

Cabinet Budget Proposals 2022/23 to 2024/25 for Consultation

These are difficult times for public services and once again these budget proposals are being brought forward in the context of continuing uncertainty about the impact of the pandemic upon the Council's finances. And once again there are no longer term plans from Central Government about funding for Local Government. This makes forward planning difficult. The additional funding for Local Government announced by the Chancellor for 2022/23 is welcomed but will not meet the growing gap between the on-going budget pressures, particularly around caring for vulnerable children and adults, and the actual funding available. This is important because around 70% of the Council's budget is spent on these services. Added to that context is the background of the £120million reduction in the Council's settlement from Central Government since austerity cuts started for Local Government in 2010.

For nearly two years now, the overriding purpose of this Council and this administration has been to do all we can to keep our communities safe in the face of a global pandemic.

Our continued priority for next year will be protecting and supporting our residents, our communities and our businesses, working with our partners to protect public health and in particular playing the fullest possible role in supporting our health partners in continuing to roll out the vital vaccination and booster programme and hopefully return to a new form of normality.

With no guarantees about government funding beyond 2022/23 and continuing uncertainty, this means that the Cabinet has focussed on the steps needed to deliver a balanced and robust budget for 2022/23. At the same time we have also worked to find some small scope for investment into some areas of the Council. We are investing in services which are not performing as well as we would want, into maintaining the building and ICT infrastructure required to deliver first class services, to develop new facilities for the people of Calderdale as well as making plans for further investment in tackling inequalities and the challenge of climate change. This is an essential step in positioning the Council to give support to our communities and businesses as we move further towards recovery from the impact of the pandemic.

A Robust and Balanced Budget

The last twelve months have seen an unprecedented number of local authorities run into financial difficulties and require government assistance. This is another sign of the increasing financial strain which Local Government is experiencing and which short term, targeted and one-off funding will not resolve. We will continue to bid into government competitions for funds, but we believe that a more fundamental review of the way that councils are financed is required. This has been promised but is continually delayed and may never happen.

In the absence of changes to the finance system, Cabinet has concentrated on getting its own house in order and whilst having to make budgetary decisions in-year is not ideal it

demonstrates our commitment to ensuring that Calderdale is not one of the councils which require government financial direction.

We continue to protect the most vulnerable people in our community. The Standstill budget which Cabinet has agreed includes increased provision to address the existing budget pressures faced by the Council particularly in services for all age disabilities, looked after children and children with special educational needs. The Standstill budget includes an additional £2.4m next year to maintain these services to vulnerable people.

We also want to protect services such as Sports and Leisure used by many people within the community for their physical and mental health, but which traditionally rely upon income generated by the users of these services. Additional funding is therefore included in the Standstill budget to support these services affected by the downturn in income associated with new safer working arrangements.

We have gone beyond this however and Cabinet's budget proposals for consultation include the capital expenditure required to build the new leisure centre with swimming facilities and other new activities in Halifax but for use by all within the borough. We believe that in an area of rivers, canals and reservoirs, everyone, but especially our children, should have the chance to learn to swim.

The additional funding provided by Government this year only provides enough to ensure that we have a robust and resilient budget moving into next year. Cabinet would clearly like to go beyond this: good stewardship means making provision which looks to the future, putting additional investment into everyday services and into our priorities of reducing inequalities, tackling climate change and building more sustainable communities. This cannot be achieved without making additional savings or cuts in other services. Cabinet has therefore agreed a relatively small number of savings as part of its budget which it believes will have no or limited impact on service delivery but will provide some additional investment in key areas.

Cabinet's budget proposals therefore include additional investment into waste collection services, a new Leisure facility in Halifax, and to improvements in our Planning service. The investment on waste services is intended to help retain our waste collection drivers and recruit new ones so that they can deliver a more reliable service going forwards.

Cabinet's budget also includes additional investment in the Council's buildings and ICT infrastructure. This investment is essential to maintain the IT systems which front-line services such as social care depend upon and to protect the Council from Cyber-security attacks.

The budget also shows the future years impact of savings and investment worked through. Although we do not know what level of funding will be available to the Council in future years it continues to demonstrate our thinking about the longer term sustainability of the Council's finances. It is important that we resist any proposals for a substantial dip into our reserves this year, given the levels of uncertainty ahead and that we also continue with our detailed plans to reduce major cost pressures. This budget illustrates how we are working to plot a steady course, balancing all the different demands and pressures, through these difficult times.

Supporting Social Care

The most important responsibility placed on our Council is to provide or organise care, support and community services to the most vulnerable children and adults to enable them to lead the fullest lives possible as part of our community. The infographics we use in the budget presentations and on our web site show that the Council is increasingly spending a greater proportion of its funding on social care as the demand and cost of providing these services escalates.

The pandemic has demonstrated the importance of the often low-paid carers who provide this essential support. Our budget proposals includes funding to increase the wages of social care staff in line with the increase in the national Living Wage but also provide funding through the Integrated Care System and government grant to bring this increase forward from 1 April and to implement bonus payments to help recruit and retain these staff in recognition of the vital role they have played during the pandemic. This will both act to reduce inequalities and help protect the vulnerable social care market.

Targeted Help for Those Who Need it

The pandemic has highlighted the many inequalities that exist in society, as well as seeing a dramatic increase in the number of families who need extra help and support. This continues to be a major priority for us, using additional funds to provide effective support, launching our 'Never Hungry Again' campaign to mobilise our community to tackle holiday hunger, and continuing to maintain the Council Tax Relief Scheme at its existing level.

Cabinet's budget also provides the initial funding of a small team to help develop and identify ways of investing in North Halifax where the greatest inequalities exist across the borough.

Ambitious for the Future

Although there is only limited scope to provide additional investment in front-line services such as waste collection and protecting the public realm, the Council has a Capital Programme which is greater than it has ever been. We cannot use this money to fund services but around three quarters of the capital investment is funded not by the council tax payer but by leveraging in money from other sources such as government grant or the West Yorkshire Combined Authority. Where the Council does have to borrow to fund the capital programme we look to reduce the impact on the budget by ensuring that where possible the investment provides savings to fund the borrowing.

Our success in attracting government investment can be seen in the Capital Programme with the development of our roads and infrastructure and in particular the funding for our market towns.

Climate Change

Our budget proposals include the continued roll out of the £1m investment in measures to tackle climate change but further schemes will be brought forward during the course of the next financial year to implement further energy efficiency improvements.

Council Tax Increases

The proposed budget assumes a Council Tax increase of 1.99% in line with the limit applied by Government and an additional 1% Social Care Precept to help fund and protect social care services to vulnerable adults and children. We appreciate that many residents are struggling to make ends meet particularly as household costs such as energy bills increase rapidly and the Council is experiencing similar inflationary pressures. We believe that the full increase of 2.99% is required to protect the services we provide to vulnerable people and other residents and is what government expects of us in determining our funding.

Seeking Your Views

This is a budget which therefore addresses three themes: keeping Calderdale secure through the pandemic; ensuring a robust balanced budget for next year; and providing a strong foundation for an ambitious recovery as well as sustainable regeneration for the future. We invite and welcome your comments and views during the next four weeks of consultation.

The Cabinet meeting on Monday 17th January 2022 begins this period of consultation on the proposals. You can have your say by completing the attached form and emailing it to budget@calderdale.gov.uk or sending it by post to BUDGET CONSULTATION, TOWN HALL, HALIFAX, HX1 1UJ

All responses will be considered before recommendations are made by Cabinet on Monday 14th February 2022. Final decisions on the budget will then be taken at the Annual Budget Council meeting on Monday 28th February 2022.

Councillor Tim Swift

A handwritten signature in black ink, appearing to read 'Tim Swift', is written over a horizontal line.

Leader, Calderdale Council

Budget Summary and Council Tax Requirement 2022/23

Revenue Budget Requirement	Updated MTFS Position			Growth £'000	Savings £'000	Consultation Budget 2022/23 £'000
	Gross Expenditure 2022/23 £'000	Gross Income 2022/23 £'000	Net Expenditure 2022/23 £'000			
Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public						
Chief Executive's Office	42,214	-28,151	14,063	0	-75	13,988
Adult Services and Wellbeing	103,176	-41,576	61,600	0	-277	61,323
Children and Young People's Services	35,622	-9,253	26,369	0	-100	26,269
Public Services	42,502	-16,128	26,374	530	-90	26,814
Regeneration and Strategy	19,653	-7,967	11,686	691	0	12,377
Services budgets Monitored by:						
Corporate Assets and Facilities Management	4,762		4,762			4,762
Transport Services	60		60			60
Total of Directorate Budgets	247,989	-103,075	144,914	1,221	-542	145,593
Centrally Controlled and Other Corporate Budgets			32,700	292	-900	32,092
Total Revenue Budget Requirement			177,614	1,513	-1,442	177,685
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves			-192			-192
Total Funding Requirement			177,422			177,493
General Funding						
Revenue Support Grant			-7,571			-7,571
New Homes Bonus			-594			-594
Top-up/Tariff			-13,583			-13,583
Small Business Rate Relief, Business Rate Cap			-10,836			-10,836
PFI Grant			-2,189			-2,189
Housing & CT Admin subsidy			-771			-771
Social Care Funding			-8,975			-8,975
Lower Tier Grant			-304			-304
Market Sustainability and Fair Cost of Care Fund			-621			-621
New one off Services Grant			-2,911			-2,911
Local Taxation						
Retained Rates			-24,400			-24,400
Adult Social Care Precept			-11,278			-12,294
Council Tax			-92,356			-92,356
Total General Grant Funding and Local Taxation			-176,389			-177,405
Required Contribution from (-) / (+) to Balances						-88
Budget Deficit			-1,033			

Calderdale MBC Council Tax for 2022/23 using the agreed Council Tax Base of 62,507.11

	2021/22	2022/23		
	Council Tax Band D £ p	% Change to Basic Relevant Amount %	Council Tax Band D £ p	Council Tax Income £
Calderdale Council Relevant Amount Previous Year (calculation of % increase)		1,625.62		
Calderdale Council Tax	1,445.19	1.99%	1,477.53	92,356,130
Adult Social Care Precept	180.43	1.00%	196.68	12,293,898
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,625.62	2.99%	1,674.21	104,650,028

Budget Summary and Council Tax Requirement 2023/24

Revenue Budget Requirement	Updated MTFS Position			Growth £'000	Savings £'000	Indicative Budget 2023/24 £'000
	Gross Expenditure	Gross Income	Net Expenditure			
	2023/24 £'000	2023/24 £'000	2023/24 £'000			
Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public						
Chief Executive's Office	42,355	-28,176	14,179	0	-100	14,079
Adult Services and Wellbeing	106,669	-41,695	64,974	0	-490	64,484
Children and Young People's Services	35,936	-9,466	26,470	0	-100	26,370
Public Services	43,193	-16,392	26,801	645	-90	27,356
Regeneration and Strategy	19,664	-7,827	11,837	515	0	12,352
Services budgets Monitored by:						
Corporate Assets and Facilities Management	4,834		4,834			4,834
Transport Services	60		60			60
Total of Directorate Budgets	252,711	-103,556	149,155	1,160	-780	149,535
Centrally Controlled and Other Corporate Budgets			35,179	592	-980	34,791
Total Revenue Budget Requirement			184,334	1,752	-1,760	184,326
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves			-172		0	-172
Total Funding Requirement			184,162			184,154
General Funding						
Revenue Support Grant			-7,723			-7,723
New Homes Bonus			-594			-594
Top-up/Tariff			-13,905			-13,905
Small Business Rate Relief, Business Rate Cap			-10,788			-10,788
PFI Grant			-1,975			-1,975
Housing & CT Admin subsidy			-772			-772
Social Care Funding			-8,975			-8,975
Lower Tier Grant			-305			-305
Market Sustainability and Fair Cost of Care Fund			-621			-621
Additional Grant re New Fair Funding			-2,911			-2,911
Local Taxation						
Retained Rates			-24,768			-24,768
Adult Social Care Precept			-11,602			-13,723
Council Tax			-97,127			-97,148
Total General Grant Funding and Local Taxation			-182,066			-184,208
Required Contribution from (-) / (+) to Balances						54
Budget Deficit			-2,096			

Calderdale MBC Council Tax for 2023/24 using the agreed Council Tax Base of 64,300.53

	2022/23	2023/24		
	Council Tax Band D £ p	% Change to Basic Relevant Amount	Council Tax Band D	Council Tax Income
		%	£ p	£
Calderdale Council Relevant Amount Previous Year (calculation of % increase)		1,674.21		
Calderdale Council Tax	1,477.53	1.99%	1,510.84	97,147,813
Adult Social Care Precept	196.68	1.00%	213.42	13,723,019
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,674.21	2.99%	1,724.26	110,870,832

Budget Summary and Council Tax Requirement 2024/25

Revenue Budget Requirement	Updated MTFS Position			Growth £'000	Savings £'000	Indicative Budget 2024/25 £'000
	Gross Expenditure	Gross Income	Net Expenditure			
	2024/25 £'000	2024/25 £'000	2024/25 £'000			
Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public						
Chief Executive's Office	42,644	-28,201	14,443	0	-100	14,343
Adult Services and Wellbeing	110,484	-41,796	68,688	0	-595	68,093
Children and Young People's Services	36,402	-9,698	26,704	0	-100	26,604
Public Services	43,726	-16,660	27,066	645	-90	27,621
Regeneration and Strategy	19,477	-7,405	12,072	515	0	12,587
Services budgets Monitored by:						
Corporate Assets and Facilities Management	4,939		4,939			4,939
Transport Services	60		60			60
Total of Directorate Budgets	257,732	-103,760	153,972	1,160	-885	154,247
Centrally Controlled and Other Corporate Budgets			36,406	592	-980	36,018
Total Revenue Budget Requirement			190,378	1,752	-1,865	190,265
Contributions to/from Earmarked Reserves						
Other Service Controlled earmarked reserves			-148		0	-148
Total Funding Requirement			190,230			190,117
General Funding						
Revenue Support Grant			-7,877			-7,877
New Homes Bonus			-594			-594
Top-up/Tariff			-13,906			-13,906
Small Business Rate Relief, Business Rate Cap			-11,156			-11,156
PFI Grant			-1,743			-1,743
Housing & CT Admin subsidy			-772			-772
Social Care Funding			-8,975			-8,975
Lower Tier Grant			-305			-305
Market Sustainability and Fair Cost of Care Fund			-621			-621
Additional Grant re New Fair Funding			-2,911			-2,911
Local Taxation						
Retained Rates			-25,533			-25,533
Adult Social Care Precept			-11,702			-14,984
Council Tax			-100,327			-100,373
Total General Grant Funding and Local Taxation			-186,422			-189,750
Required Contribution from (-) / (+) to Balances						-367
Budget Deficit			-3,808			

Calderdale MBC Council Tax for 2024/25 using the agreed Council Tax Base of 64,959.78

	2023/24	2024/25		
	Council Tax Band D £ p	% Change to Basic Relevant Amount	Council Tax Band D £ p	Council Tax Income £
		%		
Calderdale Council Relevant Amount Previous Year (calculation of % increase)		1,724.26		
Calderdale Council Tax	1,510.84	1.99%	1,545.15	100,372,604
Adult Social Care Precept	213.42	1.00%	230.66	14,983,623
Total Estimated Calderdale Council Tax - Basic Relevant Amount	1,724.26	2.99%	1,775.81	115,356,227

Proposals for Consideration during this Consultation

Investment

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Public Services			
Waste Collections	150	150	150
ICT - Cyber Security & Systems	260	345	345
ICT - Service Desk, Servers and Digital	120	150	150
	530	645	645
Regeneration and Strategy			
Planning - Staffing	300	435	435
Planning - one-off	311	0	0
North Halifax	80	80	80
	691	515	515
Cross Council			
Corporate Maintenance - Health and Safety	169	169	169
Halifax Leisure	100	400	400
Decarbonisation of Todmorden Sports Centre	23	23	23
	292	592	592
Total Investment proposals	1,513	1,752	1,752

Savings

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Chief Executives			
Service Review of Data and Intelligence Insight	-75	-100	-100
	-75	-100	-100
Adult Services and Wellbeing			
Re-imagining Day Services	0	-100	-100
Review of Early Help and Prevention Assessment Resources	-180	-180	-180
Increase maximum charge by £50 by 2024/25	-22	-45	-70
Implementing Charging for Self-funders	-14	-14	-14
Further Integration through the ICS	0	-60	-140
Decommissioning of Hope Street	-24	-24	-24
Remodelling of assistive technology services	-37	-37	-37
Increase the use of Shared Lives	0	-30	-30
	-277	-490	-595
Children and Young Peoples' Services			
Inclusion funding - cease one discretionary element	-100	-100	-100
	-100	-100	-100
Public Services			
Increase Bereavement Services Charges	-90	-90	-90
	-90	-90	-90
Cross Council			
Pass Council tax Reduction Effect to Parish Councils and remove grant funding	0	-80	-80
Review of Pension Contributions	-900	-900	-900
	-900	-980	-980
Total Savings Proposals	-1,442	-1,760	-1,865

Head of Finance's Statement

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

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

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

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

	Agreed Savings					
	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Budget Council 2010	13,858	13,858	13,858	13,858	13,858	13,858
Budget Council 2011	28,983	28,983	28,983	28,983	28,983	28,983
Budget Council 2012	13,737	13,737	13,737	13,737	13,737	13,737
Budget Council 2013	15,440	15,440	15,440	15,440	15,440	15,440
Budget Council 2014	14,230	14,230	14,230	14,230	14,230	14,230
Budget Council 2015	100	100	100	100	100	100
Budget Council 2016	8,750	8,750	8,750	8,750	8,750	8,750
Budget Council 2017	6,775	9,625	9,625	9,625	9,625	9,625
Budget Council 2018	2,794	6,322	7,287	7,287	7,287	7,287
Budget Council 2019		980	2,115	2,490	2,490	2,490
Budget Council 2020			745	810	887	887
Budget Council 2021				5,065	4,739	4,739
	104,667	112,025	114,870	120,375	120,126	120,126

The budget process for 2022/23 has been undertaken within the context of unprecedented financial challenges and uncertainty, primarily as a result of the implications of Covid-19 but also including external economic pressures such as inflation and rising energy costs. These factors impact upon our residents and businesses but also have significant financial implications for the Council. The Council has a detailed risk assessment for each of these which attempts to highlight what the risks are and how they might be mitigated.

A detailed review of the Standstill budget position has been undertaken as in previous year's budget processes but with a high degree of uncertainty around costs and income. Reasonable estimates of the provision needed to deal with this uncertainty has been made within the updated Medium Term Financial Strategy and the Standstill budget agreed by Cabinet on 17 January 2022.

These provisions have been reviewed as part of the Standstill budget process and further provision built into the budget, wherever possible, to protect against these uncertainties including:

- An extra 1% provision has been made across the two financial years, 2021/22 and 2022/23 for the pay award in light of the current levels of inflation within the economy and average earnings.
- An extra 1.25% has been provided for the impact of the NI levy for health and social care on the Council
- Extra provision of £800k has been made for the estimated impact of the changes in gas and electricity prices on the cost of operating Council buildings and facilities.
- Extra provision of £300k has been made for the estimated impact of inflationary pressures on other (non-social care) contracts.
- Cabinet has agreed as part of the revenue monitoring during the current year that any Government funding in relation to Covid-19 not utilised in the current year can be carried forward into next year to support the on-going financial impact of the pandemic.

The draft budget (Cabinet's Consultation 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 advice of the Council's appointed external auditors. This level of balances relates to non-school spending, as schools retain balances of their own. In view of the financial uncertainties surrounding the pandemic and more generally in local government finance in the absence of national three year spending plans and delayed reforms to local government finance and social care, some consideration has been given to increasing the level of general balances. The additional provisions within the Standstill budget set out above should however provide sufficient resilience against the current uncertainties. Clearly this advice will need to be continually reviewed and updated if the position changes significantly.

There is obviously an opportunity to use any excess balances over and above the minimum level in support of short-term non-recurring budget initiatives or cost pressures. The budget proposals assume that some additional flexibility will be allowed to deal with unexpected costs or to provide short term one-off investment by retaining general balances at around £5.7m over the period 2022/23 to 2023/24. Although Cabinet's budget proposals currently assume balances would reduce to £5.4m in 2024/25, this would still remain above the minimum recommended level, and there is the opportunity to identify additional savings if necessary closer to that year once the overall financial position and Government funding plans have been updated.

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 MTFs, 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 MTFs which also underpins the budget that Cabinet will be recommending to Budget Council on the 28 February 2022.

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

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

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

Financial year	Level of reserves	Proportion of net revenue expenditure
2015/16	£73.2m	52%
2016/17	£51.5m	31%
2017/18	£41.1m	27%
2018/19	£35.2m	23%
2019/20	£34.0m	22%
2020/21	£62.2m	40%

Although the reduction from 2015/16 was planned to a large extent due to the use of reserves held for major Capital Programme schemes (including flood works) undertaken by the Council over this period, the level of reserves in 2019/20 was significantly below the average for a metropolitan district and in terms of reserves sustainability was the lowest of all metropolitan districts. The level of reserves increased again by around £28m in 2020/21 but a large part of this relates to Government grant funding carried forward to deal with the on-going impact of the pandemic and business rates funding. However, it also demonstrates that the Council has heeded my advice not to continue to draw upon reserves to support the budget.

My advice is that the Council should not assume any significant use of balances or reserves to support the revenue budget over the next three years and take steps to ensure that in-year overspends can be mitigated without the use of reserves wherever possible. The main exception to this is the remaining Government grant funding for Covid-19 related expenditure which is held in reserves until it is required to meet the continued impact of the pandemic particularly on levels of income which have not yet returned to pre-pandemic levels. The robustness of savings proposals and management of the existing demand pressures is critical to this and is the basis on which the budget proposals are considered to be robust. The draft budget proposals rely upon a very small use of balances in 2022/23 to support the budget but current plans suggest that these balances would be largely replenished in the following year.

Calderdale's financial resilience as measured by the other indicators is not of concern, but the information provides an important focus on action required by the Council to maintain or increase reserves. An update of the CIPFA financial resilience index is expected later this month and Members will be briefed on how the Council's position has changed relative to other metropolitan districts.

Given the uncertainties of the pandemic and the potential economic impact there is significant risk in the financial forecasts not just for Calderdale but also Local Government more

generally. 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 both the Standstill budget and the proposed budget and how they can be managed.

- Provision has been made within the Standstill budget for existing and underlying budget pressures in All Age Disability, looked after children, and Home to school transport for children with special educational needs based on current demand. These pressures will however need to be regularly monitored as relatively small changes in demand and cost can have significant financial implications particularly in external placements for looked after children.
- There are also associated risks about the availability of places for looked after children and the sustainability of the adult social care market. The Council has agreed to the development of two new children's homes to help address the availability (and cost) problem, one of which has been purchased and is currently being refurbished. Changes have also been made to the fostering service to encourage more people to become foster carers. Provision has been made within the Standstill budget for a significant increase in payment to adult social care providers to help sustain these businesses, but they will be experiencing new financial pressures around the increasing energy costs and the introduction of the National Insurance levy for health and social care. The market sustainability therefore remains a key financial risk.
- All agreed savings targets and other budget pressures will be contained within the planned budgets after taking into account the actions agreed to address these pressures in the revenue monitoring report.
- Government financial support will remain stable from 2022/23. The recent Spending Review provided grant figures for 2022/23 only and part of the additional funding for local government (the Services grant of £2.9m for Calderdale) was described as one-off. The Chancellor's statement did clarify that this was because the Government intends to review the basis of distribution of this additional funding in subsequent years but there remains a risk that any changes to the distribution formula will adversely affect the Council.
- There is also a risk that the wider review of Fair Funding for local authorities and of Business Rates will impact upon the Council, but the Medium Term Financial Strategy assumes that these will be cost neutral to the Council.
- The Standstill budget assumes a 2% increase in Council Tax going forwards in line with the current referendum limit.

The impact of the Covid-19 pandemic and financial resilience are both identified as key risks facing the Council within the Annual Governance Statement signed by the Leader of the Council and the Chief Executive and the Standstill budget makes adequate budget and reserve provision to mitigate the known risks.

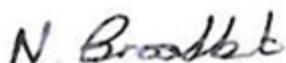
Each agreed saving in the Cabinet consultation budget identifies the risk associated with each proposal. These have been considered by the Head of Finance who is confident that Directors are aware of the risks involved and their potential impact. Similarly, the risks associated with growth items within the Cabinet consultation budget have also been considered particularly those which involve capital expenditure. In terms of the most significant of these, the Halifax Leisure scheme, provision has been made within the capital budget for the scheme for further

inflationary and contingency risks, but also additional provision made in the revenue budget to address any uncertainties around the revenue projections included within the business plan.

Some of the investment included in the Cabinet consultation budget is also intended to address service and business continuity issues within the Council's corporate estate, ICT infrastructure and Planning services. In particular the Cabinet consultation budget provides for the revenue implications of borrowing to address urgent health and safety works within Council buildings and additional resources to help protect the Council from the constant threat of cyber-attacks.

The Council has an embedded savings monitoring process already in place to help ensure that savings targets are achieved and regular budget challenge sessions with Cabinet members are held. If necessary, these processes would highlight the need to act in year to address any unanticipated budget pressures as has been the case in recent years.

Finally, due to the medium term planning process in place, there is sufficient lead-in time for more detailed plans to be developed for 2023/24 and 2024/25 once national spending plans are updated. The financial plans leading up to 2024 will also be developed in line with the Council's Vision for that year.



Nigel Broadbent
Head of Finance

Chief Executive's Office – Summary of Services Provided

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

CHIEF EXECUTIVES MANAGEMENT

A small number of central services report direct to the Chief Executive. The key functions are:

COMMUNICATIONS

To provide a communication service for the Council and provide specialist advice in this area, including management of the Council's central printing and reprographics functions.

FINANCE

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

- To prepare the Council's medium term financial plans, annual budgets, capital programme and production of its statutory financial statements.
- To ensure that payments to suppliers for the provision of goods and services are made in a timely manner.
- To administer Council Tax, Non-Domestic Rates, income collection and general banking and cashiers services.
- To advise and carry out work on transformation across the Council and provide business intelligence and performance monitoring information across the Council.
- To provide a range of administrative and business support services (including digitisation) across the whole of the Council.
- To provide a comprehensive internal audit function and a range of other functions including the provision of general financial advice, insurance, and specialist financial support staff within other directorates and schools.

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

DEMOCRATIC AND PARTNERSHIP SERVICES

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

- To provide a secretarial and administrative service for Councillors and Committees
- To support the Council's scrutiny function and to undertake the duties of Monitoring Officer
- To prepare for, organise and conduct all elections, polls, and referenda
- To provide a timely, accurate and cost effective legal service to the Council

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

HUMAN RESOURCES AND TRANSFORMATION

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

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

- To provide a comprehensive Contracts and Payroll service in line with both Employment Law and HMRC guidelines.
- To ensure that employees health and wellbeing is effectively managed in line with our Duty of Care.
- To manage all matters relating to the recruitment and retention of our staff and appropriate advice, guidance, and monitoring with regard to safe recruitment practice.
- To ensure our Statutory Health and Safety responsibilities are complied with to ensure the health, safety and welfare of our staff and services users is paramount.
- To develop and maintain a proactive and innovative approach to organisational development improving the overall performance, effectiveness, and culture of the Council.

PUBLIC HEALTH

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

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

In addition, local authorities' other responsibilities include:

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

Chief Executive's Office - Proposed Investment and Savings

Investment Proposals

N/A

Savings Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
<u>Chief Executives</u>			
Service review of data and intelligence insight	-75	-100	-100
	-75	-100	-100

Chief Executive's Office – Service Controlled Budget after Proposed Savings

	2022/23 Consultation Budget £'000	2023/24 Indicative Budget £'000	2024/25 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Chief Executive Management	945	954	969
Corporate	13,965	13,967	13,970
Democratic & Partnership Services	2,767	2,791	2,840
Finance	8,596	8,652	8,821
HR & Transformation	3,130	3,156	3,209
Public Health	12,735	12,735	12,735
	42,138	42,255	42,544
Gross External Service Controlled Expenditure			
Employee Related	14,756	14,873	15,162
Premise Related	48	48	48
Transport Related	23	23	23
Supplies and Services	17,559	17,559	17,559
Agency (External Contracts)	9,752	9,752	9,752
	42,138	42,255	42,544
Gross External Service Controlled Income			
Grants and Contributions	-27,187	-27,187	-27,187
Customer Client Receipts	-963	-989	-1,014
	-28,150	-28,176	-28,201
Total Service Controlled Budget	13,988	14,079	14,343

Adult Services and Wellbeing – Summary of Services Provided

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

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

Key elements within the service include:

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

Key Outputs:

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

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

Adult Services and Wellbeing - Proposed Investment and Savings

Investment Proposals

N/A

Savings Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
<u>Adult Services and Wellbeing</u>			
Re-imagining Day Services	0	-100	-100
Review of Early Help and Prevention Assessment Resources	-180	-180	-180
Increase maximum charge by £50 by 2024/25	-22	-45	-70
Implementing Charging for Self-funders	-14	-14	-14
Further Integration through the ICS	0	-60	-140
Decommissioning of Hope Street	-24	-24	-24
Remodelling of assistive technology services	-37	-37	-37
Increase the use of Shared Lives	0	-30	-30
	-277	-490	-595

Adult Services and Wellbeing – Service Controlled Budget after Proposed Savings

	2022/23 Consultation Budget £'000	2023/24 Indicative Budget £'000	2024/25 Indicative Budget £'000
Gross External Service Controlled Expenditure			
All Age Disability Service and Adult Mental Health Service	36,335	36,982	37,697
Integrated Commissioning	12,621	12,626	12,669
Personalised Long Term Support	46,006	48,595	51,448
Prevention and Early Help	7,249	7,304	7,414
Strategic Management	729	736	751
	102,940	106,243	109,979
Gross External Service Controlled Expenditure			
Employee Related	20,837	20,854	21,148
Premise Related	258	261	262
Transport Related	303	303	303
Supplies and Services	2,781	2,786	2,787
Agency (External Contracts)	66,322	69,369	72,573
Transfer Payments	12,439	12,670	12,906
	102,940	106,243	109,979
Gross External Service Controlled Income			
Grants and Contributions	-27,745	-27,745	-27,745
Customer Client Receipts	-13,866	-14,009	-14,136
	-41,611	-41,754	-41,881
Net External Service Controlled Expenditure	61,329	64,489	68,098
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	138	121	121
Internal Recharge Income	-144	-126	-126
	-6	-5	-5
Total Service Controlled Budget	61,323	64,484	68,093

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

EARLY INTERVENTION AND SAFEGUARDING

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

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

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

This area is responsible as one of the three statutory partners, with health and the police for the Safeguarding Children arrangements in the Borough. This included the Council, the Police and Health as the main safeguarding partners. The Independent Reviewing Officers provide reviews for looked after children and the child protection conferencing service.

EDUCATION AND INCLUSION SERVICES

Education and Inclusion 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 maintained schools when necessary. The service carefully targets resources provided towards those schools needing the most support to secure improvement in teaching and learning and the attainment and achievement of pupils. This service also provides:

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

Children and Young People's Services - Proposed Investment and Savings

Investment Proposals

N/A

Savings Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
<u>Children and Young Peoples' Services</u>			
Inclusion funding – cease one discretionary element.	-100	-100	-100
	-100	-100	-100

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

	2022/23 Consultation Budget £'000	2023/24 Indicative Budget £'000	2024/25 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Childrens Early Intervention & Safeguarding	30,303	30,567	31,016
Education & Inclusion	4,897	4,903	4,914
Strategic Management (CYP)	361	376	382
	35,561	35,846	36,312
Gross External Service Controlled Expenditure			
Employee Related	14,671	14,717	15,002
Premise Related	111	113	114
Transport Related	329	329	329
Supplies and Services	6,415	6,445	6,465
Agency (External Contracts)	12,043	12,216	12,342
Transfer Payments	1,992	2,026	2,060
	35,561	35,846	36,312
Gross External Service Controlled Income			
Grants and Contributions	-8,890	-9,104	-9,335
Customer Client Receipts	-362	-362	-363
	-9,252	-9,466	-9,698
Net External Service Controlled Expenditure	26,309	26,380	26,614
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	616	566	566
Internal Recharge Income	-656	-576	-576
	-40	-10	-10
Total Service Controlled Budget	26,269	26,370	26,604

Public Services – Summary of Services Provided

NEIGHBOURHOODS

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

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

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

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

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

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

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

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

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

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

CUSTOMER SERVICES

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

Libraries and Information Services: The service is currently responsible for the Central Library in Halifax, 6 hub libraries and 5 community libraries, and Todmorden Town Hall used for a variety of functions.

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

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

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

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

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

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

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

DIGITAL AND ICT

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

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

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

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

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

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

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

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

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

Key outputs: The Service supports approximately 2,500 users across the Council including significantly more working from home.

Public Services - Proposed Investment and Savings

Investment Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Public Services			
Waste Collections	150	150	150
ICT - Cyber Security & Systems	260	345	345
ICT - Service Desk, Servers and Digital	120	150	150
	530	645	645

Savings Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Public Services			
Increase Bereavement Services Charges	-90	-90	-90
	-90	-90	-90

Public Services – Service Controlled Budget after Proposed Investment and Savings

	2022/23 Consultation Budget £'000	2023/24 Indicative Budget £'000	2024/25 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Customer Services	11,427	11,530	11,533
Digital & IT	5,239	5,586	5,651
Group Director	178	180	183
Neighbourhoods	26,188	26,541	27,005
	43,032	43,837	44,372
Gross External Service Controlled Expenditure			
Employee Related	23,687	23,904	24,381
Premise Related	365	370	371
Transport Related	3,051	3,051	3,051
Supplies and Services	3,515	3,854	3,661
Agency (External Contracts)	12,414	12,658	12,908
	43,032	43,837	44,372
Gross External Service Controlled Income			
Grants and Contributions	-245	-245	-245
Customer Client Receipts	-15,973	-16,236	-16,506
	-16,218	-16,481	-16,751
Total Service Controlled Budget	26,814	27,356	27,621

Regeneration and Strategy – Summary of Services Provided

HOUSING

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

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

PLANNING

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

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

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

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

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

STRATEGIC INFRASTRUCTURE

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

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

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

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

CORPORATE ASSET AND FACILITIES MANAGEMENT

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

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

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

Markets: Provision of indoor and outdoor retail markets and specialist ad hoc markets.

Key outputs: provision of 7 regular Markets and ad hoc specialist markets.

ECONOMY AND INVESTMENT

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

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

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

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

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

Regeneration and Strategy - Proposed Investment and Savings

Investment Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Regeneration and Strategy			
Planning - Staffing	300	435	435
Planning - one-off	311	0	0
North Halifax	80	80	80
	691	515	515

Savings Proposals

N/A

Regeneration and Strategy – Budget after Proposed Investment and Savings

	2022/23 Consultation Budget £'000	2023/24 Indicative Budget £'000	2024/25 Indicative Budget £'000
Gross External Service Controlled Expenditure			
Business, Skills & Investment	4,369	4,188	3,754
CAFM	4,459	4,504	4,552
Housing & Green Economy	2,052	2,069	2,101
Major Projects	-409	-401	-384
Markets	586	590	600
Planning Services	2,348	2,193	2,221
Strategic Infrastructure	6,894	7,019	7,131
	20,299	20,162	19,975
Gross External Service Controlled Expenditure			
Employee Related	10,426	10,558	10,788
Premise Related	4,514	4,608	4,667
Transport Related	100	100	100
Supplies and Services	2,832	2,439	1,961
Agency (External Contracts)	2,409	2,439	2,441
Transfer Payments	18	18	18
	20,299	20,162	19,975
Gross External Service Controlled Income			
Grants and Contributions	-1,866	-1,677	-1,243
Customer Client Receipts	-6,101	-6,150	-6,163
	-7,967	-7,827	-7,406
Net External Service Controlled Expenditure	12,332	12,335	12,569
Internal Costs/Charges - Service Controlled			
Internal Recharge Expenditure	2,635	2,636	2,637
Internal Recharge Income	-2,590	-2,619	-2,619
	45	17	18
Total Service Controlled Budget	12,377	12,352	12,587

Cross Council, Central Accounts and Levies

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

Cross Council Proposed Investment and Savings

Investment Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Cross Council			
Corporate Maintenance - Health and Safety	169	169	169
Halifax Leisure	100	400	400
Decarbonisation of Todmorden Sports Centre	23	23	23
	292	592	592

Saving Proposals

BRIEF DESCRIPTION	2022/23 £'000	2023/24 £'000	2024/25 £'000
Cross Council			
Pass Council tax Reduction Effect to Parish Councils and remove grant funding	0	-80	-80
Review of Pension Contributions	-900	-900	-900
	-900	-980	-980

Estimated Available Revenue Balances - 1st April 2022 to 31st March 2025

	£'000
Available General Fund Revenue Balances as at 31st March 2021	5,782
Proposed Contribution to (+) / (-) from Balances 2021/22	0
Estimated Available General Fund Revenue Balances as at 31st March 2022	5,782
Proposed Contribution to (+) / (-) from Balances 2022/23	-88
Estimated Available General Fund Revenue Balances as at 31st March 2023	5,694
Proposed Contribution to (+) / (-) from Balances 2023/24	54
Estimated Available General Fund Revenue Balances as at 31st March 2024	5,748
Proposed Contribution to (+) / (-) from Balances 2024/25	-367
Estimated Available General Fund Revenue Balances as at 31st March 2025	5,381

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Public Services

1) Title of your Proposal

Waste Collections

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

Agreement has been reached with Suez to an increase in pay for drivers and supervisors on the waste collection service.

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

Agreement has been reached with Suez to an increase in pay for drivers and supervisors on the waste collection service in order to try to prevent further loss of staff to the wider HGV driver market. The estimated cost of this will be an additional £150k per annum which is now a commitment from the Council.

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

Year	£000s
2022/23	150
2023/24	150
2024/25	150

N/A

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

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 recruitment and retention of drivers by Suez should help them deliver the waste collection services across the borough.

Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet's final budget proposals if any significant differential is identified.

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

Regular performance monitoring is undertaken on the waste collection service and updates are provided by Suez on the number of drivers in post. A review timetable has been agreed with Suez.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Public Services

1) Title of your Proposal

ICT – Cyber Security & Systems

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

To develop a review framework to prioritise the critical prioritisation needs of systems with Directors to ensure resource and investment is focused in the right areas at the right time, and to invoke systems options appraisals, in order to identify whether an internal system or third party procured system is most appropriate. The Council will also recruit additional staff to support critical development of our systems and to work flexibly across the different ones.

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

Investment is needed to create a dedicated cyber security resource to secure the Council’s data and systems to support critical software development to underpin our systems that support and safeguard our most vulnerable people. Calderdale is unique in developing our own in-house systems for adults and children’s social care, benefits, Council Tax, Business Rates and financials. The Council needs to invest in software development to enable the organisation to remove the current risk of not being able to fulfil statutory requirements.

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

Year	£000s
2022/23	260
2023/24	345
2024/25	345

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

9

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 additional posts will help protect the Council against cyber attacks by detecting and preventing these attacks and provide the resources to review, maintain and develop the internal systems which support many of the Council’s front-line services in Social Care, Benefits etc. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet’s final budget proposals if any significant differential is identified.

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

A prioritisation of development work will be agreed with directors.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Public Services

1) Title of your Proposal

ICT – Service Desk, Servers and Digital

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

Recruit additional staff to man the service desk to avoid having to use resources from other IT teams and 1 FTE to support Digital Transformation project delivery.

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

The increase in home working has put more pressure on the Service Desk. There is more scope for problems when staff are working at home and this is amplified by not having a colleague you can ask for help. There is also an increased expectation that staff want to speak to somebody on the Service Desk who can help them rather than log a request and wait for somebody to get back to them.
There is also a need to invest and support Digital transformation project delivery. This is to ensure that the Council is able to mitigate resilience challenges in relation to core integration and to digitally transform so that we can support out Digital Calderdale aspirations.

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

Year	£000s
2022/23	120
2023/24	150
2024/25	150

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

3

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 additional resource on the service desk will improve the response time to queries from staff and increase the capacity to support staff experiencing IT difficulties. It has an effect on productivity across the whole Council if staff are unable to work due to unresolved IT issues. The Service Desk is also the first point of contact for the schools that buy our traded IT support service. It is important to provide a response and resolution service to our customers within the agreed timescales. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet’s final budget proposals if any significant differential is identified.

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

IT service desk will be monitored through the number of tickets and queries outstanding. Digital transformation will be kept under regular review.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Regeneration and Strategy

1) Title of your Proposal

Planning - Staffing

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

To recruit 6.25 permanent FTEs across the three areas covered by the peer review. This would provide a foundation to build other improvements on. The first year cost assumes that recruitment will commence early in the next financial year.

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

Management initiated a peer review of the Planning Service having identified the need for change and improvement and determined that an objective external review was the most appropriate way to clearly identify areas of concern, identify potential solutions and initiate the necessary action to address. The Planning Officers Society undertook this review during August 2021 and reported back to the Council in November 2021. To address the findings of this review it is necessary to increase capacity within the Planning service covering Development Management, Planning Policy and the associated Business Support. The additional capacity and proposed service improvement plan will help drive improved performance with staffing ratios based on standard caseload levels, a better resourced enforcement function and management capacity to drive effective performance management.

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

Year	£000s
2022/23	300
2023/24	435
2024/25	435

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

6.25

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.

Increased investment will support performance improvement of the Planning service, reducing complaints and the avoidable acceleration of issues relating to delays and general dissatisfaction whilst increasing stakeholder and customer satisfaction and improving staff wellbeing. As the Local Plan moves towards adoption it is critical that the service is high performing and able to deliver on growth and work proactively to improve our performance in the Government's Housing Delivery Test for example. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet's final budget proposals if any significant differential is identified.

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

The service improvement plan will be monitored and new performance data is being agreed to give greater visibility on the service performance which will be reviewed on an on-going basis with regular reporting.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Regeneration and Strategy

1) Title of your Proposal

Planning – one-off

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

This growth will be required in 2022/23 to address the immediate and one-off budget issues anticipated in the year.

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

One-off funding is required to meet additional cost attached to IT Software and to continue to support further programmes of work including Gypsy/Traveller Development plan, the adoption of a Community Infrastructure Levy and Supplementary Planning Documents. Additional funds are also required to address the income targets of the planning service including the Community Infrastructure Levy until the income expectations from the service can be re-assessed once the new Planning structure is in place and embedded.

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

Year	£000s
2022/23	311
2023/24	0
2024/25	0

N/A

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

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.

It is anticipated that the introduction of the local plan in 2022/23 and the introduction of the Community infrastructure Levy in 2023/24 has the potential to realise the required level of income in future years. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet's final budget proposals if any significant differential is identified.

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

The income levels for the Planning service will be re-assessed in advance of the budget process for 2023/24.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Regeneration and Strategy

1) Title of your Proposal

North Halifax

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

The growth funding will allow the creation of additional capacity to develop proposals for investment in North Halifax.

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

A report is to be presented to this January's Cabinet on further investment in North Halifax to address inequalities across areas of the borough. The nature of this investment is not known yet but is likely to take the form of some capacity to develop proposals for investment in North Halifax. It assumes that additional resources of £80k are required to enable the inclusive economy team and voluntary and community sector partners to take forward work and develop investment opportunities within North Halifax. This is in addition to the £100k funding which has been provided by Public health for community-led health and well-being projects. The report refers to the need for future capital investment but these projects will need further work before being presented to Cabinet.

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

Year	£000s
2022/23	80
2023/24	80
2024/25	80

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

2

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 additional investment is allocated to support a community led approach across North Halifax. This will enable the inclusive economy team to work with the local community to establish a local steering group that develop a vision for the transformation of the local area and develop to some targeted projects to support the local economy. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet's final budget proposals if any significant differential is identified.

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

The plans and monitoring will be taken forward through establishing a local steering group to work with the community.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Cross Council

1) Title of your Proposal

Corporate maintenance – Health and Safety

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

A high-level assessment of the issues with each building has been used to inform a series of conversations with service managers, to understand service priorities, including any planned or emerging service changes, to ensure that resources are targeted at delivering the Council’s priorities. A detailed programme will be agreed within the additional funding made available and focused on addressing the priority health and safety issues.

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

Large parts of the estate are in poor condition and are deteriorating, in some cases creating safety issues that are currently being managed, but which must be addressed. Capital investment of £2.6m is required to address health and safety and other essential maintenance issues. This represents the absolute minimum position to prevent the council failing to meet its statutory duties and it being vulnerable to challenge. Doing nothing would lead to building closures impacting significantly on service delivery. The growth revenue funding represents the prudential borrowing costs associated with this capital investment as set out in the Cabinet report in January 2022.

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

Year	£000s
2022/23	169
2023/24	169
2024/25	169

N/A

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

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.

This capital investment is required to meet Priority 1 items, relating to risk to life/ health / safety that must be delivered. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet’s final budget proposals if any significant differential is identified.

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

The resultant investment programme be monitored through the cross-party CAFM Asset Management Board

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Cross Council

1) Title of your Proposal

Halifax Leisure

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

Revenue budget is required to service the additional prudential borrowing required to progress the capital project involving the construction of a new leisure facility in Halifax. The overall level of prudential borrowing required is yet to be finalised as the Council is awaiting confirmation of grant funding from Sport England but provision is required to be built into future years budgets to ensure the viability of the scheme.

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

Cabinet is receiving a report in January and subject to Council approval to include £31.3m into the Council’s Capital Programme to provide modern combined leisure and sport facilities at the existing North Bridge Leisure Centre site. The scheme is supported by Levelling Up funding and potentially Sport England funding but will rely upon up to £19.1m in prudential borrowing from the Council. To reduce the risk to the revenue budget by incorporating further funding into the Council’s revenue budget in 2022/23 onwards. Further revenue funding of £400k per annum would meet the current forecasting funding shortfall of £180k and provide a further contingency of £220k per annum.

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

Year	£000s
2022/23	100
2023/24	400
2024/25	400

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 new Halifax Leisure Centre is compatible with the Council’s overall vision and strategies for economic development, the visitor economy and health and wellbeing. Vision 2024 specifically aspires to create a place where residents have good health. We believe this proposal will assist in facilitating this important outcome and contribute to addressing wider borough-wide priorities of reducing inequalities, growing our economy and building a sustainable future. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet’s final budget proposals if any significant differential is identified.

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

Contribution to the relevant performance indicators associated with the new facility.

GROWTH OPTION 2022/23 - 2024/25 BUDGET PROCESS

Cross Council

1) Title of your Proposal

Decarbonisation of Todmorden Sports Centre

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

The action will depend upon the success of the grant application for £1.726m from the Public Sector Decarbonisation scheme.

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

There is a current opportunity to secure significant external funding to replace the life-expired heating system at Todmorden Sports Centre with a low carbon alternative. This is the subject of a Cabinet report in January 2022 and would involve the Council borrowing £350k to fund its contribution to a scheme of decarbonisation measures at Todmorden sports centre with a value of £2.076m. The revenue funding of £23k per annum represents the borrowing costs associated with the Council's contribution.

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

Year	£000s
2022/23	23
2023/24	23
2024/25	23

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 project would deliver a 70% reduction in carbon emissions (275 tonnes CO₂e). Overall, the project would reduce carbon emissions associated with the energy use of the Council's estate by circa 6% per year, facilitating progress towards the Council's target of net zero by 2038. Although the additional budget provision that is being proposed is expected to generally have a positive impact on service delivery, there is scope for its benefit to be felt differently across the various categories of equalities characteristics. This will be further investigated during the consultation period and reflected in Cabinet's final budget proposals if any significant differential is identified.

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

Progress would be reported to Salix (the grant provider) on a monthly basis and there would be continuous liaison between the Council and Salix throughout the project. This would ensure that Salix could evidence the Council responding to issues and that Salix was assured of satisfactory progress.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Chief Executive's Office

1) Title of the Proposal

Service Review of Data and Intelligence Insight

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

The saving will require a review of the business intelligence needs of the organisation in the future and different ways in which this might be delivered. For this reason the saving has only been assumed to be a part year in 2022/23.

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

During the pandemic, different data and business intelligence has been required to monitor the position and plan for recovery. Some aspects of data analysis and business intelligence have not been undertaken as a result. This saving proposal would involve reviewing the business intelligence and insight needed by the organisation moving forwards and providing this in a different way, concentrating on those aspects which are most business critical. In some areas this may require additional investment in systems in order to achieve the savings, but this will become clearer during the review. The scope of the review will need to incorporate all those areas where business intelligence is required and also where there is capacity within the organisation to provide this.

4) a) What are the expected savings?

Year	£000s
2022/23	75
2023/24	100
2024/25	100

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

The main risk is that the organisation will not have sufficient capacity overall to deliver the business intelligence needs moving forwards and that this would impact upon service delivery.

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

The review will include whether greater use of technology can be used to provide business intelligence and data to minimise the impact of any reduction in capacity and implemented through service vacancy management where possible.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Re-Imagining Day Services

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

Review and redesign of in-house day centres to create two centres of excellence.

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

Following Cabinet approval in 2020, fully redesign the current configuration of in-house Older People and Disability Day Services into two Centres of Excellence. The model will place greater emphasis on access to the community and create a wider range of inclusive opportunities for those who use the services.

4) a) What are the expected savings?

Year	£000s
2022/23	0
2023/24	100
2024/25	100

4

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.

That existing estate isn't fit for purpose and new premises need to be identified thus delaying progress

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

The remodelling will create efficiencies and savings in respect of the physical estate and potential reduction of staffing resource, with no impact on quality of service delivery.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Review of Early Help and Prevention Assessment Resources

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

Reprofiling of roles within the Community Social Work Practice Team

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

Roles within the Community Social Work Practice Team will be reprofiled to provide a more diverse skills mix, moving away from a qualified role to one that encompasses a broader range of functions and skills to drive the prevention and early help model.

4) a) What are the expected savings?

Year	£000s
2022/23	180
2023/24	180
2024/25	180

4.3

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.

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

Reprofiling will assist with the refocus on the early help and prevention function and create the opportunity for qualified posts to be repositioned in other areas of the Operations Division.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Increase maximum charge for care services by £50 per week by 2024/25

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

The saving will require consultation with service users regarding the impact upon them.

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

Incrementally increase the maximum charge for full cost payers up to a further £50 per week by 2024/25.

4) a) What are the expected savings?

Year	£000s
2022/23	22
2023/24	45
2024/25	70

0

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.

Full cost payers may consider the level of care they procure, potentially impacting on their health and independence

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

Ensure that good information and clear, consistent advice is in place that explains the reasons for the increase.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Implementing Charging for Self-funders

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

For the Council to charge Self-funders for arranging their care from 2022/23.

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

Current legislation allows councils to charge Self-funders and this decision would in effect allow for this take place. This will be dependent on the number of people who wish to receive the service each year.

4) a) What are the expected savings?

Year	£000s
2022/23	14
2023/24	14
2024/25	14

0

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.

The main risk is that self-funders will start to arrange their own care

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

A clear consultation process outlining the potential benefits, such as the level of administration that is inherent with the arrangement of care.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Further Integration through the ICS

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

Review of the existing arrangements and development of a new integrated approach would be required and therefore could not be implemented until 2023/24 at the earliest.

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

The Integrated Care System (ICS) will take on the commissioning functions of CCGs and some of those of NHS England. Subject to a review this could present opportunities to ensure a more joined up and integrated approach.

4) a) What are the expected savings?

Year	£000s
2022/23	0
2023/24	60
2024/25	140

0

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.

The main risk is that the economies of scale and integration would not be achieved if there are further delays in the legislative process.

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

Early discussion and investigation between health and social care as part of the new ICS system would allow any improvements and efficiencies from economies of scale and greater integration to be achieved by 2023.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Decommissioning of Hope Street

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

The resource centre at Hope Street has operated remotely during the pandemic and changes to service needs mean that a new model for providing the service is necessary.

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

Decommissioning of the building is necessary due to service changes and the implementation of IPS (Individual Placement Support) employment model. The Council therefore no longer requires the café or the workshop space. The service has been operating remotely during Covid and staff have or are being in the process of being permanently redeployed across the Council.

4) a) What are the expected savings?

Year	£000s
2022/23	24
2023/24	24
2024/25	24

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.

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

All of the teams that used the building, have or are in the process of finding alternative accommodation as part of the Council's strategic office needs programme. Alternative redeployment opportunities continue to be investigated for the remaining staff.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Remodelling of assistive technology services

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

Redesign of front line roles to incorporate assistive technology

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

Frontline posts are being reprofiled and training provided to incorporate the growing element of Assistive Technology in all assessments. The application of this approach will positively impact on the size of support packages requiring direct support.

4) a) What are the expected savings?

Year	£000s
2022/23	37
2023/24	37
2024/25	37

0

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

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.

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

Reprofiling of roles and training of all frontline staff

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Adult Services and Wellbeing

1) Title of the Proposal

Increasing the use of Shared Lives

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

Increasing shared lives carers to reduce the need for supported living places

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

By increasing the capacity of Shared Lives will deliver savings by the reduction of high cost formal placements.

4) a) What are the expected savings?

Year	£000s
2022/23	0
2023/24	30
2024/25	30

0

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. Included here is any effect this proposal may have on relevant performance measures.

Any savings would be attached to placement budgets as opposed to Shared Lives.

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

The team are working with Calderdale Commercialisation Team to identify different opportunities.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Children and Young People’s Service

1) Title of the Proposal

Inclusion funding – Cease one discretionary element.

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

The savings would be made by a reduction in the Inclusion funding (previously Disabled Children’s Access to Childcare (DCATCH) funding).

The Inclusion fund is a multi-funding stream, which includes contributions from the Dedicated Schools Grant - high needs block and the Council’s base budget. This is a demand-led budget to support children (aged 2, 3 & 4) with additional needs to access early education/childcare. It gives additional support through staff training and increased staffing ratios. The base budget funds support to any age child with additional needs in wrap round childcare, out of school and holiday provision.

There are four levels of support offered in Calderdale:

- Statutory service for 3 and 4 year olds accessing Early Education places - funds early years settings to better support children with emerging and lower-level special needs.
- Discretionary service for settings who support two years olds with emerging needs to access Early Education places.
- Discretionary service for settings who support children aged 0-2 to access childcare provision.
- Discretionary service to support childcare provision in wrap around childcare, out of school and holiday provision for children aged 0 – 18.

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

The proposal is to continue with the funding to settings who are delivering Early Education places for children aged 2, 3 and 4 who have emerging special educational needs. This is in line with the Councils commitment to improve early years outcomes, the prevention strategy for families, and the council’s priorities to reduce inequalities for children with special educational needs. It retains the support to very young children aged 2 which is not a statutory requirement.

This proposal would also maintain a discretionary service for settings who support children with additional needs aged 0-2 to access childcare provision. This is whether their parents are working or not. Kirklees Council offers this support to parents who are working, the others in West Yorkshire do not offer this financial support.

The proposal is to reduce the inclusion funding to the settings that offer childcare for times when children are out of school, at either end of the day and during the holidays. There are three reasons for this:

The Inclusion Funding supports child-centered approaches to multi-agency working using a ‘team around the child’ approach to constantly monitor child development, act swiftly and efficiently to identify needs. The funding allows settings to implement appropriate interventions and support that are tailored to the child and family. This is

undertaken in the main in the setting where the child attends during the day (not at either end of the day).

Secondly family patterns of work and childcare are changing due to the pandemic. Whilst holiday provision requirement has started to increase back to previous levels, the need for wrap round childcare has reduced with more parents working from home. They are working flexibly, can collect children from school and work on their computers whilst children do homework.

Thirdly this would bring us in line with the rest of West Yorkshire's offer to parents:

- Kirklees Council 0 – 2s where parents/carers are working; 3 & 4 years old's where work commitment exceed the 30 hour free entitlement; Eligible 2, 3 & 4 years of age.
- Bradford Council 2, 3 & 4 years of age.
- Leeds Council 2, 3 & 4 years of age.
- Wakefield Council 3 - 4 years of age.

The other councils are not funding out of hours and holiday provision.

4) a) What are the expected savings?

Year	£000s
2022/23	100
2023/24	100
2024/25	100

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

The Childcare Act (2006) imposes a duty on local authorities to secure provision of childcare sufficient to meet the requirements of all parents in their area who wish to take up or remain in work or to undertake education or training that may lead to work. Section 6 specifically requires local authorities to secure childcare provision for disabled children, in this context, childcare must be 'sufficient' in terms of the number of places, affordability, and appropriateness. This proposal could impact on the availability of wrap around childcare and holiday provision now and in the future.

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

The base budget for the wrap around childcare, out of school and holiday provision for children aged 0 – 18 yrs. is £160k. A saving of £100k would retain a discretionary budget of £60k to support providers where sufficiency was likely to become an issue in a geographical area – which is what happens now with mainstream provision. There is access to a discretionary 15% of the Holiday Activities and Food (HAF) funding through central government for children with special needs. The criteria are for children on free school meals but for the last two rounds we have been granted permission from the Government to use this funding for SEN holiday activities.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Public Services

1) Title of the Proposal

Increase in Bereavement Services Charges

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

This represents a 7% increase in charges for cremations and burials

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

The charges for Bereavement services generate income to the Council to support the provision of these services. Charges were reduced during the pandemic as restrictions were in place on services. Since the withdrawal of these restrictions, it is now possible to review the charges made.

4) a) What are the expected savings?

Year	£000s
2022/23	90
2023/24	90
2024/25	90

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

The main risks are reputational and resistance from customers/residents. If the charges are increased towards the highest levels in West Yorkshire residents (Calderdale's charges would be second highest if other WY districts do not increase their charges) might also decide to use facilities in other local authorities.

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

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Pass Council Tax Reduction Effect to Parish Councils and Remove Grant Funding

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

The Council would need to consult with Parishes early in 2022/23 to enable them to adjust their future budget plans.

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

Whilst Formula grant has been cut, the Council has continued to compensate Parishes for 100% of their loss with adjustments to grant only reflecting changes to the number of claimants plus the Council has continued to give the Parish Councils a discretionary grant.

4) a) What are the expected savings?

Year	£000s
2022/23	0
2023/24	80
2024/25	80

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

May impact on the level of services delivered by Parishes or result in an increase in the parish precept. Parishes will need to review their future budget plans.

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

Early consultation with Parishes will give them sufficient time to factor the changes into their income in future budgets.

SAVINGS OPTION 2022/23 – 2024/25 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Review of Pension Contributions

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

The contribution rates for 2022/23 have now been agreed with the Pension Fund and the actuaries and will realise the savings below. It has been agreed that the Fund will be revalued again as at 31 March 2022 and any subsequent changes to the required contributions agreed in advance of the budget process for 2023/24.

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

The Council had provided for increased contributions to the Pension Fund following the most recent triennial actuarial review of the Fund. Since that point however the performance of the Fund has improved significantly to the extent that it is currently in surplus. Discussions with the Pension Fund and the actuaries about the position and future risks have resulted in agreement that the Council's pension contributions will not increase next year, this realising a saving of around £900k to the Council compared with the budgetary provision. There will be no impact upon the defined benefits of future pensioners in the scheme as a result of this.

4) a) What are the expected savings?

Year	£000s
2022/23	900
2023/24	900
2024/25	900

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

The main risk is that the performance of the Fund over the last 12 months will not be maintained and that when the Fund is revalued in March next year the surplus will have reduced or the Fund be in deficit. This would require increases in the Pension Fund contributions for 2023/24 meaning that the saving would not be sustainable.

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

Early discussions with the Actuary and Pension Fund next year would allow the Council some additional time to plan for any subsequent changes to the pension fund contributions required.

CABINET Budget Savings Proposals - 2022/23, 2023/24 and 2024/25

Initial Equality Impact Considerations

	Title of option	Service Review of Data and Intelligence Insight
Aims/outcomes of Service/Function		Ensuring data is accurate, well-managed, accessible and usable creates opportunities for it to be used to help target Council and partnership resources and contribute to the achievement of organisational objectives.
Option being proposed		The saving will require a review of the business intelligence needs of the organisation in the future and different ways in which this might be delivered. For this reason the saving has only been assumed to be a part year in 2022/23. Savings 2022/23 £75,000 2023/24 £100,000 2024/25 £100,000
EIA findings		Service delivery impact Although there may be a potential service impact no differential impact identified for any particular group. Employment impact Potential staffing impact. It is estimated that 2 FTE posts will be at risk but the proposal will be implemented through vacancy management where possible. A full service and workforce EIA will be conducted once the review is concluded. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them.
Justification (where no impact) and action(s) to manage/mitigate Impact		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.

	Title of option	Re-Imagining Day Services
Aims/outcomes of Service/Function		To improve the quality of life for older people by helping them to be independent and be with other people.
Option being proposed		Review and redesign of in-house day services into 2 Centres of Excellence in 2022/23 approved by Cabinet in 2020. Savings 2022/23 £0 2023/24 £100,000 2024/25 £100,000

<p>EIA findings</p>	<p><u>Service delivery impact</u> The proposal is likely to have an impact on service delivery – the specific nature of the impact will not be known until the review is completed. Those most likely to be affected are: <u>Age:</u> A substantial number of existing service users are older people. <u>Carers:</u> Changes to day services could impact on carers <u>Disability:</u> These services are provided to people with physical or learning disabilities, long-term health conditions or mental health issues, including dementia. <u>Gender:</u> Women currently live longer than men and may have proportionally greater need of services. Women are also more involved in all types of caring tasks. <u>Race:</u> Significantly more people from a white background access this service compared to people from ethnic minority backgrounds. <u>Employment impact</u> There may be a potential staffing impact with the reduction in number of buildings from 3 to 2. A full service and workforce EIA will be conducted once the proposal is worked up more fully. Actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p>
<p>Justification (where no impact) and action(s) to manage/mitigate Impact</p>	<p>The following actions will help to manage/mitigate the impact:</p> <ul style="list-style-type: none"> • Service users to be given as much notice as possible of changes and how it will affect them. • Ensure that there is good public information and that staff teams are well briefed in order that the public understand the change. • Where posts are at risk, efforts will be made to offer alternatives such as redeployment and development opportunities.

	<p>Title of option</p>	<p>Review of Early Help and Prevention Assessment Resources</p>						
<p>Aims/outcomes of Service/Function</p>		<p>To provide early intervention with a focus on delaying or deferring the need for long term support and ensuring people are connected to their communities</p>						
<p>Option being proposed</p>		<p>Roles within the Community Social Work Practice Team will be reprofiled to provide a more diverse skills mix, moving away from a qualified role to one that encompasses a broader range of functions and skills to drive the prevention and early help model.</p> <p><u>Savings</u></p> <table data-bbox="596 1832 912 1944"> <tr> <td>2022/23</td> <td>£180,000</td> </tr> <tr> <td>2023/24</td> <td>£180,000</td> </tr> <tr> <td>2024/25</td> <td>£180,000</td> </tr> </table>	2022/23	£180,000	2023/24	£180,000	2024/25	£180,000
2022/23	£180,000							
2023/24	£180,000							
2024/25	£180,000							
<p>EIA findings</p>		<p><u>Service delivery impact</u> The proposal is likely to have an impact on service delivery – those most likely to affected are:</p>						

	<p><u>Age:</u> A substantial number of existing service users are older people.</p> <p><u>Carers:</u> Changes to the current service could make it more difficult for carers to be supported in their caring role.</p> <p><u>Disability:</u> These services are provided to people with physical or learning disabilities, long-term health conditions or mental health issues, including dementia. Changes could adversely affect people's wellbeing and quality of life.</p> <p><u>Gender:</u> Women currently live longer than men and may have proportionally greater need of services. Women are also more involved in all types of caring tasks.</p> <p><u>Race:</u> More people from a white background access this service compared to people from ethnic minority backgrounds</p> <p><u>Sexual Orientation:</u> Although there is limited local information, research suggests that the LGB communities experience higher levels of mental health problems than in the general population.</p> <p><u>Employment impact</u></p> <p>There may be a staffing impact with the reduction of 4.3 FTE posts. The impact is likely to be greater for women than men as the majority of the social care workforce is female. A full service and workforce EIA will be conducted once the proposal is worked up more fully. Actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p>
<p>Justification (where no impact) and action(s) to manage/mitigate Impact</p>	<p>Where posts are at risk, efforts will be made to offer alternatives. The 4.3 Social Worker roles would be encouraged to transfer to vacancies in the All-Age Disability and Personal Learning and Thinking Skills services to mitigate potential redundancies.</p>

	Title of option	Increase maximum charge for care services by £50 per week by 2024/25						
	Aims/outcomes of Service/Function	Care Services provide care support to help people to live independently in the community						
	Option being proposed	<p>Increase the maximum charge in phases by a further £50 per week by 2024/25 for 27, the current number of self-funders supported by the Directorate.</p> <p><u>Savings</u></p> <table border="0"> <tr> <td>2022/23</td> <td>£22,000</td> </tr> <tr> <td>2023/24</td> <td>£45,000</td> </tr> <tr> <td>2024/25</td> <td>£70,000</td> </tr> </table>	2022/23	£22,000	2023/24	£45,000	2024/25	£70,000
2022/23	£22,000							
2023/24	£45,000							
2024/25	£70,000							
	EIA findings	<p><u>Service delivery impact</u></p> <p>The proposal is likely to have an impact on service delivery – those most likely to be affected are:</p> <p><u>Age:</u> A substantial number of existing service users are older people. A higher proportion of people pay a charge as they get older - this is not unexpected, given that older people tend to have more savings and capital and may have additional pensions over and above state benefits.</p> <p><u>Carers:</u> If people decline services due to higher charges, this could place a greater burden on family carers.</p> <p><u>Disability:</u> These services are provided to people with physical or learning disabilities, long-term health conditions or mental health issues, including dementia. If additional charges cannot be afforded this could adversely affect people’s wellbeing and quality of life.</p> <p><u>Gender:</u> Women currently live longer than men and may have proportionally greater need of services. Women are also more involved in all types of caring tasks</p> <p><u>Race:</u> Significantly more people from a white background access this service and pay a charge compared to people from ethnic minority backgrounds and this picture will be unaffected by the proposal.</p> <p><u>Employment impact</u></p> <p>There are no staffing implications.</p> <p>Actions to manage/mitigate service impact will be considered and implemented wherever possible / appropriate.</p>						
	Justification (where no impact) and action(s) to manage/mitigate Impact	<p>The following actions will help to manage/mitigate the impact:</p> <ul style="list-style-type: none"> • Service users will be consulted and given as much notice as possible of change to the charging policy and how it will affect them. • Ensure that there is good public information and that staff teams are well briefed in order that the public understand the policy, especially that people on low incomes pay no charge or a modest charge. 						

	Title of option	Implementing Charging for Self-funders						
Aims/outcomes of Service/Function		Care Services provide care support to help people to live independently in the community						
Option being proposed		<p>For the Council to charge self-funders for arranging their care from 2022/23. This will be dependent on the number of people who wish to receive the service each year.</p> <p><u>Savings</u></p> <table border="0"> <tr> <td>2022/23</td> <td>£14,000</td> </tr> <tr> <td>2023/24</td> <td>£14,000</td> </tr> <tr> <td>2024/25</td> <td>£14,000</td> </tr> </table>	2022/23	£14,000	2023/24	£14,000	2024/25	£14,000
2022/23	£14,000							
2023/24	£14,000							
2024/25	£14,000							
EIA findings		<p><u>Service delivery impact</u></p> <p>The proposal is likely to have an impact on service delivery – those most likely to be affected are:</p> <p><u>Age</u>: A substantial number of existing service users are older people.</p> <p><u>Carers</u>: If people decline services due to the new charge, this could place a greater burden on family carers.</p> <p><u>Disability</u>: These services are provided to people with physical or learning disabilities, long-term health conditions or mental health issues, including dementia. If charges are not affordable people could decline the service which could adversely affect people’s wellbeing and quality of life.</p> <p><u>Gender</u>: Women currently live longer than men and may have proportionally greater need of services. Women are also more involved in all types of caring tasks.</p> <p><u>Race</u>: Significantly more people from a white background access this service compared to people from ethnic minority backgrounds.</p> <p><u>Employment impact</u></p> <p>There are no staffing implications.</p> <p>Actions to manage/mitigate service impact will be considered and implemented wherever possible / appropriate.</p>						
Justification (where no impact) and action(s) to manage/mitigate Impact		<p>The following actions will help to manage/mitigate the impact:</p> <ul style="list-style-type: none"> • Service users will be consulted and given as much notice as possible of change to the charging policy and how it will affect them. • Ensure that there is good public information and that staff teams are well briefed in order that the public understand the policy, especially that people on low incomes pay no charge or a modest charge. 						

	Title of option	Further Integration through the ICS
Aims/outcomes of Service/Function		<p>Integrated Care Systems (ICSs) are partnerships that bring together providers and commissioners of NHS services with local authorities and other local partners to plan health and care services to meet the needs of their population. The aim is to integrate care across different organisations and settings, joining up hospital and community-based services, physical and mental health, and health and social care. From</p>

	1st April 2022 the Integrated care system (ICS) will take on the commissioning functions of CCGs and some of those of NHS England.						
Option being proposed	<p>The Integrated care system (ICS) will take on the commissioning functions of CCG's and some of those of NHS England. Subject to a review this could present opportunities to ensure a more joined up and integrated approach at place.</p> <p><u>Savings</u></p> <table> <tr> <td>2022/23</td> <td>£0</td> </tr> <tr> <td>2023/24</td> <td>£60,000</td> </tr> <tr> <td>2024/25</td> <td>£140,000</td> </tr> </table>	2022/23	£0	2023/24	£60,000	2024/25	£140,000
2022/23	£0						
2023/24	£60,000						
2024/25	£140,000						
EIA findings	<p><u>Service delivery impact</u></p> <p>There is likely to be a service impact which could be either positive or negative in relation to service experience and outcomes:</p> <p><u>Positive Impact:</u></p> <p>The approach enables systems to create arrangements that are suited to their local context and build on the strengths of their existing relationships and local leadership thereby benefiting all equality groups. Good integrated care systems can reduce:</p> <ul style="list-style-type: none"> • delay • duplication and gaps in service delivery • people getting lost in the system <p><u>Negative Impact:</u></p> <p>Barriers to successful implementation include a lack of commitment across organisations, limited resources, poorly functioning information technology, poor coordination of finances and care pathways, conflicting objectives, and conflict within teams which may lead to individuals protected by the Equality Act 2020 being impacted differentially.</p> <p><u>Employment impact</u></p> <p>The proposal may have staffing implications. A full service and employment EIA will be undertaken as the option is developed further. Actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p>						
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>The following actions will help to manage/mitigate the impact:</p> <ul style="list-style-type: none"> • Develop a staff training plan to embed cultural change • Ensure that there is good public information in order the public understand the change • 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. 						

	Title of option	Decommissioning of Hope Street						
Aims/outcomes of Service/Function		Access to workspace						
Option being proposed		<p>Decommissioning of the building is necessary due to service changes and the implementation of IPS (Individual Placement Support) employment model. The Council therefore no longer requires the café or the workshop space.</p> <p>The service has been operating remotely during Covid and staff have or are being in the process of being permanently redeployed across the Council.</p> <p><u>Savings</u></p> <table> <tr> <td>2022/23</td> <td>£24,000</td> </tr> <tr> <td>2023/24</td> <td>£24,000</td> </tr> <tr> <td>2024/25</td> <td>£24,000</td> </tr> </table>	2022/23	£24,000	2023/24	£24,000	2024/25	£24,000
2022/23	£24,000							
2023/24	£24,000							
2024/25	£24,000							
EIA findings		<p><u>Service delivery impact</u></p> <p>Although the service has been operating remotely during Covid the closure of the building and relocation of services may have a wider service impact. Decommissioning of the building will result in the need to find alternative office space for the Independent Living Support Team (ILST) and the Vocational Team. Due to the nature of these services older people and disabled people are most likely to be impacted.</p> <p><u>Employment impact</u></p> <p>Catering staff (Cook and 2 café assistants) have been redeployed elsewhere within the council, however there are 45 hours of café assistant hours still in place (one 20 hour post and one 24 hour post) hence potential staffing impact. It is estimated that 2 FTE posts will be at risk as there are currently no catering vacancies in ASW</p> <p>A full service and workforce EIA will be conducted as this option is progressed. Where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p>						
Justification (where no impact) and action(s) to manage/mitigate Impact		<p>The following actions will help to manage/mitigate the impact:</p> <ul style="list-style-type: none"> • ILST can move their office base to Higgins Close or Lower Edge Day Centre. • The Vocational Team (5 staff) who require access to location to see people face to face can use Laura Mitchell Health and Wellbeing Centre as touch down for SWYT IT access and Princess Buildings for Local Authority staff. 						

	Title of option	Remodelling of Assistive Technology Services
Aims/outcomes of Service/Function		A service to directly assist individuals with a disability in the selection, acquisition, or use of an assistive technology device.
Option being proposed		<p>Frontline posts are being reprofiled and training provided to incorporate the growing element of Assistive Technology in all assessments. The application of this approach will positively impact on the size of support packages requiring direct support.</p> <p><u>Savings</u></p> <p>2022/23 £37,000</p> <p>2023/24 £37,000</p> <p>2024/25 £37,000</p>
EIA findings		<p><u>Service delivery impact</u></p> <p>The proposal may have a potential service impact. The specific impact (if any) will not be known until the review is concluded.</p> <p><u>Employment impact</u></p> <p>The proposal may have a potential staffing impact. The specific impact (if any) will not be known until the review is concluded.</p> <p>A full service and workforce EIA will be conducted once the review is concluded and option(s) worked up more fully. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them.</p>
Justification (where no impact) and action(s) to manage/mitigate Impact		Where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.

	Title of option	Increasing the Use of Shared Lives
Aims/outcomes of Service/Function		The Shared Lives Service provides day, respite, carer and long term support to older people, adults with a learning disability and working aged adults with mental health needs.
Option being proposed		<p>By increasing the staff base in Shared Lives, the service would be able to increase the number of Shared Lives Carers and offer additional family based placements which will reduce the need for new placements in Supported Living settings. This will require an investment to expand the team with savings realised in 2022/23 and increasing in 2023/24. Any savings would be attached to placement budgets as opposed to Shared Lives.</p> <p><u>Savings</u></p> <p>2022/23 £0</p> <p>2023/24 £30,000</p> <p>2024/25 £30,000</p>

EIA findings	<p><u>Service delivery impact</u> The proposal may have a potential service impact. The specific impact (if any) will not be known until the review is concluded.</p> <p><u>Employment impact</u> The proposal may have a potential staffing impact. The specific impact (if any) will not be known until the review is concluded.</p> <p>A full service and workforce EIA will be conducted once the review is concluded and option(s) worked up more fully. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them.</p>
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>The team are working with Calderdale Commercialisation Team to identify different opportunities.</p> <p>Where impact is identified actions to manage/mitigate impact will be considered and implemented wherever possible / appropriate.</p>

	Title of option	Inclusion funding – cease one discretionary element						
	Aims/outcomes of Service/Function	<p>The Inclusion fund is a multi-funding stream, which includes contributions from the Dedicated Schools Grant - high needs block and the Council's base budget. This is a demand-led budget to support children (aged 2, 3 & 4) with additional needs to access early education/childcare. It gives additional support through staff training and increased staffing ratios. The base budget funds support to any age child with additional needs in wrap round childcare, out of school and holiday provision.</p>						
	Option being proposed	<p>The proposal is to continue with the funding to settings who are delivering Early Education places for children aged 2, 3 and 4 who have emerging special educational needs. It retains the support to very young children aged 2 which is not a statutory requirement.</p> <p>This proposal would also maintain a discretionary service for settings who support children with additional needs aged 0-2 to access childcare provision. This is whether their parents are working or not.</p> <p>The proposal is to reduce the inclusion funding to the settings that offer childcare for times when children are out of school, at either end of the day and during the holidays.</p> <p><u>Savings</u></p> <table data-bbox="616 1823 932 1928"> <tr> <td>2022/23</td> <td>£100,000</td> </tr> <tr> <td>2023/24</td> <td>£100,000</td> </tr> <tr> <td>2024/25</td> <td>£100,000</td> </tr> </table>	2022/23	£100,000	2023/24	£100,000	2024/25	£100,000
2022/23	£100,000							
2023/24	£100,000							
2024/25	£100,000							
	EIA findings	<p><u>Service delivery impact</u> The proposal will have an impact on service provision specifically for the target group – disabled children and their families.</p>						

	<p><u>Employment impact</u> No impact on staffing. The budget covers 1FTE member of staff to coordinate Inclusion Funding – the remainder of the budget is to support children. The reduction of this will budget will not result in staffing reduction. A full service EIA will be conducted once the review is concluded. This will identify any potential adverse impact and establish any measures that could be introduced to mitigate them.</p>
Justification (where no impact) and action(s) to manage/mitigate Impact	The changes to Inclusion Funding will include consultation with parent/carers, Early Years and Childcare providers, staff, and children where appropriate to ensure funding is appropriate and fit for purpose for the future, including meeting LA Statutory duties.

	Title of option	Increase in Bereavement Services Charges						
	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	<p>Increase bereavement charges by 7%.</p> <p><u>Savings</u></p> <table> <tr> <td>2022/23</td> <td>£90,000</td> </tr> <tr> <td>2023/24</td> <td>£90,000</td> </tr> <tr> <td>2024/25</td> <td>£90,000</td> </tr> </table>	2022/23	£90,000	2023/24	£90,000	2024/25	£90,000
2022/23	£90,000							
2023/24	£90,000							
2024/25	£90,000							
	EIA findings	<p><u>Service delivery impact</u> The proposal will have a service impact, specifically on Age, Disability, Race, Religion and Belief. 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.</p> <p><u>Employment impact</u> No staffing impact identified.</p>						
	Justification (where no impact) and action(s) to manage/mitigate Impact	<p>There would be a need for a carefully planned communications campaign to explain why the rises are necessary.</p> <ul style="list-style-type: none"> The Council will promote awareness of the financial support available to those in hardship and will clearly communicate the charging policy to inform personal financial planning. 						

	<ul style="list-style-type: none"> • Many people have insurance policies/pre-payment plans in place to deal with bereavements – but not all do. • 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.
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	Title of option	Pass Council Tax Reduction Effect to Parish Councils and remove grant funding						
Aims/outcomes of Service/Function		The Council receives funding from central government which can be passed down to town and parish councils to mitigate the impact of the council tax reduction scheme on their tax bases. The funding received by local authorities has reduced over recent years.						
Option being proposed		<p>When the Council Tax Reduction (CTR) scheme was introduced, Government funding for the scheme was immediately cut by 10% and rolled into the formula grant calculation with the expectation that Councils would manage costs through a locally defined scheme. Since 2013/14 Formula grant has continued to reduce. Whilst Formula grant has been cut, the Council has continued to compensate Parishes for 100% of their loss with adjustments to grant only reflecting changes to the number of claimants. As well as this the Council has continued to give the Parish Councils a discretionary grant.</p> <p>Passing down the grant can help keep down the town and parish element of Council Tax bills.</p> <p><u>Savings</u></p> <table> <tr> <td>2022/23</td> <td>£0</td> </tr> <tr> <td>2023/24</td> <td>£80,000</td> </tr> <tr> <td>2024/25</td> <td>£80,000</td> </tr> </table>	2022/23	£0	2023/24	£80,000	2024/25	£80,000
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2024/25	£80,000							
EIA findings		<p><u>Service delivery impact</u></p> <p>Parish councils have a variety of powers and duties, all of which impact directly on the community hence not passing down the grant may result in a potential service impact with the level of service decreasing or an increase in the parish precept. There are eight parishes in Calderdale, with seven receiving the grant. The grant relates to the cost of CTR in their areas and so it is relative. The nature and extent of the</p>						

	<p>impact will differ from one parish area to another and be dependent on the parish area precept and how each parish council responds to the savings identified. The proposal will impact more significantly on the geographical communities in the Upper valley, as this is where the majority of Parish Councils are established.</p> <p><u>Employment impact</u> No Council staffing impact identified</p>
Justification (where no impact) and action(s) to manage/mitigate Impact	<p>The Council would need to consult with Parishes early in 2022/23 to enable them to adjust their future budget plans. Early consultation with Parishes will give them sufficient time to factor the changes into their income in future budgets.</p>

	Title of option	Review of Pension Contributions						
Aims/outcomes of Service/Function		<p>WYPF is a local government pension scheme, founded in 1974. The largest employers taking part in the scheme are the five West Yorkshire councils: Bradford, Calderdale, Kirklees, Leeds and Wakefield</p>						
Option being proposed		<p>The Council had provided for increased contributions to the Pension Fund following the most recent triennial actuarial review of the Fund. Since that point the performance of the Fund has improved significantly to the extent that it is currently in surplus. Discussions with the Pension Fund and the actuaries about the position and future risks have resulted in agreement that the Council's pension contributions will not increase next year.</p> <p><u>Savings</u></p> <table> <tr> <td>2022/23</td> <td>£900,000</td> </tr> <tr> <td>2023/24</td> <td>£900,000</td> </tr> <tr> <td>2024/25</td> <td>£900,000</td> </tr> </table>	2022/23	£900,000	2023/24	£900,000	2024/25	£900,000
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2024/25	£900,000							
EIA findings		<p><u>Service delivery impact</u> Potential neutral impact on service delivery as the proposal is based on assets and liabilities and does not require a reduction in service delivery.</p> <p><u>Employment impact</u> No staffing impact identified as the proposal will not impact on the pensions payable to employees on their retirement. A full-service EIA will be conducted once the concession is agreed and action will be taken to manage/mitigate any impact identified.</p>						
Justification (where no impact) and action(s) to manage/mitigate Impact		<p>As above.</p>						

Feedback Form - Cabinet Budget Proposals 2022/23 to 2024/25 for Consultation

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

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

What would you do instead?

Any other comments

Response type

Public

Organisation/Network/Business

Staff

Please return this form by email to budget@calderdale.gov.uk or by sending it by post to BUDGET CONSULTATION, TOWN HALL, HALIFAX, HX1 1UJ by Wednesday 9th February if possible.

Cabinet's final proposals will be published on the Council's website following the Cabinet meeting on the 14th February. Calderdale Council's budget will then be agreed at Full Council on the 28th February 2022.

Thank you for your comments.

