall CAFM budget monitor. This pressure will rise to £1.294m from 2019/20, or a total annual revenue savings target of £5.192m.
- It will therefore be necessary to consider and implement the actions detailed above at the earliest opportunity in the financial year 2018/19. Regardless, this is enormously challenging.

4) a) What are the expected savings?

Year	£000s	Overall position / savings required (£000s)
2018/19	350	1,234
2019/20	350	1,644
2020/21	350	1,644

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

TBD*

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.

- Increased prudential borrowing costs in relation to the Halifax Town Centre Office Strategy are reducing the level of savings already achieved by the Service.
- With the additional saving, the Service will be required to achieve additional savings in excess of £1.2m in 2018/19 and in excess of £1.6m from 2019/20 onwards, in areas of the budget that have already been reduced significantly.
- The Service will incur additional prudential borrowing costs in future years to fund the Re:Fit, Asset Management and Asset Review capital projects. The savings generated by these programmes within the CAFM budget will not be available until the borrowing costs are re-paid.
- Costs in relation to certain areas of the budget, including repairs and maintenance and energy may exceed existing budgets as they are, to some extent, outside the control of the Service.
- Decisions may not be made within the relevant timescales to allow the necessary savings to be achieved in future years.
- The disposals required are likely to generate a negative community reaction.
- There will be requests for assets to be transferred to the community: almost certainly adding to the timeline for any potential disposal; and reducing the potential level of savings available.
- Added to this, as specific proposals are developed, the wider consequences – both service delivery and financial - would need to be understood and managed.

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

- Proposals to dispose of buildings and/or change the current level of service in order to achieve savings will need to be considered at the earliest opportunity.
- There will need to be cross-party and organisation-wide support for and commitment to any proposals to dispose of buildings.
- A risk analysis, management plan and communication plan will be required for any significant proposals that impact on service delivery.

*The number of staff posts lost would depend on the details of any building disposals, the largest impact being on cleaning staff.

Equality Impact Assessment

	Title of option	Reinstate Saving from CAFM
	Aims/outcomes of Service/Function	The Corporate Asset and Facilities Management Team's brings together Council budgets to manage Council assets and facilities effectively and efficiently
	Option being proposed	To reverse a previous decision to reduce CAFM savings target to meet increased revenue pressure owing to overspend within the Halifax Town Centre Strategy and the cost of borrowing. The proposal is to dispose of large numbers of buildings; particularly those with significant running costs, to reduce this spend. <u>Saving</u> 2018/19 £350,000 2019/20 £350,000 2020/21 £350,000
	EIA findings	<u>Service delivery impact</u> Potential service impact due to closure of buildings or changes to the way services are delivered. The savings refer to revenue cost and not capital receipts – it does not take account of staffing costs or income. A decision to dispose of buildings may have wider consequences, e.g. loss of income to other services. The specific impact will not be known until this option is worked up more fully. <u>Employment impact</u> There may be a potential impact on staff due to relocation and changes in environment – the specific impact will not be known until this option is worked up more fully and buildings and staff are identified.
	Justification (where no impact) and action(s) to manage/mitigate Impact	A full service and employment EIA will be undertaken - where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Bringing forward savings from the Senior Management Review

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

It is unlikely that the further review will be completed by 1 April 2018 and therefore it may be necessary to hold some vacancies at management levels to ensure that the saving can be brought forward into 2018/19.

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

As part of the Council's budget process in 2017/18 it was agreed that a further review would be undertaken of the Council's management structures to identify further savings of £200k from 2019/20 in addition to the £500k already agreed as part of the Senior Management Review. The Senior Management Review was agreed by Council in November this year and identified savings of around £560k with the remaining £140k to be delivered through an extension of the review of posts at Director and Head of Service level. The proposal is to bring forward the review of the Council's management, reducing posts to ensure a slimmed-down and leadership approach, giving greater autonomy and confidence to individuals at all levels to act within agreed policies and accountabilities.

4) a) What are the expected savings?

Year	£000s
2018/19	200
2019/20	0
2020/21	0

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

5

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 possible that a reduction in management cannot be achieved without an impact upon front-line services and the capacity to be able to respond to service pressures and demands.

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

Synergies between different service areas or types of roles and the sharing of management will be explored as part of the review particularly as a result of the restructuring of directorate responsibilities. These measures should mean that, although posts will be reduced, capacity will be retained where it is needed.

Equality Impact Assessment

	Title of option	Bring Forward Further Savings from the Review of Senior Management
Aims/outcomes of Service/Function	Cross Council	
Option being proposed	<p>As part of the Council's budget process in 2017/18 it was agreed that as further review would be undertaken of the Council's management structures to identify further savings of £200K from 2019/20 in addition to the £500k already agreed as part of the Senior Management Review. The proposal is to bring forward the review of the Council's management, reducing posts (including holding posts vacant at management level) to ensure a slimmed down and leadership approach, giving greater autonomy and confidence to individuals at all levels to act within agreed policies and accountabilities.</p> <p>Saving 2018/19 £200,000</p>	
EIA findings	<p>Service delivery impact There is likely to be a potential impact on service areas/service delivery and the capacity to be able to respond to service pressures and demands , specific impact will depend on: Service area affected Overall impact on the diversity of the workforce of the implementation of the saving Employment impact An estimated five full time equivalent posts are likely to be at risk. Staffing impact will be depend on: Service area affected The number of management posts lost in those areas Profile of the employee affected Outcome of decision making and perception of the fairness of application by the employee and colleagues Overall impact on the diversity of the workforce of the implementation of the saving The specific service and employment impact will not be known until specific posts are identified.</p>	
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>A full service and workforce EIA will be conducted once the option(s) are worked up more fully. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them. The impact on service delivery will be mitigated wherever possible by examining more efficient working practices, increased use of new technology etc. Synergies between different service areas or types or roles and the sharing of management will be explored as part of the review. These measures should mean that although posts will be reduced, capacity will be retained where it is needed.</p> <p>Where posts are identified as being at risk or affected, efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.</p>	

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Review of the Council's Minimum Revenue Provision (MRP) Policy

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

Officers will be required to work within the revised Prudential Framework of Capital Finance for local authorities which is due to be released this year. Discussions will also need to be held with the Council's external auditors to reach agreement that the new arrangements will comply with Local Government accounting regulations.

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

The Council last changed its MRP policy in 2015/16. This involved extending the period over which historic Government-supported capital expenditure was charged into the accounts from 25 years to 50 years. The main reason for this was to link the costs of the investment to the length of the period that Council Tax payers are expected to benefit from that investment. This resulted in a saving which was built in to the Council's budget from 2016/17 onwards.

A number of councils (including some in West Yorkshire) have now also successfully implemented a retrospective change to their MRP practices. What this means is that in addition to the changes already carried out, we can also explore the potential for recalculating the effect of any "overpayments" made by the Council as a result of the previous policy. There are two specific elements to these overpayments, one of which is more certain than the other. If the former is implemented then the saving will be available for a period of approximately 5 years. If the latter is also done then the saving may extend over a longer period of more than 10 years. Due to the previous reduction in MRP payments the scope to make further savings is limited to approximately £2m p.a. as any higher level of saving would result in a negative MRP charge (which is expressly prohibited). At the end of the period over which the overpayments are brought back into the accounts the Council will need to identify alternative savings.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	2,000
2020/21	2,000

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.

This saving is dependent on new Government regulations which are due to be announced sometime over the next year along with gaining the agreement of the Council's external auditors. The saving is time-limited and will therefore drop out in the future. Compensatory savings will have to be identified as part of the budget process at that time.

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

The proposal is only being put forward as a saving from 2019/20 given the risks and dependencies highlighted. If the policy change cannot be made then the Council will have sufficient lead-in time to consider alternative options to make up for the shortfall in its budget.

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Savings in the Passenger Transport levy of 1%

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

To deliver the saving on the Council's contribution to the WYCA for passenger services, concessionary fares and subsidized bus services, the West Yorkshire leaders would need to agree a 3% reduction in their contributions phased over a 3 year period. The saving on the Transport Fund levy will be delivered provided that a 3% reduction in the levy is achieved over the next 3 years.

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

The Council currently contributes around £9.1m per annum to the WY Combined Authority towards the costs of passenger services, subsidized bus services, and concessionary fares. WYCA has been asked by the local authority leaders to examine options for reducing the contributions by around 3% over the next 3 years. This would eventually save around £270k on Calderdale's planned contribution. The Council also makes contributions each year to the Transport Fund for major infrastructure improvements across the region. The Council has included within its Medium Term Financial Strategy growth in the Transport Fund levy of £300k per annum.

4) a) What are the expected savings?

Year	£000s 1%
2018/19	90
2019/20	180
2020/21	270

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

nil

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. Please include here any effect this proposal may have on relevant performance measures.

A reduction of 3% in the Council's contribution to WYCA could require changes to the concessionary fares scheme which operates across bus and train fares, or reductions in the subsidized services or passenger services.

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

The impact will be minimized by requiring WYCA to explore all savings options which would result in efficiency savings without service reductions.

Equality Impact Assessment

	Title of option	Savings in the Passenger Transport Levy of 1%								
Aims/outcomes of Service/Function		Calderdale Council contributes £9.1m per annum to the WY Combined Authority towards the costs of passenger services, subsidised bus services, and concessionary fares.								
Option being proposed		<p>WYCA has been asked by local authority leaders to examine options for reducing the contributions over the next 3 years. The Council also makes contributions each year to the Transport Fund for major infrastructure improvements across the region.</p> <p><u>Saving</u></p> <table border="1" data-bbox="560 573 903 763"> <thead> <tr> <th data-bbox="560 573 751 647">Year</th> <th data-bbox="751 573 903 647">£000s 1%</th> </tr> </thead> <tbody> <tr> <td data-bbox="560 647 751 685">2018/19</td> <td data-bbox="751 647 903 685">90</td> </tr> <tr> <td data-bbox="560 685 751 723">2019/20</td> <td data-bbox="751 685 903 723">180</td> </tr> <tr> <td data-bbox="560 723 751 763">2020/21</td> <td data-bbox="751 723 903 763">270</td> </tr> </tbody> </table>	Year	£000s 1%	2018/19	90	2019/20	180	2020/21	270
Year	£000s 1%									
2018/19	90									
2019/20	180									
2020/21	270									
EIA findings		<p><u>Service delivery impact</u> This may have a potential service impact. A reduction of 3% in the Council's contribution would require changes to the concessionary fares scheme which operates across bus and train fares, or reductions in the subsidised services or passenger services. The specific impact will not be known until the proposal is agreed with WY Combined Authority.</p> <p><u>Employment impact</u> No staffing impact identified</p>								
Justification (where no impact) and action(s) to manage/mitigate Impact		A full service EIA will be conducted once the concession is agreed and action taken to manage/mitigate the impact identified. The impact will be minimised by requiring WYCA to explore all savings options which would result in efficiency savings without service reductions.								

SAVINGS OPTION 2018/19 – 2020/21 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Review Corporate Subscriptions

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

A full review of subscriptions would need to be undertaken in 2018/19 and a number of subscriptions identified which the Council would no longer make from 2019/20. The review would need to be completed in advance of the renewal date for those subscriptions.

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

The Council contributes through subscriptions to a number of other organisations. Some of these subscriptions are a requirement of professional bodies for services which we provide. There are however other corporate subscriptions which the Council makes to organisations such as the Local Government Association which represents councils and LGiU in order to access policy information. The savings proposal would involve a full review of all subscriptions and identification of those which do not represent best value.

4) a) What are the expected savings?

Year	£000s
2018/19	0
2019/20	50
2020/21	50

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

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. Please include here any effect this proposal may have on relevant performance measures.

The impact of this proposal would need to be assessed in due course.

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

Not available at this stage.

Equality Impact Assessment

	Title of option	Review Corporate Subscriptions
Aims/outcomes of Service/Function		The Council contributes through subscriptions to a number of other organisations. Some of these subscriptions are a requirement of professional bodies for services which we provide and others are to organisations such as the Local Government Association (which represents councils) and LGiU in order to access policy information. LGA membership for example offers benefits such as access to support and advice for councillors and officers, access to up-to-the-minute news and briefings and provision of a nationwide voice for Local Government.
Option being proposed		The savings proposal would involve a full review of all subscriptions and identification of those which do not represent best value. <u>Saving</u> 2019/20 £ 50,000 2020/21 £ 50,000
EIA findings		<u>Service delivery impact</u> No service impact identified at this time. <u>Employment impact</u> The proposal may result in reduction in access to professional support and resources and may deter people from considering Calderdale Council as an Employer of choice, however, no one particular equality group will be adversely affected.
Justification (where no impact) and action(s) to manage/mitigate Impact		Continued sharing of good practice and dialogue with other local authorities and relevant elected mechanisms.