

## **Cabinet Budget Proposals for Consultation 2018/19 to 2020/21**

Our budget proposals have been brought forward in response to the continuing reduction in Whitehall funding for councils like Calderdale and in the context of the recent deeply inadequate and disappointing local government funding settlement which fails to address the escalating issues around social care for both children and adults, and created huge uncertainty about the financial future of local authority services beyond 2020.

### Broad Principles

Our main aims therefore have been to protect and invest in the Council's agreed and established priorities, whilst:-

- Making prudent plans for the future with a robust three year budget that's sustainable beyond 2020;
- Protecting vulnerable people by reducing budget pressures and planned savings in Children's Services and Adult Health and Social care;
- Maximising the resources available to the Council by taking advantage of the limited flexibility provided by Council Tax and the Social Care Precept; and
- Providing some one-off investments that will help our services and communities to be better prepared for the future.

### Our Priorities

In drawing up our budget, we've reflected carefully on what local people have told us in previous consultations and also in what we hear every day through all your contacts with council officers and councillors.

We share your view about the importance of 'front line' services – those that look after parks, mend the roads, keep the streets clean, deal with waste and recycling. We've therefore tried to make sure that these are protected as far as possible from the extent of cuts although of course we are continuing to look at how these can be delivered more efficiently.

At the same time we have to do more targeted and costly work with a small part of our population who are in great need. This means that even less resource is available to respond to the services which everyone expects from the Council. The consultation budget makes provision for spending the money that the Government has allowed us to raise through the Social Care Precept and provided through the Better Care Fund. The shift in resources towards children's and adult social care will therefore continue and already two thirds of the council tax is spent on these services. Despite the Council's investment in early intervention and prevention to reduce the demand for these services, the cost will continue to grow.

And then for the longer term, we believe we need to prioritise our work around three areas:-

- Growing the economy, encouraging new businesses and better jobs;
- Reducing inequalities – giving everyone in Calderdale the same chance of a healthy and fulfilling life as the best in England;

- Creating a sustainable future – looking after the environment, helping our communities to become more resilient against flooding and other threats.

In drawing up our proposals, we have considered each possible saving and spending area against these priorities.

Our budget proposals include several major investments identified in the Medium Term Financial Strategy, in particular:-

- The ongoing commitment to increase spending on adult social care, supporting frail older people and those with long-term needs for support;
- Investing the necessary resources to address the Government's massive under-funding of children's social care and support for care leavers; and
- Providing more resources to support the Council's capital programme.

The demand for services to protect the most vulnerable continues to grow with more frail and vulnerable people depending on social care to enable them to live fulfilling and independent lives. The close links between health and social care means that the crisis in the NHS is in turn impacting demand for our services.

Similarly, whilst the Council has continued to invest in early intervention and prevention the cost of external placements for children looked after by the Council is increasing. We will continue to protect and fund our children's centres, early intervention and family support services – this has helped us reduce the number of children looked after by the Council by around 100 over the past five years.

#### Poverty and the effects of austerity on local people

The rise in the number of people begging and homeless in our borough is now highly visible. Stagnant wages, the bedroom tax, the introduction of Universal Credit and the freeze in many other social payments leave many people struggling to make their own budget stack up every month. Our aspiration is to be the Best Borough of the North but on that journey we won't leave anyone behind. That's why we're proposing new measures to help protect people from the impacts of poverty, with specific proposals to support for some of our poorest citizens.

Our growth proposals include continuing to fund the emergency living scheme, which enables us to offer help to those most affected by benefit changes, and a fund for initiatives to assist with homelessness and destitution. These demands are another example of the deliberate way central Government has passed both the costs and responsibility for national policy onto local communities without any share of national taxation to help support them. We have also once again rejected proposals to increase the amount of Council Tax paid by the poorest – and hope that a majority of councillors will continue to support this policy.

#### Securing funding for local services

Instead of looking to support local services, the Government has simply shifted more of the burden to local authorities and Council Tax Payers, putting in place a Social Care Precept of up to a further 3% and raising the limit on council tax increases from 2% to 3%.

To respond to these demands and reduce the impact of the Government cuts, we therefore have little choice but to adopt these measures to raise an extra five million pounds next year. This will be used to fund the growing demand and cost of services to people who need help

the most whilst offsetting the impact of reducing Central Government support on the universal services which keep our communities going.

Under the current administration, Calderdale has been extremely successful in securing external funding to invest in capital and infrastructure projects. These important projects will also help to build the business rate base which will fund local services in the future. And despite reductions in funding, the Council will continue to work within the region to lever in investment and opportunities for the place which it wouldn't have access to on its own. The Leeds City Region has been successful in its application to be a pilot for its business rate retention scheme. The anticipated benefits from this have been built into the budget proposals for 2018/19, demonstrating once again that our credibility at regional level has direct economic and financial benefits for Calderdale.

### Good Management through Planning Ahead

During eight years of austerity, Calderdale Council has managed its finances well, always producing balanced budgets and being praised by our external auditors for the quality of our financial management. We will continue to take the same approach – protecting services for the most vulnerable whilst managing the budget well to balance the books.

We've done this by producing robust and realistic budgets not just for the next twelve months, but for the three years ahead – and the proposals we are setting out here take the same approach. By setting a balanced budget over the three years, making sure we are not using balances to pay for on-going spending, we can make sure we are not building in a deficit in the future – although of course if the Government continues to cut their funding to local services, then that could mean we have to look for even bigger cuts in the future. The third year, 2020/21, is particularly uncertain this year as the Government intends to make major changes to the way in which local government is funded but we have set out indicative plans which will be refined as the financial position becomes clearer.

We have also taken an “invest to save” approach – continuing to support prevention and early intervention, for example, to help minimise demand for intensive services later. So despite the pressures, we are working with our health partners to guarantee funding for the Staying Well Programme which helps tackle loneliness and keeps older people active and independent, because we believe this is not only better for individuals but also reduces the demand on health and care. Our determination to protect children's' centres and support early work with families and children means that we have been able to reduce the number of Children Looked After to the lowest level for six years, at a time when nationally the numbers have been increasing rapidly.

### Hard Choices on Savings and Cuts

There are a number of detailed proposals for savings in this budget. None of them will be easy to achieve; many of them will have implications for the staff who are employed by us or our partners to work on public services for the Council; some of them will be difficult to accept for the communities or individuals most affected by them. In most cases they are being put forward not because we want to be make these cuts but because Government policy and the funding available leaves us with little choice, and, if we are to protect the services local people have told us they value most, then inevitably other parts of what we do will be affected.

The changes we are putting forward will mean cuts and changes to services including:-

- Reducing the number of managers and other staff by merging teams and moving more services on-line and in particular taking opportunities to reduce management costs following a review of the internal structure and most senior management post;
- Working more effectively with our partners in the health sector to maximise the resources we jointly use;
- Funding different priorities from the public health budget;
- Increasing the charges for some services that the Council provides such as bereavement services;
- Reducing some of the money we pay to West Yorkshire Combined Authority; and
- Spending on IT, staff training and other internal support services.

The consultation budget also provides for some investment in key areas:-

- Additional funding to meet the cost of the winter maintenance and gritting service;
- Targeted funding to help tackle homelessness and destitution;
- Deferring some of the planned waste savings to minimise the impact on service provision;
- An additional fire safety post to enhance the service in response to the actions required following the Grenfell Tower tragedy; and
- Funding to continue the emergency living scheme to support those people suffering most from changes to benefit schemes

### New management structure

From 1<sup>st</sup> January 2018, significant changes have been made to the Council's management structure. These are already contributing major savings towards the cuts we have to find but also will help drive the Council's ambition to provide more resident focussed services which maximise technology, reduce demand and support those with complex and multiple needs. The budget papers have at this stage been prepared on the basis of the management structures prior to the Senior Management Review. The budget, once approved, will be reallocated to reflect the new management structures from 1<sup>st</sup> April 2018.

## Let us know what you think

The attached information describes each area of service, their budgets and the proposed changes in funding (growth/investment and savings). There are more detailed explanations of each saving on the budget consultation pages of the Council's website.

The Cabinet meeting on Monday 15th January 2018 begins four weeks of consultation on the proposals. If you would like a full paper copy, or a copy in an alternative format, please contact [budget@calderdale.gov.uk](mailto:budget@calderdale.gov.uk). Copies will also be made available at your local library and Customer First reception desk. Please let us know what you think by:-

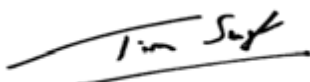
- Completing the form at the back of this document and emailing it to [budget@calderdale.gov.uk](mailto:budget@calderdale.gov.uk). Or sending it by post (no stamp required) to RTJK-SCKU-XGCL, FREEPOST - BUDGET CONSULTATION, TOWN HALL, HALIFAX, HX1 1UJ

Public meetings are currently being organised and these will be publicised when the final arrangements have been made. We are also planning to consult with partner organisations in the voluntary/community sector, bodies representing vulnerable groups and the business community. Specific services will additionally be examined at Scrutiny Panel meetings during the consultation period.

We would urge as many stakeholders as possible to comment on the proposals and priorities set out. If you can see better ways of balancing the books, then of course we want to hear your views and ideas.

Final decisions will be taken at the Annual Budget Council meeting on Monday 26th February 2018.

Councillor Tim Swift

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

Leader

## Budget Summary and Council Tax Requirement 2018/19

Revenue Budget Requirement	Updated MTFS Position			Growth £000s	Savings £000s	Consultation Budget 2018/19 £000s
	Gross Expenditure 2018/19 £000s	Gross Income 2018/19 £000s	Net Expenditure 2018/19 £000s			
	<b>Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public</b>					
Chief Executive's Office	20,742	-14,326	6,416	0	-150	6,266
Adult Health & Social Care	77,989	-30,868	47,121	0	-650	46,471
Children and Young People	47,709	-15,841	31,868	0	-100	31,768
Communities and Service Support	30,050	-12,072	17,978	130	-574	17,534
Economy & Environment	34,209	-10,382	23,827	470	-500	23,797
<b>Services budgets Monitored by:</b>						
Corporate Assets and Facilities Management	6,189	0	6,189	0	0	6,189
Transport Services	1,163	0	1,163	0	0	1,163
<b>Total of Directorate Budgets</b>	<b>218,051</b>	<b>-83,489</b>	<b>134,562</b>	<b>600</b>	<b>-1,974</b>	<b>133,188</b>
Contribution to LCR Pool (Share of Growth from BRR Pilot)	1,475	0	1,475	0	0	1,475
Centrally Controlled and Other Corporate Budgets	21,806	0	21,806	0	-690	21,116
Tariff Payment	2,912	0	2,912	0	0	2,912
<b>Total Revenue Budget Requirement</b>	<b>244,244</b>	<b>-83,489</b>	<b>160,755</b>	<b>600</b>	<b>-2,664</b>	<b>158,691</b>
<b>Contributions to/from Earmarked Reserves</b>						
Contribution From Budget Support Reserve	0	-800	-800	0	0	-800
Other Service Controlled earmarked reserves	0	-943	-943	0	0	-943
<b>Total Funding Requirement</b>	<b>244,244</b>	<b>-85,232</b>	<b>159,012</b>			<b>156,948</b>
<b>General Funding</b>						
Revenue Support Grant			0			0
New Homes Bonus			-1,518			-1,518
Small Business Rate Relief, Business Rate Cap			-8,170			-8,170
Housing & Council Tax Reduction Admin subsidy			-922			-922
Improved Bettercare Funding			-3,265			-3,265
<b>Local Taxation</b>						
Retained Rates			-53,721			-53,721
Adult Social Care Precept			-6,269			-6,343
Council Tax			-80,849			-81,651
<b>Total General Grant Funding and Local Taxation</b>			<b>-154,714</b>			<b>-155,590</b>
<b>Required Contribution from (-) / (+) to Balances</b>						
Additional Proposed use of Balances			-1,732			-1,358
Budget Deficit			<b>-2,566</b>			

### Calderdale MBC Council Tax for 2018/19 using the agreed Council Tax Base of 60,864.25

	2017/18		2018/19	
	Council Tax Band D £ p	% Change to Basic Relevant Amount %	Council Tax Band D	
			£ p	Council Tax Income £'000
<b>Calderdale Council Relevant Amount Previous Year (calculation of % increase)</b>		<b>1,364.04</b>		
Calderdale Council Tax	1,300.75	2.99%	1,341.53	81,651
Adult Social Care Precept	63.29	3.00%	104.21	6,343
<b>Total Estimated Calderdale Council Tax - Basic Relevant Amount</b>	<b>1,364.04</b>	<b>5.99%</b>	<b>1,445.74</b>	<b>87,994</b>

## Budget Summary and Council Tax Requirement 2019/20

Revenue Budget Requirement	Updated MTFS Position			Growth £000s	Savings £000s	Indicative Budget 2019/20 £000s
	Gross Expenditure 2019/20 £000s	Gross Income 2019/20 £000s	Net Expenditure 2019/20 £000s			
<b>Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public</b>						
Chief Executive's Office	20,883	-14,336	6,547	0	-150	6,397
Adult Health & Social Care	79,953	-29,652	50,301	0	-1,150	49,151
Children and Young People	46,918	-15,787	31,131	0	-100	31,031
Communities and Service Support	29,782	-12,179	17,603	130	-1,281	16,452
Economy & Environment	34,227	-10,808	23,418	300	-1,032	22,686
<b>Services budgets Monitored by:</b>						
Corporate Assets and Facilities Management	6,189	0	6,189	0	0	6,189
Transport Services	1,162	0	1,162	0	0	1,162
<b>Total of Directorate Budgets</b>	<b>219,114</b>	<b>-82,762</b>	<b>136,351</b>	<b>430</b>	<b>-3,713</b>	<b>133,068</b>
Centrally Controlled and Other Corporate Budgets	22,145		22,145	0	-2,580	19,565
<b>Total Revenue Budget Requirement</b>	<b>241,259</b>	<b>-82,762</b>	<b>158,496</b>	<b>430</b>	<b>-6,293</b>	<b>152,633</b>
<b>Contributions to/from Earmarked Reserves</b>						
Other Service Controlled earmarked reserves	-330		-330	0	0	-330
<b>Total Funding Requirement</b>	<b>240,929</b>	<b>-82,762</b>	<b>158,166</b>			<b>152,303</b>
<b>General Funding</b>						
Revenue Support Grant			-7,185			-7,185
New Homes Bonus			-1,556			-1,556
Top-up			-13,341			-13,341
Small Business Rate Relief, Business Rate Cap			-4,129			-4,129
Housing & Council Tax Reduction Admin subsidy			-922			-922
Improved Bettercare Funding			-5,968			-5,968
<b>Local Taxation</b>						
Retained Rates			-27,500			-27,500
Adult Social Care Precept			-6,294			-6,393
Council Tax			-83,254			-84,946
<b>Total General Grant Funding and Local Taxation</b>			<b>-150,149</b>			<b>-151,940</b>
<b>Required Contribution from (-) / (+) to Balances</b>						
Additional Proposed use of Balances						-363
Budget Deficit			<b>-8,017</b>			

### Calderdale MBC Council Tax for 2019/20 using the estimated Council Tax Base of 61,344

	2018/19		2019/20	
	Council Tax Band D		% Change to Basic Relevant Amount	
	£	p	£	p
<b>Calderdale Council Relevant Amount Previous Year (calculation of % increase)</b>			<b>1,445.74</b>	
Calderdale Council Tax	1,341.53		1,384.75	84,946
Adult Social Care Precept	104.21		104.21	6,393
<b>Total Estimated Calderdale Council Tax - Basic Relevant Amount</b>	<b>1,445.74</b>	<b>2.99%</b>	<b>1,488.96</b>	<b>91,339</b>

## Budget Summary and Council Tax Requirement 2020/21

Revenue Budget Requirement	Updated MTFS Position			Growth £000s	Savings £000s	Indicative Budget 2020/21 £000s
	Gross Expenditure 2020/21 £000s	Gross Income 2020/21 £000s	Net Expenditure 2020/21 £000s			
<b>Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public</b>						
Chief Executive's Office	20,587	-14,347	6,240	0	-150	6,090
Adult Health & Social Care	82,180	-28,482	53,698	0	-1,650	52,048
Children and Young People	46,547	-15,687	30,860	0	-100	30,760
Communities and Service Support	30,004	-12,353	17,651	130	-1,456	16,325
Economy & Environment	34,736	-10,906	23,830	300	-1,032	23,098
<b>Services budgets Monitored by:</b>						
Corporate Assets and Facilities Management	6,189	0	6,189	0	0	6,189
Transport Services	1,162	0	1,162	0	0	1,162
<b>Total of Directorate Budgets</b>	<b>221,405</b>	<b>-81,775</b>	<b>139,630</b>	<b>430</b>	<b>-4,388</b>	<b>135,672</b>
Centrally Controlled and Other Corporate Budgets	22,266		22,266	0	-2,670	19,596
<b>Total Revenue Budget Requirement</b>	<b>243,671</b>	<b>-81,775</b>	<b>161,896</b>	<b>430</b>	<b>-7,058</b>	<b>155,268</b>
<b>Contributions to/from Earmarked Reserves</b>						
Other Service Controlled earmarked reserves	-130		-130	0	0	-130
<b>Total Funding Requirement</b>	<b>243,541</b>	<b>-81,775</b>	<b>161,766</b>			<b>155,138</b>
<b>General Funding</b>						
Revenue Support Grant			-7,185			-7,185
New Homes Bonus			-1,556			-1,556
Top-up			-13,623			-13,623
Small Business Rate Relief, Business Rate Cap			-4,129			-4,129
Housing & Council Tax Reduction Admin subsidy			-922			-922
Improved Bettercare Funding			-5,968			-5,968
<b>Local Taxation</b>						
Retained Rates			-28,400			-28,400
Adult Social Care Precept			-6,394			-6,437
Council Tax			-85,554			-87,372
<b>Total General Grant Funding and Local Taxation</b>			<b>-153,731</b>			<b>-155,592</b>
<b>Required Contribution from (-) / (+) to Balances</b>						
Additional Proposed contribution to Balances						454
Budget Deficit			-8,035			

### Calderdale MBC Council Tax for 2020/21 using the estimated Council Tax Base of 61,774

	2019/20		2020/21	
	Council Tax Band D £ p	% Change to Basic Relevant Amount %	Council Tax Band D £ p	Council Tax Income £'000
<b>Calderdale Council Relevant Amount Previous Year (calculation of % increase)</b>		<b>1,488.96</b>		
Calderdale Council Tax	1,384.75	1.99%	1,414.38	87,372
Adult Social Care Precept	104.21	0.00%	104.21	6,437
<b>Total Estimated Calderdale Council Tax - Basic Relevant Amount</b>	<b>1,488.96</b>	<b>1.99%</b>	<b>1,518.59</b>	<b>93,809</b>



## Growth and Savings Proposals for Consideration during this Consultation

### Growth Proposals

New Growth Proposals	2018/19 £000s	2019/20 £000s	2020/21 £000s
<b>Communities and Service Support</b>			
Continuation of the Emergency Living Support Scheme	95	95	95
Fire safety building control officer	35	35	35
	<b>130</b>	<b>130</b>	<b>130</b>
<b>Economy and Environment</b>			
Winter Maintenance - Additional Resources	200	200	200
Tackling Homelessness and Destitution	100	100	100
Changes to Waste Management Savings	170	0	0
	<b>470</b>	<b>300</b>	<b>300</b>
<b>Total Growth Proposals</b>	<b>600</b>	<b>430</b>	<b>430</b>

## Saving Proposals

New Saving Proposals	2018/19 £000s	2019/20 £000s	2020/21 £000s
<b>Chief Executives Office</b>			
Review Printing, Postage and Stationery as part of the Admin review	-50	-50	-50
Welfare reform support linked to Public Health policy implementation	-100	-100	-100
	<b>-150</b>	<b>-150</b>	<b>-150</b>
<b>Adult Services</b>			
Further Integration of Health and Social Care Commissioning	-150	-150	-150
Demand Management on Demographic Growth and Contract Efficiencies on Commissioning	-500	-1,000	-1,500
	<b>-650</b>	<b>-1,150</b>	<b>-1,650</b>
<b>Childrens Services</b>			
Efficiencies from the Review of All Age Disability Service	-100	-100	-100
	<b>-100</b>	<b>-100</b>	<b>-100</b>
<b>Communities and Service Support</b>			
Bring Forward the Strategic Review of ICT Infrastructure Saving	-75	0	0
Review Communications Budgets	-50	-50	-50
Cost Savings and/or Funding the Staying Well Scheme from within Public Health	-178	-178	-178
More accessible cash payments: Promoting the use of Payzones and Post Offices for payments to the Council	-21	-42	-42
Bereavement Services - increase charges by 10% per annum	-125	-250	-375
Enforcement Fundamental Review	-50	-200	-200
Move all Simple Transactional Enquiries on-line	0	-50	-50
Review and Renegotiate Shared Software Contract with LCR/Leeds Council	0	-15	-15
Reduction in IT User Support	0	-100	-100
Transformation of Human Resources and Organisational Development	-75	-175	-175
Review of alternative service delivery and digital channels for visitor centres	0	-50	-50
Transfer Public Halls to Community Management	0	-100	-100
Commercialisation & Income Generation Opportunities in Safer, Cleaner, Greener	0	-50	-100
Equality and Diversity Review	0	-21	-21
	<b>-574</b>	<b>-1,281</b>	<b>-1,456</b>
<b>Economy and Environment</b>			
Reinstate savings on Transport	-150	-150	-150
Further Recovery of Costs through the CIL above the £50k already assumed	0	-100	-100
Further Charging of Revenue Funded Costs to Capital	-300	-300	-300
Investment Return from Acquisition of Commercial Property Investment	0	-300	-300
Planning - Core Review and Efficiencies	-50	-150	-150
Additional Waste Efficiencies	0	-32	-32
	<b>-500</b>	<b>-1,032</b>	<b>-1,032</b>
<b>Cross Council</b>			
Bring forward Additional Investment Income Early	-50	0	0
Reinstate savings from CAFM	-350	-350	-350
Bring Forward Further Savings from the Review of Senior Management	-200	0	0
Review of the Council's Minimum Revenue Provision (MRP) Policy	0	-2,000	-2,000
Savings in the Passenger Transport Levy	-90	-180	-270
Review Corporate Subscriptions	0	-50	-50
	<b>-690</b>	<b>-2,580</b>	<b>-2,670</b>
<b>Total Saving Proposals</b>	<b>-2,664</b>	<b>-6,293</b>	<b>-7,058</b>

## Head of Finance's Statement

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

- the robustness of the estimates made for the purpose of the calculations, and

the adequacy of proposed financial reserves.

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

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

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'m	£'m	£'m	£'m	£'m	£'m
Budget Council 2010	13.9	13.9	13.9	13.9	13.9	13.9
Budget Council 2011	29.0	29.0	29.0	29.0	29.0	29.0
Budget Council 2012	13.7	13.7	13.7	13.7	13.7	13.7
Budget Council 2013	9.5	15.4	15.4	15.4	15.4	15.4
Budget Council 2014	2.1	6.0	14.2	14.2	14.2	14.2
Budget Council 2015		0.0	0.1	0.1	0.1	0.1
Budget Council 2016			0.5	7.3	8.8	8.8
Budget Council 2017				1.7	6.8	9.6
	<b>68.2</b>	<b>78</b>	<b>86.8</b>	<b>95.3</b>	<b>101.9</b>	<b>104.7</b>

The budget provides clear proposals to deliver the level of savings required to meet the Medium Term Financial Strategy and is in line with the Council's Efficiency Plan which has been approved by DCLG. The details behind each savings proposal are set out in the supporting papers. This concentrates on the additional savings which are required over the next three years over and above existing plans. Delivery of the existing savings plans also presents its risks and a reminder of the level of savings already agreed by each directorate is provided within this document.

In addition, a detailed review of underlying budgets was undertaken in updating the standstill budget position. This included a complete review of identifiable pay and prices changes. All centrally controlled budgets have been updated and a detailed assessment made of debt and borrowing costs over the plan period. The standstill position provides, within centrally controlled budgets, an assumed provision for demographic growth and social care demand and cost pressures.

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

There is an opportunity to use any excess balances over and above the minimum level in support of short-term non-recurring budget initiatives. The budget proposals include the use of balances over the period 2018/19 to 2020/21 to support the revenue budget. The proposals also provide some one-off investment in priority areas.

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

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

The adequacy of all major reserves and balances has been examined to ensure that they are sufficient to support the key financial assumptions held within the Medium Term Financial Strategy which also underpins the Cabinet Revenue Budget Proposals for Consultation for the three year period 2018/19 to 2020/21. The latest review as part of the budget monitoring process has identified reserves of around £4m which could be used in the current year to address specific budget pressures in 2017/18.

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

Each agreed saving identifies the risk associated with each proposal. These have been considered by the Head of Finance who is confident that Directors are aware of the risks involved and their potential impact.

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

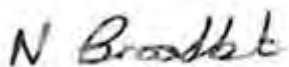
- Revenue Support Grant will reduce over the period 2018/19 to 2019/20 in line with the figures included within the provisional Local Government Finance Settlement and in line with our approved Efficiency Plan. Beyond 2019/20 there is a much greater level of risk and uncertainty as the Government intends to implement a new local government finance system including 75% business rate retention. For the purposes of the MTFs it has been assumed that in 2020/21 the Council will maintain the same level of Government support as in 2019/20. In practice it is likely that if public sector austerity continues, Government funding will continue to reduce and further savings will be required.
- The Government has announced that the Leeds City Region has been successful in its application to become a 100% business rate retention pilot in 2018/19. An estimated

benefit of £1.1m from the additional business rates generated by the region has been assumed in the standstill budget based on latest business rate projections. This is dependent however on, not just this Council's ability to raise additional business rates, but also the other local authorities in the pool.

- Council Tax increases of 3% per annum in 2018/19 and 2019/20 and 2% thereafter in line with the announced referendum limit.
- An additional social care precept of 3% in 2018/19 to part fund the additional cost of protecting adult social care services. To ensure that councils are using income from the precept for adult social care, councils will be required to publish a description of their plans, including changing levels of spend on adult social care and other services. This must be signed off by the Chief Finance Officer (Section 151 Officer). As the maximum allowable social care precept is 6% over the period 2017/18 to 2019/20 then no social care precept has been assumed for 2019/20.
- All agreed savings targets and budget pressures will be contained within the planned budgets after taking into account the additional resources provided for in the MTFs, particularly in relation to the cost of Children's Social Care.
- One of the savings included in the Cabinet budget proposals for 2019/20 would result from a change in the Council's policy on Minimum Revenue Provision (MRP). This would need to be determined within the new regulations which are due to be announced this year on the calculation of MRP and to be agreed with the Council's external auditors. For this reason my advice is that this should not be assumed within the budget earlier than 2019/20.

The Council has an embedded savings monitoring process already in place to help ensure that savings targets are achieved.

Finally, due to the three year planning process in place, there is sufficient lead-in time for contingency plans to be formulated in future budget rounds should problems become apparent.



Nigel Broadbent  
Head of Finance

## **Chief Executives Office – Summary of Services Provided**

This Service provides the whole Council with specialist support in three specific areas:-

### **FINANCE**

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

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

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

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

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

### **DEMOCRATIC AND PARTNERSHIP SERVICES**

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

To provide a secretarial and administrative service for Councillors and Committees

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

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

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

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

### **PUBLIC HEALTH**

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

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

In addition local authorities other responsibilities include:

- Tobacco control and smoking cessation services
- Alcohol and drug misuse services
- Public Health services for children and young people aged 0-19
- Interventions to tackle obesity
- Increasing levels of physical activity etc

## Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2018/19 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2018/19 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2017/18 Total £000	2018/19 Total £000	2019/20 Total £000
<b>Chief Executive's Office</b>			
Finance Restructure	0	-150	-150
<b>Savings Total</b>	<b>0</b>	<b>-150</b>	<b>-150</b>

## Chief Executives Office – Budget after Proposed Growth and Savings

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Gross External Service Controlled Expenditure</b>			
Chief Executive Management	213	220	223
Council Wide	106	106	106
Democratic & Partnership Services	2,745	2,803	2,826
Finance	2,631	2,700	2,574
Members Services	926	931	933
Public Health	13,971	13,973	13,775
	<b>20,592</b>	<b>20,733</b>	<b>20,437</b>
<b>Gross External Service Controlled Expenditure</b>			
Employee Related	6,833	6,974	6,877
Premise Related	46	46	46
Transport Related	24	24	24
Supplies and Services	2,662	2,662	2,462
Agency (External Contracts)	11,027	11,027	11,028
	<b>20,592</b>	<b>20,733</b>	<b>20,437</b>
<b>Gross External Service Controlled Income</b>			
Grants and Contributions	-14,006	-14,006	-14,006
Customer Client Receipts	-320	-330	-341
	<b>-14,326</b>	<b>-14,336</b>	<b>-14,347</b>
<b>Total Service Controlled Budget</b>	<b>6,266</b>	<b>6,397</b>	<b>6,090</b>
<b>Use of Earmarked Reserves</b>			
Contributions from Reserves	-330	-330	-130
	<b>-330</b>	<b>-330</b>	<b>-130</b>
<b>Total Service Controlled Budget after use Earmarked Reserves</b>	<b>5,936</b>	<b>6,067</b>	<b>5,960</b>
<b>Expenditure Controlled by Other Services</b>			
CAFM - Building Costs	10	10	10
<b>Expenditure Controlled by Other Services</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Total Centrally Controlled Budget</b>	<b>-1,669</b>	<b>-1,792</b>	<b>-1,831</b>
<b>Net Cost to the Public</b>	<b>4,277</b>	<b>4,285</b>	<b>4,139</b>



## Chief Executives Office Growth and Savings Proposals

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Review Printing, Postage and Stationery as part of the Admin review	-50	-50	-50
Welfare reform support linked to Public Health policy implementation	-100	-100	-100
<b>Savings Total</b>	<b>-150</b>	<b>-150</b>	<b>-150</b>

# Adults and Children Services – Summary of Services Provided

## **ADULT SERVICES**

### **(Learning Disability, Mental Health, Older People, Safeguarding Adults and Disability Services)**

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

Key elements within the service include:

- Gateway to Care – This element of the service provides a first contact for the people of Calderdale in the provision of information and advice. The team also deals with referrals, self-assessments and where necessary will make arrangements for a social care worker to visit.
- Assessment and Care Management - The assessment, care management and review teams respond to initial referrals and enquiries, undertake assessment of need and arrange for service provision. There are three Locality Teams and a team which is based in Calderdale Royal Hospital.
- Management of Safeguarding allegations in relation to vulnerable adults, mental capacity act assessments and deprivation of liberty safeguards.
- Home Support Services - There is a variety of home care and home sitting services which are provided or commissioned for adults, some of which are available 24 hours a day. Direct Payments and Individual Service Funds (ISFs) are available for these services.
- Day Services - Day services for adults are provided both by the local authority and independent sector providers both directly and by way of Direct Payments and ISFs.
- 24 hour support - Both the Local Authority and Independent Sector providers provide a variety of residential, nursing and supported living support.
- Support staff – help to ensure that the services provided are good value for money, are of a good quality and are accessible to everyone.

Key Outputs: Calderdale Council supports 529 older people in permanent residential & nursing care. 222 receive day care services from the Council. The Council helps around 379 individuals to live independent and healthy lives by supporting them with home care services so that they can continue to live in their own homes. To do this, we provide 3,710 hours of service per week.

The Council also supports 1,974 adult social care service users who receive a personal budget which enables them to have control over the social care they receive. 616 people receive a cash or part cash payment so that they can purchase care directly which is appropriate to their requirements. 713 people receive an Individual Service Fund.

## **CHILDRENS SERVICES**

### **SAFEGUARDING AND FAMILY SUPPORT**

Safeguarding and Family Support is responsible for assessing and meeting the needs of children in need, looked after children and care leavers and children subject to a Child Protection Plan. It also provides a range of family support services. Social care for children and families provides help to families to enable them to meet the needs of their children. The service can provide support to families and more specialist help when it is needed to enable children to be brought up and cared for within their own families. The following services are available: -protecting children relies upon working in partnership with children, parents and other organisations, providing care for children who, for whatever

reason, cannot be cared for by their own families, offering help and advice and support to families including Educational Psychology.

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

## **LEARNING**

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

- Strategic planning management an oversight of the allocation, monitoring and management of the dedicated schools grant.
- Co-ordination of the schools forum
- Support to children and young people who need extra help in school
- Early years care and learning including Children's Centres, play services and support for early years settings.

## **COMMISSIONING AND PARTNERSHIPS**

This service area provides a range of support services under Directorate Support and Commissioning and Partnerships. The area of Directorate Support provides a range of front-line and support services to customers including parents, children, young people and schools.

- Strategic planning for schools capital
- Asset management support for schools including health and safety
- Planning and commissioning school places
- Responsibility for admissions and the management of admissions appeals
- Strategic planning and management of home-school transport service
- assessing the needs of disabled children and young people
- all services to disabled children and their families
- Short breaks for disabled children
- Support for individual schools on strategic budget management
- Liaison with corporate finance

Commissioning and Partnership Services are responsible for co-ordinating and administering the Children and Young People's Partnership Executive and the Children and Young People's Commissioning Group including responsibility for the partnership children and young people's plan and commissioning plan. This area has responsibility for the Calderdale Safeguarding Children Board and the Independent Reviewing Officers providing reviews for looked after children and the child protection conferencing service.

## Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2018/19 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2018/19 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2017/18 Total £000	2018/19 Total £000	2019/20 Total £000
<b>Adults Services</b>			
Review Locality Offer and Embed the Community Social Work Ethos into Practice	0	-150	-200
Review of Direct Payments Procedures and Processes	0	-150	-200
Improved Efficiency and Effectiveness of the Existing Reviewing Process	0	-100	-200
Improvements in the Procurement of Telecare and Community Equipment	0	-125	-150
Addition of Learning Disability & Mental Health services to the Mutual Approach	-250	-500	-500
Changes to Supported Living Accommodation including use of new technology	-150	-250	-250
Collaborative arrangements around shared lives	-50	-70	-70
<b>Adults, Health and Social Care share of Joint Savings Adults and Children's Services</b>			
Efficiencies from the Incorporation of Additional Services into a Combined Single Point of Access Provision	0	0	-100
Creation of an All Age Disability Service	0	-200	-400
<b>Children Services</b>			
Review of Staffing Vacancies in the Virtual School	0	-50	-50
Vacancy Management in the Vulnerable Childrens Team	0	-50	-50
Deliver a Statutory Service in the Parent Partnership	0	-30	-30
Provision of Statutory Duties in the Educational Psychology Service	0	-200	-200
Maintaining the Agreed Caseload per Social Worker and Vacancy Management within the Disabled Childrens Team	0	-61	-61
Staffing Review in Early Years	0	-60	-60
Make the Schools Health & Safety Team Self-financing	-31	-54	-54
Re-structure of Calderdale Therapeutic Service	0	-40	-60
Efficiencies from the Re-procurement of the Childrens Centres Contracts	0	-100	-280
Review of the Information Advice and Guidance Contract	0	-100	-100
<b>Savings Total</b>	<b>-481</b>	<b>-2,290</b>	<b>-3,015</b>

## Adults Services – Budget after Proposed Growth and Savings

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Gross External Service Controlled Expenditure</b>			
Adults Services In-House Provision	10,627	10,852	10,952
Care Management & Micro Commissioning Service	52,925	54,299	56,109
Directors Office	422	434	438
Integrated Commissioning	11,533	11,344	11,141
Safeguarding	1,832	1,874	1,890
	<b>77,339</b>	<b>78,803</b>	<b>80,530</b>
<b>Gross External Service Controlled Expenditure</b>			
Employee Related	17,195	17,660	17,830
Premise Related	353	353	395
Transport Related	255	255	255
Supplies and Services	1,571	1,546	1,546
Agency (External Contracts)	39,454	40,499	42,014
Transfer Payments	18,511	18,490	18,490
	<b>77,339</b>	<b>78,803</b>	<b>80,530</b>
<b>Gross External Service Controlled Income</b>			
Grants and Contributions	-18,165	-16,821	-15,521
Customer Client Receipts	-12,703	-12,831	-12,961
	<b>-30,868</b>	<b>-29,652</b>	<b>-28,482</b>
<b>Total Service Controlled Budget</b>	<b>46,471</b>	<b>49,151</b>	<b>52,048</b>
<b>Use of Earmarked Reserves</b>			
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Service Controlled Budget after use Earmarked Reserves</b>	<b>46,471</b>	<b>49,151</b>	<b>52,048</b>
<b>Expenditure Controlled by Other Services</b>			
CAFM - Building Costs	433	433	433
Transport Services - External Transport Costs	23	23	23
<b>Expenditure Controlled by Other Services</b>	<b>456</b>	<b>456</b>	<b>456</b>
<b>Total Centrally Controlled Budget</b>	<b>6,633</b>	<b>6,857</b>	<b>6,908</b>
<b>Net Cost to the Public</b>	<b>53,560</b>	<b>56,464</b>	<b>59,412</b>

## Adults Services Growth and Savings Proposals

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Further Integration of Health and Social Care Commissioning	-150	-150	-150
Demand Management on Demographic Growth and Contract Efficiencies on Commissioning	-500	-1,000	-1,500
<b>Savings Total</b>	<b>-650</b>	<b>-1,150</b>	<b>-1,650</b>

## Children's Services – Budget after Proposed Growth and Savings

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Gross External Service Controlled Expenditure</b>			
Commissioning & Partnerships	21,313	20,249	19,776
Learning Services	2,073	2,001	2,016
Safeguarding & Family Support	24,223	24,568	24,655
	<b>47,609</b>	<b>46,818</b>	<b>46,447</b>
<b>Gross External Service Controlled Expenditure</b>			
Employee Related	18,197	18,620	18,590
Premise Related	28	28	28
Transport Related	429	427	412
Supplies and Services	17,819	16,736	16,211
Agency (External Contracts)	9,937	9,908	10,107
Transfer Payments	1,099	1,099	1,099
Revenue Contribution to Capital	100	0	0
	<b>47,609</b>	<b>46,818</b>	<b>46,447</b>
<b>Gross External Service Controlled Income</b>			
Grants and Contributions	-14,535	-14,481	-14,381
Dedicated Schools Grant	-1,060	-1,060	-1,060
Customer Client Receipts	-246	-246	-246
	<b>-15,841</b>	<b>-15,787</b>	<b>-15,687</b>
<b>Total Service Controlled Budget</b>	<b>31,768</b>	<b>31,031</b>	<b>30,760</b>
<b>Use of Earmarked Reserves</b>			
Contributions from Reserves	-100	0	0
	<b>-100</b>	<b>0</b>	<b>0</b>
<b>Total Service Controlled Budget after use Earmarked Reserves</b>	<b>31,668</b>	<b>31,031</b>	<b>30,760</b>
<b>Expenditure Controlled by Other Services</b>			
CAFM - Building Costs	472	472	472
Transport Services - External Transport Costs	915	915	915
<b>Expenditure Controlled by Other Services</b>	<b>1,387</b>	<b>1,387</b>	<b>1,387</b>
<b>Total Centrally Controlled Budget</b>	<b>14,736</b>	<b>14,891</b>	<b>14,901</b>
<b>Net Cost to the Public</b>	<b>47,791</b>	<b>47,309</b>	<b>47,048</b>

## Children's Services Growth and Savings Proposals

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Efficiencies from the Review of All Age Disability Service	-100	-100	-100
<b>Savings Total</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>



## **Communities and Service Support – Summary of Services Provided**

### **NEIGHBOURHOODS**

Commissioning and Locality Working: Works with local people and voluntary organisations through neighbourhood-based teams to ensure that public services meet their needs and are 'joined up' and accessible. Also provides financial support to voluntary organisations through the commissioning of services and the provision of small grants.

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

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.

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

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

Tourism: The service provides business support to tourism-related businesses throughout Calderdale and supports the running of two Visitor Information Centres in Halifax & Hebden Bridge. Piece Hall has now reopened under the Piece Hall Trust.

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

### **CUSTOMER SERVICES**

Benefits and Revenues: Provide a range of financial services directly to the public including Council Tax/Business Rates collection from 93,479 homes & 8,800 non-domestic premises, Council tax & housing benefit and other assessment based allowances.

Registration and Licensing: The Registration Service carries out statutory functions and ceremonies relating to births, deaths, marriages, civil partnerships etc. The Licensing Team processes and enforces a wide range of licences including taxi, alcohol, entertainment and gambling licences.

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

Communications: The communications team ensures the Council keeps Calderdale residents and businesses in touch through council publications, branding, external communications,

marketing, campaign management, media and filming enquiries. The Comms Team provides a responsive PR service to the Council

Sport: The service manages 5 leisure facilities/pools incl. North Bridge, Halifax, Sowerby Bridge, Brighthouse and Todmorden. It also manages the Shay Stadium, Mixenden Outdoor Centre and Spring Hall Running Track. The service also runs initiatives such as Better Living Team who deliver health interventions around weight management, alcohol consumption and smoking cessation. The service also supports disabilities sports projects and Sportivate – young carers project. The service supports local clubs and volunteers to improve sports facilities across Calderdale and supports schools to deliver fitness programmes.

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

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

## **HUMAN RESOURCES**

### **HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

Human Resources and Organisational Development actively contribute to the management and strategic leadership of the Council. The service delivers an integrated and cohesive HR and OD service (including an external Traded Service) to promote and foster a culture of innovation, value for money, performance management. The key functions are:

HR Advisory – provide advice on all matters relating to the HR policies and procedures of the Council, in compliance with Employment Law.

Contracts and Payroll – to provide a comprehensive Contracts and Payroll service in line with both Employment Law and HMRC guidelines.

Occupational Health – ensure that our employees health and wellbeing is effectively managed in line with our Duty of Care.

Recruitment and Resourcing – all matters relating to the recruitment and retention of our staff and appropriate advice, guidance and monitoring with regard to safe recruitment practice.

Health and Safety – to ensure our Statutory Health and Safety responsibilities are complied with to ensure the health, safety and welfare of our staff and services users is paramount.

Organisational Development – to develop and maintain a proactive and innovative approach to organisational development improving the overall performance, effectiveness and culture of the Council.

## DIGITAL AND ICT

This Service delivers both Information & Communication Technology (ICT) functions including:-

Digital Strategy: Delivering the revised Digital and ICT Strategy 2018-2021 and shaping Calderdale's digital future.

Corporate Support: Operational ICT support services for Members and Officers; consisting of our technical Service Desk, on-site and user support teams.

Schools Support: Providing managed technical support services to over 100 Primary and Secondary schools across the borough.

ICT Infrastructure: PSN (Public Services Network) Compliant, 24 x 7 x 365 ICT environment, that includes the latest anti-virus protection and cyber security. Wi-Fi available across all major sites.

ICT Software Development: Our Projects team maintains the authority's key line of in-house business applications.

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

## Savings Approved at Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2018/19 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2018/19 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2017/18 Total £000	2018/19 Total £000	2019/20 Total £000
<b>Communities and Service Support</b>			
New Models of Open Space & Public Realm Management	0	-200	-400
Library Services - a Sustainable Hub and Spoke Model Across the Borough	0	-30	-160
Efficiencies and Income Generation in Museums	0	-35	-35
External commissioning of design & print (reviewing delivery across communications and print services)	0	-125	-125
Provision of a Core Service in Workforce Development	0	-140	-140
Savings from further Implementation of Welfare Reform/Transition to DWP	0	-75	-75
Review of ICT Operational & User Support Functions and Automation of Processes	0	-150	-150
Strategic Review of ICT Infrastructure	0	0	-150
Review of Performance and Management Information Support to Council Services	0	-65	-65
<b>Savings Total</b>	<b>0</b>	<b>-820</b>	<b>-1,300</b>

## Communities and Service Support – Budget after Proposed Growth and Savings

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Gross External Service Controlled Expenditure</b>			
Group Director, Customer Services and Communications	9,016	8,980	9,065
HR, IT and Transformation	9,383	9,276	9,348
Neighbourhoods and Community Engagement	11,208	10,374	10,265
	<b>29,607</b>	<b>28,630</b>	<b>28,678</b>
<b>Gross External Service Controlled Expenditure</b>			
Employee Related	24,227	24,835	25,071
Premise Related	118	118	118
Transport Related	97	97	97
Supplies and Services	6,991	6,798	6,608
Agency (External Contracts)*	-1,831	-3,218	-3,216
Revenue Contribution to Capital	5	0	0
	<b>29,607</b>	<b>28,630</b>	<b>28,678</b>
<b>Gross External Service Controlled Income</b>			
Grants and Contributions	-493	-434	-434
Customer Client Receipts	-11,580	-11,745	-11,919
	<b>-12,073</b>	<b>-12,179</b>	<b>-12,353</b>
<b>Total Service Controlled Budget</b>	<b>17,534</b>	<b>16,451</b>	<b>16,325</b>
<b>Use of Earmarked Reserves</b>			
Contributions from Reserves	-18	0	0
	<b>-18</b>	<b>0</b>	<b>0</b>
<b>Total Service Controlled Budget after use Earmarked Reserves</b>	<b>17,516</b>	<b>16,451</b>	<b>16,325</b>
<b>Expenditure Controlled by Other Services</b>			
CAFM - Building Costs	3,349	3,349	3,349
Transport Services - External Transport Costs	226	224	224
<b>Expenditure Controlled by Other Services</b>	<b>3,575</b>	<b>3,573</b>	<b>3,573</b>
<b>Total Centrally Controlled Budget</b>	<b>-94</b>	<b>-266</b>	<b>-302</b>
<b>Net Cost to the Public</b>	<b>20,997</b>	<b>19,758</b>	<b>19,596</b>

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

## Communities and Service Support Growth and Savings Proposals

### Growth Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Continuation of the Emergency Living Support Scheme	95	95	95
Fire safety building control officer	35	35	35
<b>Growth Total</b>	<b>130</b>	<b>130</b>	<b>130</b>

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Bring Forward the Strategic Review of ICT Infrastructure Saving	-75	0	0
Review Communications Budgets	-50	-50	-50
Cost Savings and/or Funding the Staying Well Scheme from within Public Health	-178	-178	-178
More accessible cash payments: Promoting the use of Payzones and Post Offices for payments to the Council	-21	-42	-42
Bereavement Services - increase charges by 10% per annum	-125	-250	-375
Enforcement Fundamental Review	-50	-200	-200
Move all Simple Transactional Enquiries on-line	0	-50	-50
Review and Renegotiate Shared Software Contract with LCR/Leeds Council	0	-15	-15
Reduction in IT User Support	0	-100	-100
Transformation of Human Resources and Organisational Development	-75	-175	-175
Review of alternative service delivery and digital channels for visitor centres	0	-50	-50
Transfer Public Halls to Community Management	0	-100	-100
Commercialisation & Income Generation Opportunities in Safer, Cleaner, Greener	0	-50	-100
Equality and Diversity Review	0	-21	-21
<b>Savings Total</b>	<b>-574</b>	<b>-1,281</b>	<b>-1,456</b>

## **Economy and Environment – Summary of Services Provided**

### **HOUSING AND ENVIRONMENT**

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

*Key Outputs: Over 10,000 customers assisted at the 'Doorways' centre each year, while more than 2000 Calderdale households benefit from home improvement measures*

**Environmental Protection:** Enforcement of legislation including food safety, workplace safety, animal welfare, prevention of pollution as well as tackling fly tipping, noise and air pollution, drainage and dangerous housing conditions.

*Key Outputs: The service deals with around 10,000 service requests per annum.*

**Waste Services:** Collection, disposal and recycling of waste

*Key Outputs: Annually the Council collects 80000 tonnes of waste from households in the borough and more than 40% of this is now recycled.*

### **PLANNING**

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

*Key output: determination of up to 2000 planning applications and 650 planning enforcement matters each year.*

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

**Building Control:** Ensuring compliance with Building Regulations and fire safety and access legislation. Corporate responsibility for dealing with dangerous structures.

*Key output: determination of up to 1600 Building Regulation applications and about 140 dangerous buildings/structures each year.*

### **HIGHWAYS AND ENGINEERING**

**Highways and Engineering:** Management and maintenance of the highway network, street lighting and rights of way. Management of parking services, road safety, flooding and land drainage.

*Key outputs: Maintain and improve over 1200km of highway & 1300km of rights of way, manage in the region of 3,000 off-street parking spaces.*

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

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

**Transport Services:** The procurement, maintenance and operation of the Council's fleet and the corporate planning of transport requirements including home to school transport. *Key outputs: Our 200 vehicle fleet carries 1200 passengers per day.*

### **CORPORATE ASSET AND FACILITIES MANAGEMENT**

Responsibility for the Council's assets (incl. maintenance of its assets, assurance work for health and safety compliance, facilities management, property acquisition & disposal and valuation advice).

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

## **RENEWAL**

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

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

## **Savings Approved at Previous Budget Council Meetings**

Although the new savings being proposed in this budget mainly affect 2018/19 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2018/19 as well, as can be seen in the table below:-

	£000	£000	£000
<b>Economy and Environment</b>			
Identification of Further Efficiencies and Income Opportunities within the Waste Service (Exclude Rural Collections Option and Review Other Waste Charges)	0	-400	-400
Closure of Household Waste Recycling Centres 2 days per week	0	-135	-135
Review Running Costs and Explore Income Generation Opportunities in the Halifax Town Hall	0	-30	-30
Further Review of the Parking Service	0	-160	-340
Prioritise Highway Maintenance Spend on Key Elements of the Road Network	0	-350	-500
Service Delivery Improvement in the Highways and Engineering Function	0	-80	-120
Prioritisation of Additional New Homes Bonus	0	-100	-200
Recovery of Costs through the Introduction of the Community Infrastructure Levy	0	0	-50
Operate ISCAL on a More Commercial Basis	-40	-80	-80
Reduce inflation on Waste Contract	-240	-280	-280
<b>Savings Total</b>	<b>-280</b>	<b>-1,615</b>	<b>-2,135</b>

## Economy and Environment – Budget after Proposed Growth and Savings

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Gross External Service Controlled Expenditure</b>			
CAFM	3,728	3,798	3,870
Highways and Engineering	9,809	9,259	9,282
Housing, Environment and Renewal	15,316	15,483	15,855
Markets	837	849	854
Planning Services	1,222	1,074	1,091
Transport	3,267	3,332	3,352
	<b>34,179</b>	<b>33,795</b>	<b>34,304</b>
<b>Gross External Service Controlled Expenditure</b>			
Employee Related	12,838	13,284	13,449
Premise Related	4,412	4,412	4,412
Transport Related	1,945	1,945	1,945
Supplies and Services*	-47	-359	-359
Agency (External Contracts)	15,031	14,513	14,857
	<b>34,179</b>	<b>33,795</b>	<b>34,304</b>
<b>Gross External Service Controlled Income</b>			
Grants and Contributions	-897	-997	-997
Customer Client Receipts	-9,485	-10,111	-10,209
	<b>-10,382</b>	<b>-11,108</b>	<b>-11,206</b>
<b>Total Service Controlled Budget</b>	<b>23,797</b>	<b>22,687</b>	<b>23,098</b>
<b>Use of Earmarked Reserves</b>			
Contributions from Reserves	-495	0	0
	<b>-495</b>	<b>0</b>	<b>0</b>
<b>Total Service Controlled Budget after use Earmarked Reserves</b>	<b>23,302</b>	<b>22,687</b>	<b>23,098</b>
<b>Expenditure Controlled by Other Services</b>			
CAFM - Building Costs	1,926	1,926	1,926
<b>Expenditure Controlled by Other Services</b>	<b>1,926</b>	<b>1,926</b>	<b>1,926</b>
<b>Total Centrally Controlled Budget</b>	<b>5,795</b>	<b>5,707</b>	<b>5,706</b>
<b>Net Cost to the Public</b>	<b>31,023</b>	<b>30,320</b>	<b>30,730</b>

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



## Economy and Environment Growth and Savings Proposals

### Growth Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Winter Maintenance - Additional Resources	200	200	200
Tackling Homelessness and Destitution	100	100	100
Changes to Waste Management Savings	170	0	0
<b>Growth Total</b>	<b>470</b>	<b>300</b>	<b>300</b>

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Reinstate savings on Transport	-150	-150	-150
Further Recovery of Costs through the CIL above the £50k already assumed	0	-100	-100
Further Charging of Revenue Funded Costs to Capital	-300	-300	-300
Investment Return from Acquisition of Commercial Property Investment	0	-300	-300
Planning - Core Review and Efficiencies	-50	-150	-150
Additional Waste Efficiencies	0	-32	-32
<b>Savings Total</b>	<b>-500</b>	<b>-1,032</b>	<b>-1,032</b>

## Central Accounts and Levies

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

## Savings Approved At Previous Budget Council Meetings

Although the new savings being proposed in this budget mainly affect 2018/19 and beyond, the Council has already agreed savings in previous budget rounds that need to be delivered by the Directorate in 2018/19 as well, as can be seen in the table below:-

BRIEF DESCRIPTION	2017/18 Total £000	2018/19 Total £000	2019/20 Total £000
<b>Other Cross Council Initiatives</b>			
Implementation of Further Efficiencies within the Public Health Service	-800	-1,400	-1,500
Further Savings from the Review of Management	0	0	-200
Investment Strategy - Generation of Additional Investment Income	0	-150	-200
Fees and Charges Stretch Target	0	0	-250
Reduce Sickness Absence through use of external service to key target areas	0	-50	-50
Increased income Generation Opportunities from Calderdale One Trading	0	-50	-75
<b>Savings Total</b>	<b>-800</b>	<b>-1,650</b>	<b>-2,275</b>

## Central Accounts and Levies – Budget after Growth and Savings Proposals

	2018/19 Indicative Budget £'000	2019/20 Indicative Budget £'000	2020/21 Indicative Budget £'000
<b>Joint Committees and Outside Bodies</b>			
Waste Management	134	134	134
Joint Services	314	314	314
Probation	1	1	1
Coroners	250	250	250
West Yorkshire Magistrates	-34	-34	-34
Interest from Academy Schools for Prudential Borrowing Schemes	-40	-29	-29
YPO Interest Received	-300	-300	-300
Transport Fund	1,088	1,388	1,388
<b>Levies</b>			
Combined Authority	8,990	8,900	8,810
Environment Agency	99	99	99
Interest and Debt Charges	7,046	4,899	4,828
Unallocated and non distributable costs	3,550	6,177	6,360
Cross Council Savings	-2,190	-4,405	-4,495
Insurance	1,473	1,473	1,473
Pension Costs	2,021	1,985	2,084
Planned contribution from earmarked reserve	-800	0	0
<b>Technical Adjustments</b>			
Superann True Rate Adjustment	-9,130	-9,128	-9,113
Capital Charges	-17,562	-17,562	-17,562
Support Service Charges - Expenditure	6	6	6
	<b>-5,084</b>	<b>-5,832</b>	<b>-5,786</b>

## Cross Council Proposed Savings

### Saving Proposals

Brief Description	2018/19 £000s	2019/20 £000s	2020/21 £000s
Bring forward Additional Investment Income Early	-50	0	0
Reinstate savings from CAFM	-350	-350	-350
Bring Forward Further Savings from the Review of Senior Management	-200	0	0
Review of the Council's Minimum Revenue Provision (MRP) Policy	0	-2,000	-2,000
Savings in the Passenger Transport Levy	-90	-180	-270
Review Corporate Subscriptions	0	-50	-50
<b>Savings Total</b>	<b>-690</b>	<b>-2,580</b>	<b>-2,670</b>

## Estimated Available Revenue Balances - 31<sup>st</sup> March 2018 to 31<sup>st</sup> March 2021

	<b>£'000</b>
<b>Estimated Available General Fund Revenue Balances as at 31st March 2018</b>	<b>6,786</b>
Cabinet Approval - 2017/18 on going commitment	-18
Proposed Contribution to (+) / (-) from Balances 2018/19	-1,358
<b>Estimated Available General Fund Revenue Balances as at 31st March 2019</b>	<b>5,410</b>
Cabinet Approval - 2017/18 on going commitment	-18
Proposed Contribution to (+) / (-) from Balances 2019/20	-363
<b>Estimated Available General Fund Revenue Balances as at 31st March 2020</b>	<b>5,029</b>
Cabinet Approval - 2017/18 on going commitment	-18
Proposed Contribution to (+) / (-) from Balances 2020/21	454
<b>Estimated Available General Fund Revenue Balances as at 31st March 2021</b>	<b>5,465</b>

## Feedback Form - Cabinet Budget Proposals 2018/19 to 2020/21 for Consultation

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

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

What would you do instead?

Any other comments

Response type

Public

Organisation/Network/Business

Staff

Please return this form by email to [budget@calderdale.gov.uk](mailto:budget@calderdale.gov.uk) or by post (no stamp is required) to RTJK-SCKU-XGCL, FREEPOST - BUDGET CONSULTATION, TOWN HALL, HALIFAX, HX1 1UJ by Wednesday 7<sup>th</sup> February if possible. Thank you for your comments.

Cabinet's final proposals will be published on the Council's website following the Cabinet meeting on the 12<sup>th</sup> February. Calderdale Council's budget will then be agreed at Full Council on the 26<sup>th</sup> February 2018.