

APPENDIX A

KIRKLEES COUNCIL

Medium Term Financial Plan

2018-20

REVENUE BUDGET

INTRODUCTION

How did we develop this documentation

- The budget plans take account both of existing year 2 and 3 Directorate budget plans which will continue to roll forward into the new years 1 and 2 of the updated 2018-28 MTFP, and new savings proposals.
- While revenue budgets are set annually before the start of each financial year, there is some limited flexibility for revenue budgets to be transferred between service activities in-year.

The updated budget plans in this document take account of the fact that some budgets have transferred between service activities.

- The document refers to “controllable budgets”: These are budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including overheads which are specific to that department.

Examples of controllable expenditure are staff costs, premises, supplies & services, and payments to contractors. Controllable income includes schools income, other traded income, fees & charges, and specific government grants.

- For a small number of services all the controllable expenditure is entirely funded by income. These services have £0 in the net controllable expenditure column.
- The column labelled “2017-18 net controllable budget” provides the baseline or starting point for savings or increases proposed in the following two years to the financial year 2019-20.
- Inflation uplifts have been applied to Directorate expenditure and income budgets for 2018-19, in line with budget approvals. Inflation provision for the following year is held within Central Budgets.
- The columns labelled “Minuses” are proposed reductions in net expenditure. This can be because of:
 - planned savings
 - reduced demand for that service, or
 - a planned increase in associated income.
- The columns labelled “Pluses” are proposed increases in net expenditure. This can be because of:
 - proposed increased spending, or
 - a planned reduction in associated income.
- The “minuses” cross-reference to specific budget savings templates for each minus proposal. The budget savings template sets out :
 - the minus amount profiled across years

- the impact on the budget to which the proposal relates
- the impact on staffing numbers where relevant
- a service description of what the proposal is (including interdependencies and risk)
- potential impact of the proposal on service outcomes and any mitigating actions proposed
- does the proposal require an equality impact assessment
- will the proposal require a specific service consultation
- accountable head of service

To support the budget process, we have published equality impact assessments.

GLOSSARY

Controllable budgets: Budgets that the budget holder can directly influence. Controllable expenditure includes direct operational costs including departmental specific management overheads (e.g. staff, premises, supplies & services, payments to contractors). Controllable income includes schools income, other traded income, fees & charges, specific government grants.

2017-18 net controllable budgets provide the baseline or starting point for savings or increases proposed in subsequent years.

Minuses: are reductions in spending, because of planned savings or a reduced demand for that service, or because of a planned increase in associated income. At this stage, the profiling of the minuses is indicative.

Pluses: are increased spending or reduced income. At this stage the profiling of the pluses is indicative.

BUDGET DOCUMENTATION 2018-20
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Overall Summary By Strategic Director Portfolio

STRATEGIC DIRECTOR PORTFOLIOS	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Child Protection & Family Support	51,403	(2,150)	49,253	(5,505)	7,630	51,378	(2,705)	1,093	49,766
Learning & Early Support	292,068	(274,266)	17,802	(857)	710	17,655	(1,075)		16,580
Quality Assurance, Standards & Safeguarding - Childrens	1,032	(140)	892			892			892
Total Children & Families	344,503	(276,556)	67,947	(6,362)	8,340	69,925	(3,780)	1,093	67,238
Integration	76,597	(15,961)	60,636	(914)	3,850	63,572	(1,148)	2,200	64,624
Adult Social Care Operation	89,176	(44,209)	44,967	(14,681)	10,367	40,653	(8,137)	3,650	36,166
Quality Assurance, Standards & Safeguarding - Adults	1,793	(333)	1,460			1,460			1,460
Total Adults & Health	167,566	(60,503)	107,063	(15,595)	14,217	105,685	(9,285)	5,850	102,250
Economy, Regeneration & Culture	17,379	(8,285)	9,094	(646)		8,448	(310)		8,138
Commercial, Regulatory & Operational Services	124,856	(92,362)	32,494	(2,817)		29,677	(1,433)		28,244
Total Economy & Infrastructure	142,235	(100,647)	41,588	(3,463)		38,125	(1,743)		36,382
Policy, Intelligence & Public Health	23,639	(27,799)	(4,160)	(421)	893	(3,688)	(1,126)	675	(4,139)
Office of the Chief Executive	21,270	(7,574)	13,696	(3,367)	2,020	12,349	(2,461)		9,888
Legal, Governance & Commissioning	3,061	(1,036)	2,025	(143)		1,882	(122)		1,760
Finance, IT & Transactional Services	138,857	(115,188)	23,669	(2,687)		20,982	(1,811)	650	19,821
Total Corporate Services	186,827	(151,597)	35,230	(6,618)	2,913	31,525	(5,520)	1,325	27,330
Sub Total Strategic Director Portfolio	841,131	(589,303)	251,828	(32,038)	25,470	245,260	(20,328)	8,268	233,200
Central Budgets	44,267	(1,408)	42,859	(1,785)	4,893	45,967	(152)	5,206	51,021
Total Budgets	885,398	(590,711)	294,687	(33,823)	30,363	291,227	(20,480)	13,474	284,221

Funding Available:		
Local Share of Business Rates	(99,786)	(51,485)
Top Up	2,340	(28,514)
Revenue Support Grant	0	(12,824)
Unringfenced Grants	(17,660)	(14,072)
Council Tax	(160,082)	(164,787)
Adult Social Care Precept	(12,539)	(12,539)
<i>Collection fund balance:</i>		
<i>Business Rates Local Share</i>		
<i>Council Tax</i>	(3,500)	
Total Funding Available	(291,227)	(284,221)

STRATEGIC DIRECTOR PORTFOLIOS

	FTEs	
	2018-19	2019-20
	MTFP	MTFP
Children & Families	6,007.0	6,007.0
adjust for delegated schools budget	(5,220.9)	(5,220.9)
	<hr/>	<hr/>
	786.1	786.1
Service Changes		(6.0)
	<hr/>	<hr/>
	786.1	780.1
Adults & Health	1,198.1	1,106.1
Service Changes	(92.0)	(15.0)
	<hr/>	<hr/>
	1,106.1	1,091.1
Economy & Infrastructure	2,236.7	2,206.7
Service Changes	(30.0)	(7.0)
	<hr/>	<hr/>
	2,206.7	2,199.7
Corporate Services	1,037.1	1,006.1
Service Changes	(31.0)	(102.5)
	<hr/>	<hr/>
	1,006.1	903.6
Summary excluding Delegated Schools Budget	5,258.1	5,105.1
Service Changes	(153.0)	(130.5)
	<hr/>	<hr/>
	5,105.1	4,974.6

CHILD PROTECTION & FAMILY SUPPORT

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Youth Offending Team	1,513	(741)	772			772			772
Assessment & Care Management									
Assessment Service	2,513	0	2,513	(1,178)	2,811	4,146	(631)	292	3,807
Care Management Service	3,615	0	3,615	(471)		3,144		99	3,243
Emergency Duty Service	662	(399)	263			263			263
Family Assessment/Young Carers	301	0	301	(160)	467	608		69	677
Gateway to Care	28	0	28			28			28
Total	7,119	(399)	6,720	(1,809)	3,278	8,189	(631)	460	8,018
Demand Led Activity									
Family Placement Unit (including Help Desk)	2,223	0	2,223	(384)	50	1,889		63	1,952
Fostering Service	806	0	806	(196)	215	825	(50)	35	810
Fostering Service (including Recruitment)	12,437	(95)	12,342	(66)	1,025	13,301	(3)	319	13,617
Adoption Service	1,304	(293)	1,011			1,011			1,011
Looked After Children/Leaving Care Team	3,325	(32)	3,293	(467)	529	3,355	(94)	135	3,396
Contact Team	1,120	0	1,120	(216)	243	1,147	(106)	25	1,066
Internal Residential Placements	2,848	0	2,848			2,848			2,848
External Residential Placements	6,241	(194)	6,047	(1,188)	1,275	6,134	(1,224)		4,910
Leaving Care Supported Accommodation/Supported Lodgings	2,254	0	2,254	(478)		1,776			1,776
Guardianship and Residency Orders	3,536	0	3,536		139	3,675			3,675
Adoption Allowances	1,469	0	1,469	(239)		1,230			1,230
Persons from Abroad	219	(149)	70			70			70
Total	37,782	(763)	37,019	(3,234)	3,476	37,261	(1,477)	577	36,361
Commissioning									
Substance Misuse Contracts	396	(247)	149			149			149
Total	396	(247)	149	0	0	149	0	0	149
Management & Regulatory Functions	4,593	0	4,593	(462)	876	5,007	(597)	56	4,466
TOTAL CHILD PROTECTION & FAMILY SUPPORT	51,403	(2,150)	49,253	(5,505)	7,630	51,378	(2,705)	1,093	49,766

**CHILD PROTECTION & FAMILY SUPPORT -
MINUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
NEW MINUSES					
Assessment & Care Management					
Assessment Service	Vacant posts and turnover		(459)		(459)
Assessment Service	Planned reduction in Advanced Practioners/Social Workers	NEW CP1		(260)	(260)
Assessment Service	Planned reduction in the use of Agency social workers	NEW CP4	(719)	(371)	(1,090)
Care Management Service	Budget realignment and turnover		(471)		(471)
Family Assessment / Young Carers	Budget realignment		(160)		(160)
Demand Led Activity					
Family Placement Unit inc. Help Desk	Vacant posts, turnover and budget realignment		(384)		(384)
Fostering Service	Vacant posts, turnover and budget realignment		(102)	(50)	(152)
Fostering Service	Planned reduction in the use of Agency social workers	NEW CP4	(94)	(50)	(144)
Fostering Service Inc Recruitment	Vacant posts and budget realignment		(66)	(3)	(69)
Looked Afer Children/Leaving Care Team	Vacant posts, turnover and budget realignment		(286)		(286)
Looked Afer Children/Leaving Care Team	Planned reduction in the use of Agency social workers	NEW CP4	(181)	(94)	(275)
Contact Team	Vacant posts and budget realignment		(110)		(110)
Contact Team	Planned reduction in the use of Agency social workers	NEW CP4	(106)	(56)	(162)
External Residential	Percentage of children placed outside Kirklees reduced by 50% by March 2019	NEW CP2	(1,188)	(1,224)	(2,412)
Leaving Care Supported Accommodation	Budget realignment		(478)		(478)
Adoption Allowances	Budget realignment		(239)		(239)
Management Regulatory					
Service Management & Support	Vacant posts, turnover and budget realignment		(327)	(57)	(384)
Professional charges, legal	Planned reduction in Legal Disbursement charges	NEW CP3		(475)	(475)
Child Protection Unit	Planned reduction in the use of Agency social workers	NEW CP4	(135)	(65)	(200)
TOTAL MINUSES FOR CHILD PROTECTION & FAMILY SUPPORT			(5,505)	(2,705)	(8,210)

CHILD PROTECTION & FAMILY SUPPORT - PLUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
NEW PLUSES					
<u>Assessment & Care Management</u>					
Assessment Service	Additional substantive posts, agency worker pressure, accelerated salary progression		2,811	292	3,103
Care Management Service	Accelerated salary progression			99	99
Family Assessment/Young Carers	Accelerated salary progression, business support budget realignment		467	69	536
<u>Demand Led Activity</u>					
Family Placement Unit inc. Help Desk	Budget realignment, agency worker pressure, accelerated salary progression		50	63	113
Fostering Service	Agency worker pressure, accelerated salary progression		215	35	250
Fostering Service Inc Recruitment	Additional substantive posts, agency worker pressure, volume pressure		1,025	319	1,344
Looked Afer Children/Leaving Care Team	Additional substantive posts, agency worker pressure, accelerated salary progression		529	135	664
Contact Team	Agency worker pressure		243	25	268
External Residential Placements	Volume pressures		1,275		1,275
Guardianship/Residency Orders	Volume pressures		139		139
Management & Regulatory Functions	Additional substantive posts, agency worker pressure, legal disbursement charges		876	56	932
TOTAL PLUSES FOR CHILD PROTECTION & FAMILY SUPPORT			7,630	1,093	8,723

Service Director	Child Protection & Family Support
Service Area	Assessment Service & Care Management
Headline Proposal	Planned reduction in Advanced Practitioners/Social Workers
Reference	NEW CP1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	-	(260)	(260)	(260)
Cumulative Savings	-	(260)	(520)	(780)
Budget after Savings (Controllable Budget)	6,109	5,849	5,589	5,329
FTE Reduction	-	6	6	6

Description of Savings Proposal (Including interdependencies and risk)
<p>In order to strengthen the service and provide additional leadership and social work capacity to manage caseloads effectively, the 2018/19 budget proposal is to build provision to recruit an additional Service Manager, Team Manager, 9 Advanced Practitioners and 8 Social Workers, and will embed improved social work practices into service, as an integral part of the service Improvement Plan.</p> <p>The quality of front line practice is key to improving the lives of children and families in Kirklees. Whatever the systems, processes and governance, it is the way that our staff work with children and families that will, in the end, make the difference and build the relationships, skills and confidence to make change. Effective practice needs shared values, a good theoretical model, good skills and knowledge from staff and the right training, support and supervision from managers. This approach has both a strong emerging evidence base and a strong moral foundation as it emphasises building on strengths, and empowering children, families and communities through stronger relationships. Adopting this approach will provide an opportunity for additional support and expertise through the DfE Innovation Fund supported 'Leeds Relational Practice Centre'</p> <p>Over the medium term, it is expected that the number of Advanced Practitioners and Social Workers required moving forward will reduce on a phased approach.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
This proposal is dependent on improved social work practices and reduced number of looked after children. Progress will be monitored through the Children Improvement Board.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Head of Children's Social Work - Elaine McShane
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Service Director	Child Protection & Family Support
Service Area	Demand Led Activity – External Residential
Headline Proposal	Percentage of children placed outside Kirklees reduced by 50% by March 2019
Reference	NEW CP2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,188)	(1,224)	(1,188)	
Cumulative Savings	(1,188)	(2,412)	(3,600)	(3,600)
Budget after Savings (Controllable Budget)	6,134	4,910	3,722	3,722
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>OfSTED highlighted areas where our care needs to improve, from the way that legal proceedings are managed when concerns become serious, to the quality of care planning, to the way we organise placements for our Looked After Children.</p> <p>Aims</p> <ul style="list-style-type: none"> • Improve social work practice with Looked After Children • Improve speed and rigour of decision making and legal processes so no child is left at risk • Ensure more children are placed in family type settings and as close to their existing communities as possible • Improve the range, quality and cost-effectiveness of placements for Looked After Children • Improve support for returning home safely • Strengthen the role of Corporate Parenting Board <p>Actions</p> <ol style="list-style-type: none"> 1. Audit and review care planning and implement a new care planning model 2. Support and training for staff, managers and IROs for new care planning model 3. Review internal residential provision 4. Review fostering service and recruitment strategy 5. Case review of all external placements and all placements with parents and implement action planning to move children on where safe and suitable 6. Develop and agree a Medium Term Sufficiency Strategy 7. Implement improved decision making governance to include a Gateway Panel, a Permanency Panel and improved Adoption Decision Making 8. Implement stronger legal case management processes 9. Develop a reunification strategy to support safe and successful return to family or kinship carers 10. Review and implement improvements for Independent Visitor Scheme 11. Strengthen Corporate Parenting through improved involvement of children and young people and better data to inform their work. Develop role and influence of Looked After Children.

Deliverables

- Care planning model developed and agreed by Apr 18. Training complete for all staff by Jul 18
- Sufficiency Strategy including reviews and action plans for internal and external fostering, residential and PWP, reunification in place by Jan 18
- Local Offer for Foster Carers in place by Apr 18
- Improved governance and legal processes– robust Permanence, Gateway and Adoption Decision Making panels in place by December 17, strengthened case manager support and review.
- New support arrangements in place for Corporate Parenting Board by Jan 18

Success Measures

- Proportion of children placed outside Kirklees is reduced safely and appropriately. Indicative target of 50% by March 19.
- Increase in timeliness of independent return interviews for Looked After Children that have been missing. Target 80% within 72 hours by March 18, 100% by March 19.
- Placement costs reduced. Targets TBC once review of placements completed

Risk

- Increased numbers of LAC
- Foster carer recruitment target not met
- More children and young people presented with very complex needs that require high cost placements
- Reduction in Health and Education funding

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Does this proposal require an Equality Impact Assessment?

No

Will this proposal require a Specific Service Consultation

No

Accountable Head of Service

Elaine McShane Service Director Child Protection & Family Support

Service Director	Child Protection & Family Support
Service Area	Management & Regulatory
Headline Proposal	Planned reduction in Legal Disbursement charges
Reference	NEW CP3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(475)		
Cumulative Savings		(475)	(475)	(475)
Budget after Savings (Controllable Budget)	1,809	1,334	1,334	1,334
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)	
<p>The Children's Legal disbursement budget is currently forecast to overspend by £475k in 2017/18 due to the continued high and complex demand for Legal services and the associated routine usage of external solicitors to meet the required capacity. This trend will most likely continue in 2018/19. The budget proposal next year is therefore to increase the Children's Legal disbursement budget by the current projected overspend. However, there are potential areas to explore in which to achieve some savings going forward.</p> <p>Aims</p> <ul style="list-style-type: none"> Improving social work practice within Children's services will ultimately lead to care proceedings cases remaining in the 26 week timescale and result in fewer hearings and therefore reduce costs. Latest court figures suggest Kirklees cases require additional hearings and whilst there are some pockets of improvement in practice this is not consistent or embedded enough to make a significant difference. Continue to review use of Locums together with most cost effective way of meeting demand for legal services. Review support for Children's services and look at how both Legal and Children's services can work together to optimise efficient outcomes and reduce costs. <p>Risks</p> <ul style="list-style-type: none"> The time line in which to embed improvements to social work practice may not be sufficiently implemented to achieve the necessary savings target from 2019/20 and the financial benefit may be a gradual process over a two to three year period. Increase in the numbers of LAC and complexity of cases. 	
<p>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</p>	
<p>Does this proposal require an Equality Impact Assessment?</p>	
<p>No</p>	
<p>Will this proposal require a Specific Service Consultation</p>	
<p>No</p>	
Accountable Head of Service	Elaine McShane – Service Director Child Protection & Family Support

Service Director	Child Protection & Family Support
Service Area	Service Wide
Headline Proposal	Planned reduction in the use of Agency social workers
Reference	NEW CP4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,235)	(636)		
Cumulative Savings	(1,235)	(1,871)	(1,871)	(1,871)
Budget after Savings (Controllable Budget)	1,665	1,029	1,029	1,029
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>The service currently has 56 agency workers deployed across the service (Nov 2017) costing approximately £78k per week. The service plan will reduce significantly the reliance on agency staff by 2019/20.</p> <p>As OfSTED have observed, the child focus and commitment of front line staff continues despite the change and challenges of recent months. These values and our Children's Services workforce are vital to our improvement plans. However, the impact of a dysfunctional system is clear.</p> <p>This means that children and families lose the stability of working with the same support worker, it limits the support they need, staff feel too pressured to produce their best work and the costs of agency staff reduces the money available for investing in improvement. We need to create the conditions for success – making sure we put in place the right respect, support, training and development that staff need and deserve.</p> <p>This will be achieved through the outcome of the service review of the workforce and determining sustainable structures. In addition, reviewing existing agency posts and having a clear exit strategy for agency staff in line with recruitment, service workforce development and reducing sickness levels across the service.</p> <p>Aims</p> <ul style="list-style-type: none"> • Morale, confidence and job satisfaction of staff improved • Staff report improved management, support and training • Recruitment and retention of staff improved • Use and cost of agency staff will decrease • Improved stability of social worker for children and families <p>Actions</p> <ol style="list-style-type: none"> 1. Career development framework will be developed in consultation with staff and unions and implemented. A professional development offer will be developed and aligned to the career development framework. 2. In consultation with staff and unions, undertake a review of staff support and working conditions including: pastoral support, IT systems, administrative support, offices and

communication. Agree and implement programme of work to improve staff working conditions and support.

3. Develop and implement improved arrangements for appraisal and management supervision
4. Implement new arrangements for monitoring staffing issues including staff satisfaction, caseloads, training, absence, recruitment and retention, including annual process for assessing work and views of workers through Social Work Health Check.
5. Engage with local Teaching partnership to maximise support from HEI partners.
6. Undertake renewed programme of recruitment for key staff groups.

Deliverables

- Career development framework agreed with staff and unions and in place by April 2018
- Professional development offer agreed with staff and unions and in operation from April 2018
- Review of staff support and working conditions complete by January 2018
- Action plan for improving support and working conditions implemented from March 2018
- Improved supervision and appraisal arrangements in place from January 2018
- New monitoring arrangements in place by January 2018

Success Measures

- Improved morale, confidence and skills of social workers and early help staff
- Reduced use of agency staff (25% reduction by March 2018; 50% September 2018; 75% March 2019)
- Reduced sickness absence (25% reduction by March 2018; 50% September 2018)

Risks

- Inability to recruit and retain staff
- Inability to reduce sickness absence of staff
- Volume growth of referrals/ assessments/ Looked After Children which will impact on staffing levels.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

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

Accountable Head of Service	Elaine McShane – Service Director Child Protection & Family Support
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LEARNING & EARLY SUPPORT

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Strategic Leadership									
Statutory Responsibility for the Education System	1,111	(299)	812	(250)	50	612	(250)		362
Music Service	24	0	24			24			24
School Forum allocations	254	(254)	0			0			0
Total	1,389	(553)	836	(250)	50	636	(250)	0	386
Schools Organisation, Planning and Admissions									
Schools Organisation & Planning	434	(131)	303	(151)		152	(151)		1
School Admissions	431	(428)	3			3			3
Total	865	(559)	306	(151)	0	155	(151)	0	4
Education for Vulnerable Children Services incl Special Educational Needs									
Kirklees Special Educational Needs (SEN) pupils in OLA Mainstream	371	(230)	141			141			141
Specialist Provision Co-ordination	790	(790)	0			0			0
SEN Assessment & Commissioning team (statutory)	436	(165)	271			271			271
Education of Looked After Children	480	(169)	311			311			311
Attendance & Pupil Support	1,189	(581)	608			608			608
Education Services for Vulnerable Children	1,190	(371)	819			819	(84)		735
Early Years SEN Support - Portex and ICAN services	186	(190)	(4)			(4)			(4)
Early Years SEN Support including Portage service	(23)	21	(2)		660	658			658
International New Arrivals	77	(75)	2			2			2
Total	4,696	(2,550)	2,146	0	660	2,806	(84)	0	2,722
Early Learning									
Private Voluntary & Independent Formula Funding (3 & 4 year olds)	10,416	(10,416)	0			0			0
Two year old funding	4,986	(4,986)	0			0			0
Early Years Quality Improvement, Workforce & Sufficiency	1,124	(585)	539	(226)		313	(300)		13
Total	16,526	(15,987)	539	(226)	0	313	(300)	0	13
Post 16 services	526	(20)	506			506			506
Learning Services Trading									
Traded School Improvement, Swimming, Cliffe House, Booksplus, Management Information Systems, Kirklees Supply Service, Nexus, Governors services and Headteacher well-being	3,385	(3,350)	35			35			35
Total	3,385	(3,350)	35	0	0	35	0	0	35

LEARNING & EARLY SUPPORT

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Early Intervention & Prevention (EIP)									
Early Intervention and Targetted Support	5,534	0	5,534	(230)		5,304	(290)		5,014
Total	5,534	0	5,534	(230)	0	5,304	(290)	0	5,014
Commissioning									
Other Commissioned Services	2,402	(52)	2,350			2,350			2,350
Targeted Mental Health Service Contracts	360	0	360			360			360
Stronger Families	1,731	(1,800)	(69)			(69)			(69)
Total	4,493	(1,852)	2,641	0	0	2,641	0	0	2,641
DSG Schools									
Primary Pupil Referral Unit	1,392	(1,392)	0			0			0
Secondary Pupil Referral Unit	3,127	(3,127)	0			0			0
Specialist Education Placements	2,513	(2,513)	0			0			0
Behavioural, Emotional & Exclusions	1,464	(1,461)	3			3			3
Further Education High Needs	805	(805)	0			0			0
Delegated School Budgets	225,083	(222,989)	2,094			2,094			2,094
SEN support including FE Post 16	1,455	(1,455)	0			0			0
Centrally Managed School Budgets	3,558	(3,509)	49			49			49
Childrens Pensions	3,816	(631)	3,185			3,185			3,185
Childrens Contingencies	10,549	(10,946)	(397)			(397)			(397)
Total	253,762	(248,828)	4,934	0	0	4,934	0	0	4,934
Management & Regulatory Functions	892	(567)	325			325			325
TOTAL LEARNING & FAMILY SUPPORT	292,068	(274,266)	17,802	(857)	710	17,655	(1,075)	0	16,580

LEARNING & EARLY SUPPORT - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000			
			2018-19	2019-20	Total	
EXISTING MTFP MINUSES						
Statutory Responsibility for the Education System	Bring vacancies forward, not replacing roles & commissioning tasks	EX LE1		(50)	(50)	
	Review of Statutory Responsibilities	EX LE2		(200)	(200)	
	Review service	EX LE3	(100)		(100)	
	Digital by design – service transformation	EX LE4	(150)		(150)	
	Schools Organisation & Planning	Reduce support to Schools Organisation & Planning & School Admissions	EX LE5	(151)	(151)	(302)
	Education Service for Vulnerable Children	Review	EX LE6		(84)	(84)
	Early Years Quality Improvement, Workforce & Sufficiency	Review support to early learning (sufficiency & development)	EX LE7	(226)	(300)	(526)
Early Intervention & Prevention (EIP)	Add back adjustment		(230)	(290)	(520)	
			(857)	(1,075)	(1,932)	
TOTAL MINUSES FOR LEARNING & EARLY SUPPORT			(857)	(1,075)	(1,932)	

LEARNING & EARLY SUPPORT - PLUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP PLUSES</u>					
Statutory Responsibility for the Education System	Review of Statutory Responsibilities - reversal of 2017-18 saving		50		50
<u>NEW PLUSES</u>					
Early Years SEN support including Portage	Reinstate budget for Early Years Special Educational Needs (SEND) Support (including Access		660		660
TOTAL PLUSES FOR LEARNING & EARLY SUPPORT			710	0	710

QUALITY ASSURANCE, STANDARDS & SAFEGUARDING

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Childrens									
Service Specialist Training (Children)	210	(27)	183			183			183
Kirklees Safeguarding Childrens Board	822	(113)	709			709			709
Total	1,032	(140)	892	0	0	892	0	0	892
Adults									
Commissioning									
Adult Protection	608	(82)	526			526			526
Service Specialist Training (Adults)	156	(24)	132			132			132
Children & Adults Learning Team	466	0	466			466			466
Other Commissioning Infrastructure	297	(150)	147			147			147
Total	1,527	(256)	1,271	0	0	1,271	0	0	1,271
Other Services									
Domestic Abuse	123	0	123			123			123
Other Services	143	(77)	66			66			66
Total	266	(77)	189	0	0	189	0	0	189
TOTAL QUALITY ASSURANCE, STANDARDS & SAFEGUARDING	2,825	(473)	2,352	0	0	2,352	0	0	2,352

INTEGRATION

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Assessment & Care Management	3,499	(649)	2,850			2,850			2,850
Demand Led Activity									
Self Directed Support	20,351	(3,882)	16,469	(191)		16,278	(424)		15,854
Independent Sector Residential and Nursing Placements									
Independent Sector Residential and Nursing Placements - Learning Disabilities	23,338	(7,128)	16,210	(424)	2,856	18,642	(423)	2,200	20,419
Independent Sector Residential and Nursing Placements - Mental Health	5,497	(1,377)	4,120	(66)		4,054	(67)		3,987
Total	28,835	(8,505)	20,330	(490)	2,856	22,696	(490)	2,200	24,406
In-House Residential - Learning Disabilities	2,499	(648)	1,851			1,851			1,851
Day Care and Other Contracted Services									
In-House Day Care	3,106	(376)	2,730			2,730			2,730
Contracted Services	3,460	(26)	3,434	(233)		3,201	(234)		2,967
Total	6,566	(402)	6,164	(233)	0	5,931	(234)	0	5,697
Other Demand-Led Services									
Children with Disability	3,234	(5)	3,229		994	4,223			4,223
Learning Disability Shared Lives	1,082	0	1,082			1,082			1,082
Internal Residential Placements	1,916	(119)	1,797			1,797			1,797
Emergency Support	75	0	75			75			75
Total	6,307	(124)	6,183	0	994	7,177	0	0	7,177
Total Demand Led	64,558	(13,561)	50,997	(914)	3,850	53,933	(1,148)	2,200	54,985
Early Intervention & Prevention (EIP)									
Supporting People	5,439	(1,309)	4,130			4,130			4,130
Communities Plus	2,481	(442)	2,039			2,039			2,039
Total	7,920	(1,751)	6,169	0	0	6,169	0	0	6,169
Management & Regulatory Functions	620	0	620			620			620
TOTAL INTEGRATION	76,597	(15,961)	60,636	(914)	3,850	63,572	(1,148)	2,200	64,624

INTEGRATION - MINUSES

Service Activity	Proposed Change	Savings Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
Demand Led Activity	Apply proportionate spend on direct payments	EX IN1	(178)	(412)	(590)
Self Directed Support (SDS)	Independent Living fund reduction in grant		(13)	(12)	(25)
Contracted Services (mainly Independent Sector Day Care)	Review of all existing contracts	EX IN2	(233)	(234)	(467)
Independent Sector Residential & Nursing	Reduction in high cost learning disability placements	EX IN3	(424)	(423)	(847)
Independent Sector Residential & Nursing	Mental health placements	EX IN4	(66)	(67)	(133)
			(914)	(1,148)	(2,062)
TOTAL MINUSES FOR INTEGRATION			(914)	(1,148)	(2,062)

INTEGRATION - PLUSES

Service Activity	Proposed Change	Savings Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP PLUSES					
Independent Sector Residential & Nursing	Future Pressures - Tranforming Care Partnership Plan		156		156
NEW PLUSES					
Independent Sector Residential & Nursing Placements - Learning Disabilities	Adult Social Care - demand-led pressures		2,700	2,200	4,900
Other Demand-Led Services Children with Disability	Demand-led pressures		994		994
			3,694	2,200	5,894
TOTAL PLUSES FOR INTEGRATION					
			3,850	2,200	6,050

ADULTS SOCIAL CARE OPERATION

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Assessment and Care Management									
Assessment and Care Management	6,613	(1,640)	4,973	(200)	2,600	7,373	(560)		6,813
Gateway to Care	1,332	(118)	1,214			1,214			1,214
Total	7,945	(1,758)	6,187	(200)	2,600	8,587	(560)	0	8,027
<u>Demand Led Activity</u>									
Self Directed Support	17,704	(9,704)	8,000	(1,334)	4,998	11,664	(1,094)		10,570
Independent Sector Residential and Nursing Placements									
Independent Sector Residential and Nursing Placements - Older People	31,142	(14,347)	16,795	(301)	899	17,393	(267)	950	18,076
Independent Sector Residential and Nursing Placements - Physical Disabilities	4,226	(1,053)	3,173	(120)		3,053	(120)		2,933
Total	35,368	(15,400)	19,968	(421)	899	20,446	(387)	950	21,009
In-House Residential - Older People	4,980	(1,737)	3,243			3,243			3,243
Day Care and Other Contracted Services									
In-House Day Care	819	(38)	781			781			781
Contracted Services (mainly independent sector day care)	2,630	(692)	1,938	(133)		1,805	(183)		1,622
Total	3,449	(730)	2,719	(133)	0	2,586	(183)	0	2,403
Other Demand-Led Services									
Re-ablement	6,155	(5,178)	977			977			977
Excellent Homes for Life (supported living)	1,515	(422)	1,093			1,093			1,093
Provision of Community Equipment	4,603	(3,728)	875	(34)		841	(33)		808
Emergency Support (including Persons from Abroad)	376	0	376			376			376
Care Phones and Assistive Technology	1,140	(1,067)	73	(13)		60	(20)		40
Other Demand Led	774	0	774	(66)		708	(67)		641
Adult Social Care Grant & Better Care Funding	0	(2,670)	(2,670)	(11,600)	1,870	(12,400)	(5,700)	2,700	(15,400)
Total	14,563	(13,065)	1,498	(11,713)	1,870	(8,345)	(5,820)	2,700	(11,465)
Total Demand Led	76,064	(40,636)	35,428	(13,601)	7,767	29,594	(7,484)	3,650	25,760

ADULTS SOCIAL CARE OPERATION

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Early Intervention & Prevention									
Support for Carers	452	0	452			452			452
Total	452	0	452	0	0	452	0	0	452
Commissioning									
Contracts Management	746	(300)	446			446			446
Commissioning Heads of Service	62	0	62			62			62
Other Commissioning Infrastructure	900	(618)	282			282			282
Total	1,708	(918)	790	0	0	790	0	0	790
Older People Residential Strategy	0	(478)	(478)	(766)		(1,244)	20		(1,224)
Management & Regulatory Functions	3,007	(419)	2,588	(114)		2,474	(113)		2,361
TOTAL ADULTS SOCIAL CARE OPERATION	89,176	(44,209)	44,967	(14,681)	10,367	40,653	(8,137)	3,650	36,166

ADULTS SOCIAL CARE OPERATION - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP MINUSES					
Assessment & Care Management	Staffing Realignment within Adult Social Care	EX AS1	(100)	(310)	(410)
	Staffing Realignment within Adult Social Care	EX AS2	(100)	(250)	(350)
Demand Led Activity					
Self Directed Support (SDS)	Future Pressures National Living Wage - net unfunded pressure - Adults contract		(684)	(93)	(777)
	Reduced spend on independent sector home care and apply proportional spend on direct payment	EX AS3	(422)	(988)	(1,410)
	Independent Living fund reduction in grant		(14)	(13)	(27)
Independent Sector Residential & Nursing Placements - Older People	Reduction of Older People & Physical Disability placements	EX AS4	(266)	(267)	(533)
	Removal of discounted respite	EX AS5	(35)		(35)
Independent Sector Residential & Nursing Placements - Physical Disabilities	Reduction of Older People & Physical Disability placements	EX AS6	(120)	(120)	(240)
Day Care and Other Contracted Services					
Contracted Services (mainly Independent Sector Day Care)	Review of all existing contracts	EX AS8	(133)	(133)	(266)
Other Demand-Led Services					
Provision of Community Equipment	Community equipment	EX AS9	(34)	(33)	(67)
Care Phones & Assistive Technology	Care phones - increased income	EX AS10	(13)	(20)	(33)
Other Demand-Led	Review of out of hours services	EX AS11	(66)	(67)	(133)
Demand-Led Activity Savings	Additional Better Care funding		(6,300)	(5,700)	(12,000)
Older People's Residential Strategy	Identify partner(s) to deliver integrated health and social care to those with specialist needs or explore new delivery models.	EX AS13	(766)	20	(746)
Management & Regulatory Functions	Business support realignment across Adult Social Care	EX AS14	(94)	(93)	(187)
			(9,147)	(8,067)	(17,214)

ADULTS SOCIAL CARE OPERATION - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
NEW MINUSES					
Contracted Services (mainly Independent Sector Day Care)	Older People's Independent Sector Day Services	NEW AS1		(50)	(50)
Other Demand-Led Services					
Self Directed Support (SDS)	Review Taskforce Additional Savings	NEW AS2	(214)		(214)
Demand-Led Activity Savings	Improved Better Care offer - Spring 2017 budget further allocation		(5,300)		(5,300)
Management & Regulatory Functions	Reduction of Transport Costs	NEW AS4	(20)	(20)	(40)
			(5,534)	(70)	(5,604)
TOTAL MINUSES FOR ADULTS SOCIAL CARE OPERATION			(14,681)	(8,137)	(22,818)

ADULTS SOCIAL CARE OPERATION - PLUSES

Service Activity	Proposed Change	Savings Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP PLUSES					
Demand Led Activity					
Self Directed Support	3% Adult Social Care Council Tax precept		4,998		4,998
Independent Sector Residential & Nursing Placements - Older People	Future Pressures - Older People Demographic (3%)		899	950	1,849
Improved Funding allocation	Adult Social Care Grant		1,870		1,870
			7,767	950	8,717
NEW PLUSES					
Other Demand-Led Services					
Demand-Led Activity Savings	Improved Better Care offer - Spring 2017 budget further allocation		2,600	2,700	5,300
			2,600	2,700	5,300
TOTAL PLUSES FOR ADULTS SOCIAL CARE OPERATION			10,367	3,650	14,017

Service Director	Adults Social Care Operations
Service Area	Commissioning and Health Partnerships
Headline Proposal	Older People's Independent Sector Day Services
Reference	NEW AS1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(50)	(50)	(100)
Cumulative Savings		(50)	(100)	(200)
Budget after Savings (Controllable Budget)		1,608	1,558	1,458
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The projected savings outlined above will be achieved by:</p> <p><u>Phase 1 (April 2017 – March 2018)</u></p> <ul style="list-style-type: none"> • A review of all individuals currently using independent sector day services will take place to identify individuals with low level need • Working with the current providers, community hubs and the voluntary and community sector, to identify community resources which may be in a position to provide alternative daytime activities to meet low level need. • Consultation with service users and carers to find out what would meet their needs. • Calculation of actual potential savings for future years. • Developing an exit strategy from the current contract. • Modelling of services for individuals with higher level needs. <p><u>Phase 2 (April 2018 – March 2019)</u></p> <ul style="list-style-type: none"> • Developing resources in the community in line with the outcomes of the service user and carer consultation. • Commencement of movement of individuals with low level needs towards community-based support solutions. • As money is released from the contract, investment into community services which aim to meet individuals with higher level needs.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<ul style="list-style-type: none"> • Adult social care demand and level of need is rising significantly which places increased challenge on the system. • As part of other savings, the review team will reduce. The service will ensure that

reviewing capacity is focussed where need is greatest.

- The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market development is ongoing.

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

Accountable Head of Service	Korrina Campbell
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Service Director	Adults Social Care Operation
Service Area	Demand Led Activity (incl. Assessment and Care Management)
Headline Proposal	Review taskforce additional savings
Reference	NEW AS2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(214)			
Cumulative Savings	(214)	(214)	(214)	(214)
Budget after Savings (Controllable Budget)	16,009	14,915	14,586	14,586
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The Transformation Programme for Adult Social Care was agreed by the Transformation Portfolio Board to achieve the medium term financial plan savings and bring about sustainable change in the way adult social care is delivered in Kirklees.</p> <p>To support this programme the adults' directorate established a review task force with the aim of embedding a strength-based social care practice across the directorate. The taskforce has undertaken targeted reviews to right size care packages, focusing on delivering better outcomes for service users, whilst also delivering financial savings for the council.</p> <p>As a result it has developed a greater degree of intelligence around the productivity of the taskforce and the levels of savings that can be achieved on a weekly basis. This has led to a review of the benefits profile for the care offer.</p> <p>This approach has resulted in the following outputs:</p> <ul style="list-style-type: none"> • new business processes • refined leadership and governance mechanisms • new tracking tools • testing different types of cases to review <p>These refinements to process and ways of working within review task force have provided significant intelligence, allowing the team to test the benefits assumptions originally developed in April and develop a revised set of assumptions based on current performance.</p> <p>Performance to date within year 2017/18 has achieved 490K savings. Whilst this is under target, the extension of the review task force and the assumptions used to profile future savings aim to ensure the savings are made.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Appoint a dedicated team lead. Options have been pursued to ensure that the team manager is fully dedicated to the review taskforce and that any operational responsibilities are backfilled. A new review task force manager has now started in this role and will be fully dedicated to this project.

Head of Service and Service Manager oversight

Careful management oversight of review team performance, including weekly operational meetings and fortnightly strategic meetings.

Teams based in their hubs

Staff will be based in their respective hubs and will undertake the targeted reviewing activity from that location.

Objective setting with team members

Service Manager to meet with each team member to set objectives focused on productivity and performance.

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

Accountable Head of Service	Lee Thompson, Head of Operations North
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Service Director	Adults Social Care Operations
Service Area	Management & Regulatory Functions
Headline Proposal	Reduction of transport costs
Reference	NEW AS4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(20)	(20)	(20)	
Cumulative Savings	(20)	(40)	(60)	(60)
Budget after Savings (Controllable Budget)	3,043	2,930	2,910	2,910
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The council is continuing to work towards allowing all employees to be able to manage their time and their travel through working smarter. This is being done by balancing travel needs through using environmentally friendly forms of transport wherever possible and having the equipment and suitable locations, through the Mobile and Agile Programme to minimise unnecessary travel. This will be facilitated by the options of facilities across the district that will be accessible to staff and the use of mobile technology to assist in working from home, or other locations.</p> <p>The savings will be comprised of the following reductions:</p> <ul style="list-style-type: none"> • number and value of mileage claims • number of parking claims being required • number of council funded travel cards • need for city cars/rental cars <p>Note – the budget after savings figure reflects the management and regulatory functions line in the summary.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Essential travel, parking etc. will continue to be offered to ensure business critical travel is sustained.</p> <p>Employees will be supported through the use of technology and options for workplace and travel to ensure they are supported.</p> <p>Promotion and further development of the green agenda.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Amanda Evans
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ECONOMY, REGENERATION & CULTURE

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Housing General Fund	4,696	(2,722)	1,974	(56)		1,918			1,918
Highways	1,426	(667)	759	(80)		679			679
Markets	1,531	(2,091)	(560)	(40)		(600)	(40)		(640)
Planning	2,545	(1,841)	704	(120)		584	(120)		464
Policy Strategy, Commissioning	437	0	437			437			437
Creative Economy	589	0	589	(44)		545			545
Museums & Galleries	937	(296)	641			641			641
Sport & Physical Activity	2,298	(617)	1,681	(250)		1,431	(150)		1,281
Economic Resilience	2,862	(51)	2,811			2,811			2,811
Management & Regulatory Functions	58	0	58	(56)		2			2
TOTAL ECONOMY, REGENERATION & CULTURE	17,379	(8,285)	9,094	(646)		8,448	(310)		8,138

ECONOMY, REGENERATION & CULTURE - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
<u>Sport & Physical Activity</u>					
Grant to Kirklees Active Leisure	Continuation of existing approach and reducing reduction of financial support to KAL	EX ER1	(200)	(100)	(300)
<u>Management & Regulatory Services</u>					
	Service efficiencies	EX ER2	(56)		(56)
			(256)	(100)	(356)
<u>NEW MINUSES</u>					
Housing General Fund	Housing land management and new ways of working	NEW ER1	(56)		(56)
Highways	Capitalisation of transportation related staff	NEW ER2	(80)		(80)
Planning	Planning fee increase	NEW ER3	(120)	(120)	(240)
Creative Economy	Reduction in Outcomes Commissioning Budget	NEW ER4	(44)		(44)
Grant to Kirklees Active Leisure	Continuation of existing approach and reducing reduction of financial support to KAL	NEW ER5	(50)	(50)	(100)
Markets	Closure of two markets and increased income	NEW ER6	(40)	(40)	(80)
			(390)	(210)	(600)
TOTAL MINUSES FOR ECONOMY, REGENERATION & CULTURE			(646)	(310)	(956)

Service Director	Economy, Regeneration & Culture
Service Area	Housing General Fund
Headline Proposal	Housing land management and new ways of working
Reference	NEW ER1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(56)			
Cumulative Savings	(56)	(56)	(56)	(56)
Budget after Savings (Controllable Budget)	1,918	1,918	1,918	1,918
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposals:</p> <ul style="list-style-type: none"> Reduce from April 2018 the budget available to respond to and deal with problems identified on council owned housing land. (Not housing revenue account land). Reduce from April 2018 the budget relating to 'buying in' expertise to support the development of housing related strategies and surveys as more work is done in-house and/or is funded through external grants / sources. <p>Interdependencies and Risks:</p> <ul style="list-style-type: none"> Resources available to deal with issues arising on land sites may not be sufficient resulting in an over spend and/or a delay in dealing with the problem.

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Impact:</p> <ul style="list-style-type: none"> Potential for delays in dealing with all issues identified which could result in complaints from residents and through better collaboration with other services and prioritisation, these will be mitigated. Any health and safety issues/risks would be prioritised for action. Applications / bids for external funding will be made where appropriate and on-line information and services will continue to be used to support strategic work. 	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Helen Geldart
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Service Director	Economy, Regeneration & Culture
Service Area	Strategic Investment (Planning/Signals/Flood/Transportation)
Headline Proposal	Planning Fees and Capital Charging
Reference	NEW ER2 & NEW ER3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)	(120)		
Cumulative Savings	(200)	(320)	(320)	(320)
Budget after Savings (Controllable Budget)	1,214	1,094	1,094	1,094
FTE Reduction	0	0	0	0

Description of Savings (Including interdependencies and risk)
<p>Proposal 1– Increase Capital Charges (£80k/year)</p> <p>This will apply to staff in the transportation section. Given that the majority of projects that will be delivered focus on the 7 WYTF plus programme there is scope to recharge more to capital projects. It is suggested that a further £80k is a realistic increase which allows for some officer time to be spent on other non-capital projects such as the Local Plan.</p> <p>Proposal 2 – Increased Planning Fees (£120k in year 1 rising to £240k in remaining years)</p> <p>We have generally seen an uplift in planning fees over the past few years. The increase has been driven by the volume of applications rather than an increase in base line fees (this was carried out nationally in 2011/12). As available land decreases then the key drivers of planning fees – major applications start to fall. Whilst - for 2017/18 – majors are falling – this is driven by the lead in times for local plan adoption as pre-apps on key sites are currently quite high.</p> <p>DCLG have been considering a 20% increase since the early part of 2016. The legislation for this has recently been laid before parliament despite successive consultation and White Papers promising an earlier implementation.</p> <p>This will increase planning fee income and does not rely on increased volumes of applications. However, there needs to be some caution exercised as the DCLG does need to be satisfied that staffing/resources do match the fees to ensure a quality of service. In anticipation of this increased workload, driven, in part, by the Local Plan adoption timescales as well as better fees, there has already been some increases in staff in certain areas. In particular, major developments, Highways Development Management and the area teams.</p> <p>As legislation is now laid before parliament to increase these fees then the probability of increasing income for next year and the years after is significantly increased.</p> <p>To take account of increased resource and local plan lead in times the increases are likely to be lower for 2018/19 (£120k) but should increase for later years (when the local plan will be adopted) (£240k per annum).</p>

Proposal 3 – Increase pre - application fees (£20k/annum)

2017/18 has seen a greater use of the pre-application service and for major applications this is becoming the normal practice. Current budgets show income at £20k per annum. It is more realistic to increase this to £40k per annum.

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Proposal 1- Risk - the key risk is that WYTF plus schemes do not progress quickly enough and the funding is restricted or lost.

Proposal 2- Risk - Legislation is delayed further/Planning applications and development activity reduces significantly/Local plan remains unadopted.

Proposal 3 – Risk - Planning applications and development activity reduces significantly.

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

Accountable Head of Service	Simon Taylor
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Service Director	Economy, Regeneration & Culture
Service Area	Creative Economy
Headline Proposal	Reduction in Outcomes Commissioning Budget
Reference	NEW ER4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(44)	0	0	0
Cumulative Savings	(44)	(44)	(44)	(44)
Budget after Savings (Controllable Budget)	177	177	177	177
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
Reduce the commissioning budget from £221k to £177k by supporting groups to explore other funding sources and combining the range of economic resilience activities the council invests in the towns and villages of the district.

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The direct impact of this saving is associated with the level of match funding the budget is able to support and this will be mitigated through better prioritisation of projects that align to the council's strategic objectives as well as other ER investments in the cultural quarter	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Adele Poppleton
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Service Director	Economy, Regeneration & Culture
Service Area	Kirklees Active Leisure (KAL)
Headline Proposal	Continuation of existing approach and reducing reduction of financial support to KAL
Reference	NEW ER5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)	(50)		
Cumulative Savings	(50)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)*	1,091	941	941	941
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>At this stage, KAL has not identified the areas in which the savings will be achieved, however, KAL and the council will work together innovatively through a commissioning model within which the outcomes Kirklees Council wishes to see for its citizens and the rules of engagement are clearly specified. These will take account of the correlation between economic status and physical health and it is recognised that physical activity and the critical role leisure centres play in supporting a number of Kirklees' outcomes.</p> <p>This will enable KAL to deploy its expertise and capability in the leisure market to ensure those outcomes are met. KAL will have the flexibility as part of this arrangement to adjust its business plan to implement new ways of working and deliver the efficiencies needed. KAL has proven market knowledge and is uniquely placed to exploit the opportunities to secure new sources of income and the commissioning arrangement will empower KAL to optimise demand by tailoring its services to what is needed in each of its localities.</p> <p>As a strong and viable business, KAL's business plan has made provision for contingencies and has the financial strength to enable it to deliver what are challenging targets whilst delivering the commissioned outcomes.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>To deliver the level of savings required, KAL may seek to increase the price of some of its services and activities which may lead to issues of affordability and the council will seek to mitigate the impact of this by ensuring KAL has due regard to those on low incomes. As a service that is operating in a commercial market, it is in KAL's interest to ensure its pricing strategy remains competitive for its users.</p> <p>There may be some re-configuration of services as KAL begins to tailor its services to the requirements of each locality and the council and KAL will work together to ensure any disruption is minimised through careful planning and communication.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES - KAL's Chief Executive has been consulted and he has informed his trustees
Accountable Head of Service	Adele Poppleton

Service Director	Economy, Regeneration & Culture
Service Area	Markets
Headline Proposal	Closure of two markets and increased income
Reference	NEW ER6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(40)	(40)	0	0
Cumulative Savings	(40)	(80)	(80)	(80)
Budget after Savings (Controllable Budget)	606 profit	646 profit	646 profit	646 profit
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>This saving will be delivered through the closure of Heckmondwike and Holmfirth markets and by working smarter with cleansing costs through the use of a new compactor. The service will also explore the potential for increased income by reviewing the charges levied, for example for car boot sales (£2 extra per car); additional international market; and Sunday markets on New Street every Sunday.</p> <p>These proposals will increase the profit margin for Markets and enable the service to get nearer to reaching the income target set each year, but it will not deliver any contribution to the Council's savings target.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Heckmondwike and Holmfirth markets have been under-performing for a number of years and so any impact on outcomes in those towns will be minor. Existing traders will be offered stalls in the remaining markets so their businesses should not be affected. Where there is capacity and appetite from the community for a community asset transfer, this will be explored.</p> <p>The additional international market and Sunday markets will contribute to achieving the outcome "Kirklees has sustainable economic growth and provides good employment for and with communities and businesses" by providing space for businesses to trade and increasing town centre vibrancy.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	Yes

Accountable Head of Service	Adele Poppleton
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COMMERCIAL, REGULATORY & OPERATIONAL SERVICES

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Highways	24,637	(18,192)	6,445	(200)		6,245			6,245
West Yorkshire Driver Training	4,465	(4,921)	(456)			(456)			(456)
Seasonal Weather	1,244	(31)	1,213			1,213			1,213
Waste Services	25,692	(7,549)	18,143			18,143			18,143
Transport Services	5,563	(6,898)	(1,335)	(327)		(1,662)	(103)		(1,765)
Bereavement Services	1,576	(3,172)	(1,596)	(50)		(1,646)	(50)		(1,696)
Parks & Greenspaces	6,717	(3,576)	3,141	(404)		2,737	(25)		2,712
Business & Enterprise Centres	714	(1,266)	(552)			(552)			(552)
Building Control	629	(956)	(327)	(9)		(336)			(336)
Commercialisation	569	(1,188)	(619)	(70)		(689)			(689)
Local Land Charges	199	(273)	(74)			(74)			(74)
Highways Registry	65	(50)	15			15			15
Environmental Health	1,705	(730)	975	(25)		950			950
School Facilities Management									
School Facilities Management - School Transport	2,883	(119)	2,764	(285)		2,479			2,479
School Facilities Management - Catering/Assets	18,025	(20,418)	(2,393)	(225)		(2,618)	(55)		(2,673)
School Facilities Management - Cleaning	5,927	(6,228)	(301)	(95)		(396)	(25)		(421)
Quality & Standards	155	(2)	153			153			153
Total	26,990	(26,767)	223	(605)	0	(382)	(80)	0	(462)

COMMERCIAL, REGULATORY & OPERATIONAL SERVICES

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Corporate Landlord	15,037	(5,077)	9,960	(685)		9,275	(300)		8,975
Facilities Management									
Capital Delivery & Development	1,403	(2,149)	(746)	(92)		(838)			(838)
Physical Resources & Procurement - Overheads	1,079	0	1,079	(200)		879			879
Commercial portfolio	1,220	(2,924)	(1,704)			(1,704)			(1,704)
Total	3,702	(5,073)	(1,371)	(292)	0	(1,663)	0	0	(1,663)
Town Halls & Public Halls	832	(623)	209	(50)		159			159
CCTV	386	(195)	191			191			191
Car Parking	2,683	(5,825)	(3,142)	(100)		(3,242)	(875)		(4,117)
Management & Regulatory Functions	1,451	0	1,451			1,451			1,451
TOTAL COMMERCIAL, REGULATORY & OPERATIONAL SERVICES	124,856	(92,362)	32,494	(2,817)	0	29,677	(1,433)	0	28,244

COMMERCIAL, REGULATORY & OPERATIONAL SERVICES - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
Highways	Changes to Routine Maintenance service	EX CR1	(150)		(150)
	Transportation Strategy - Efficiency Gains & Increase in Service Income	EX CR2	(50)		(50)
Transport Services	Smarter Practices/efficiencies	EX CR4	(200)		(200)
Bereavement Services	Additional income potential, 20%, through smarter marketing/product offer	EX CR5	(50)	(50)	(100)
Parks & Greenspaces	Performance Management, Service Level Agreement (SLA) Restructure and Reduction in Gold, Silver, Bronze and Natural (GSBN) Standards	EX CR6	(49)		(49)
	Performance Management, Service Level Agreement (SLA) Restructure and Reduction in Gold, Silver, Bronze and Natural (GSBN) Standards	EX CR7	(230)		(230)
Environmental Health	New ways of working	EX CR8	(25)		(25)
<u>Schools Facilities Management</u>					
Schools Facilities Management - School Transport	Combined Authority Working	EX CR9	(285)		(285)
Schools Facilities Management - Catering/Assets	Assumed continuation of Universal Infant Free Schools Meals (UIFSM) national policy & funding arrangement, the service will continue to deliver the financial surplus	EX CR10	(60)		(60)
Schools Facilities Management - Cleaning	Realignment to current performance	EX CR11	(95)	(25)	(120)
Corporate Landlord	New ways of working	EX CR12	(650)	(300)	(950)
<u>Facilities Management</u>					
Capital Delivery & Development	Deletion of the Capital Development Manager post budget	EX CR13	(60)		(60)
Physical Resources & Procurement - Overheads	Further savings to be identified	EX CR14	(200)		(200)
Town Hall & Public Halls	Review of fees and Charges	EX CR15	(50)		(50)
			(2,154)	(375)	(2,529)

COMMERCIAL, REGULATORY & OPERATIONAL SERVICES - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
NEW MINUSES					
Transport Services	Smarter Practices/efficiencies	NEW CR2	(127)	(103)	(230)
Parks & Greenspaces	Cost Recovery on Services	NEW CR3	(125)	(25)	(150)
Building Control	Out of Hours Call out	NEW CR4	(9)		(9)
Commercialisation	Charging for missed appointments and fees and charges review	NEW CR5	(70)		(70)
Car Parking	Changes to Parking Tariffs	NEW CR6	(100)	(125)	(225)
	Bus lane enforcement	NEW CR7		(750)	(750)
Schools Facilities Management					
Schools Facilities Management - Catering/Assets	Capitalise a programme of essential gas work	NEW CR8	(130)		(130)
	Meal Price Increase/reduced subsidy on Living Wage	NEW CR9		(55)	(55)
Corporate Landlord	Reduction in Corporate Facilities Management Staffing Budget	NEW CR10	(35)		(35)
	Reduction in Corporate Facilities Management Staffing Budget	NEW CR11	(35)		(35)
Capital delivery & development	Removal of revenue budget	NEW CR12	(32)		(32)
			(663)	(1,058)	(1,721)
TOTAL MINUSES FOR COMMERCIAL, REGULATORY & OPERATIONAL SERVICES			(2,817)	(1,433)	(4,250)

Service Director	Commercial, Regulatory and Operational Services
Service Area	Transport Services
Headline Proposal	Smarter practices/efficiencies
Reference	NEW CR2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(127)	(103)		
Cumulative Savings	(127)	(230)	(230)	(230)
Budget after Savings (Controllable Budget)	(1,462)	(1,565)	(1,565)	(1,565)
FTE Reduction	4	3		

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of transport operations resulting in more efficient working practices including the release of current vacancies. This will include managing vacancies as a result of reduced provision at George Street, to be phased over a two year period in line with incoming lease vehicles.</p> <p>There are risks associated with the change that demand from services may not be met therefore impacting on service delivery in front line areas. However, the impact will continue to be monitored via the service.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Potential to have some impact on vehicle availability.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parks & Open Spaces
Headline Proposal	Cost recovery on services
Reference	NEW CR3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(125)	(25)	(50)	(50)
Cumulative Savings	(125)	(150)	(200)	(250)
Budget after Savings (Controllable Budget)	2,738	2,713	2,663	2,613
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Parks & Open Spaces provide a number of services to the community and partners, from maintaining a sports pitch through to maintaining school grounds. These services have traditionally been provided with a significant subsidy and as such the service has commenced a programme of reviewing actual costs against any charges. This work will be completed in 2018.</p> <p>This places the main area of cost recovery with the community itself, through sports pitches, allotments, bowling greens and such.</p> <p>The service currently estimates there is close to £1m a year of subsidy to these services. The council recognises that full cost recovery which could be transferred to communities/individuals would have a significant impact and therefore is proposing reducing the subsidy in certain areas, as well as building community capacity to undertake either some activities or asset transfer. These community groups and activities do support valuable outcomes, for example reducing social isolation, improving health and wellbeing and community engagement. The council will work with the communities and its partners to build on this existing capacity and grow it through new models that encourage and stimulate, for example, a sharing economy based on the learning from Comoodle.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>It is proposed that only a portion of the costs are recovered, but at the same time we will use our Volunteer Community Coordinators, Environment Strategy Unit and other such resources to offset costs to support this. The saving from the sports and physical activity team will be pump-primed into supporting this. We envisage initiatives will include:</p> <p>Community asset transfer of sites/facilities as much as practicable.</p> <ul style="list-style-type: none"> • Leases for sites for communities to maintain themselves. • Create a site maintenance training and education support package to ensure people

have the right skills to maintain these areas in the future.

- Link to Natural Kirklees to explore what community capacity and expertise can be shared, again to ensure people have the right skills to maintain these areas in the future.

The final level of saving will be dependent on community capacity and the level of cost recovery that balances the benefits/outcomes with the resource pressures we face, but it is estimated at £125,000 by 2019/20.

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

Accountable Head of Service	Will Acornley
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Service Director	Commercial, Regulatory and Operational
Service Area	PRP/Building Control
Headline Proposal	Out of hours call out
Reference	NEW CR4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(9)			
Cumulative Savings	(9)	(9)	(9)	(9)
Budget after Savings (Controllable Budget)				
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Currently both Building Control and Physical Resources and Procurement (PRP) provide an out of hours service to respond to incidents that present potentially dangerous structures/buildings. This means that every week there are two people on call – one to deal with council structures/buildings and one to deal with private structures/buildings.</p> <p>A combined out of hour' standby service is proposed. The key skills of staff in both areas on the rota are transferable. The combined rota would ensure additional resilience through an increased number of staff overall on the rota. Service delivery and quality would be maintained and unaffected.</p> <p>All staff on the rota receive the appropriate remuneration. The financial saving delivered would reflect the reduction in staff on call from two to one each week.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory and Operational Services.
Service Area	Commercialisation
Headline Proposal	Charging for missed appointments and fees and charges review
Reference	NEW CR5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(70)			
Cumulative Savings	(70)	(70)	(70)	(70)
Budget after Savings (Controllable Budget)	(688)	(688)	(688)	(688)
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
<p>The way the council manages the booking system for appointments is fragmented and inconsistent and so the service intends to review this to ensure better alignment across the council with consistent standards where possible and appropriate. Currently, missed appointments cause a problem in relation to administration of new appointments and generates a back log in appointments which has an adverse impact on availability and customer satisfaction.</p> <p>The proposal is to introduce an on line appointment booking system which will give customers greater choice and control, and also to charge for missed appointments which have not been cancelled within a reasonable amount of time.</p> <p>This will have a twofold effect of covering the cost to the administration of making a new appointment, and reduce the number of appointment slots required, therefore reducing the number of business support officers required.</p> <p>Digital by Design should be in place for online appointments for new customers by March 2018, this will further help improve the process and reduce the need for back office support.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>There will be benefits to the customers in that there will be more appointments available. The charging for missed appointments will be publicised in full. The charge will only take place where a reasonable period of cancellation has not been given.</p>	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	Yes

Accountable Head of Service	Wendy Blakeley
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parking
Headline Proposal	Changes to parking tariffs
Reference	NEW CR6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)	(125)	(25)	
Cumulative Savings	(100)	(225)	(250)	(250)
Budget after Savings (Controllable Budget)	(3,242)	(4,117)	(3,892)	(3,692)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)	
<p><u>Parking tariffs</u></p> <p>Current tariffs have been in place since 2007 and haven't been reviewed in the last 10 years. The service will review how car parking and parking tariffs contribute to the vibrancy and attractiveness of the district's towns and villages and their contribution to the economy. The aim is to encourage town centre parking for shoppers rather than commuters, achieving parity by balancing tariffs to reflect demands in localities and introducing parking tariffs/initiatives that are fair and reasonable. A benchmarking exercise will underpin the review and will include reviewing charges such as short stay, long stay car parks, on-street parking, shoppers' car parks, and season tickets in addition to other charges that may be appropriate.</p>	
<p>Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes</p>	
<p>There is clearly a balance to be struck in setting parking tariffs between maximising income to contribute towards a challenging budgetary position and on the other hand, keeping transport costs to a minimum in difficult economic conditions that are challenging for the 'high street' and for consumers and to attract shoppers to our retail centres.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	Yes - By virtue of Section 46 of the Road Traffic Regulation Act 1984 there is no requirement under statute to consult on proposals to increase the cost of parking tariffs.
Note: The Government was considering powers which will force councils to consult residents before increasing its parking tariffs. The proposal has gone through its third reading un-amended and will now progress to the full House, however following the last national election the proposal appears to have delayed.	The Council is required to give 21 days' notice that they intend to do so.

Accountable Head of Service	Phil Deighton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parking
Headline Proposal	Bus lane enforcement
Reference	NEW CR7

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(750)	250	200
Cumulative Savings		(750)	(500)	(300)
Budget after Savings (Controllable Budget)	(3,242)	(4,117)	(3,892)	(3,692)
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The Council is committed to improving the flow of traffic and encouraging and supporting more sustainable choices of transport.</p> <p>The proposal is to review how the operation of existing bus lanes across the district's key route network contribute to economic impact and improving air quality.</p> <p>This may include incentivising greener modes of travel, the de-commissioning of certain sections of bus lanes and/or introducing enforcement charges on lanes/sections of lanes where driver behaviour results in contravention or parking in the bus lane.</p> <p>The deliverability of the proposal will be measured via a robust implementation plan and will require legal consultations and notices.</p> <p>The proposals are likely to require a one-off capital investment.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>The Council is looking to ensure those bus lanes in operation have an ongoing strategic fit.</p> <p>The introduction of camera monitoring of traffic regulations is intended to reduce the level of contraventions and so reduce delays on the highway network. A lack of enforcement of the bus lanes leads to the misuse of these and subsequently has an adverse effect on public transport, journey times and congestion.</p> <p>The scheme aims to improve the reliability of bus services, deter unauthorised vehicles, improve air quality, and encourage the use of more sustainable transport modes, particularly bus patronage and cycling.</p>	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation?	Yes

Accountable Head of Service	Phil Deighton
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Service Director	Commercial and Regulatory Operational Services
Service Area	Catering
Headline Proposal	Capitalise a programme of essential gas work
Reference	NEW CR8

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(130)			
Cumulative Savings	(130)	(130)	(130)	(130)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Getting more value from the resources that we have to remain competitive with our catering service, support the delivery of high quality school meals (including free school meals; a two course meal and drink) and remain an employer of local people.</p> <p>A five year programme of gas work is currently underway to bring school kitchen gas installations up to current standard – the program of work is estimated to cost in the region of £1m. The investment was previously planned to be funded (£200,000 p.a.) from the service revenue budget via revenue contribution to capital costs.</p> <p>The proposal is to allocate £1m with the Capital Investment Plan and for the service to fund the capital financing charges. The capital repayment, once the whole programme has been delivered, will be £70,000 p.a. generating a revenue budget saving of £130,000 p.a.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Capital repayments will be over a longer period than if the scheme was funded direct from revenue.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Phil Deighton
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Service Director	Commercial and Operational Regulatory Services
Service Area	School Facilities Management – Catering/Assets
Headline Proposal	Meal price increase/reduced subsidy on living wage
Reference	NEW CR9

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(0)	(55)	(55)	(55)
Cumulative Savings	(0)	(55)	(110)	(165)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings proposals (including interdependencies and risk)
<p>People in Kirklees have aspirations and achieve their ambitions through education, training, employment and lifelong learning.</p> <p>Our schools meal catering service is a significant local employer with provision of a good quality school meals service that includes the provision of two courses and a drink to children entitled to free school meals at its core.</p> <p>2018/19 Increase the price of a meal by 8p to deliver standstill budget.</p> <p>Unfortunately food inflation is running at 8%, compared to historic levels of around 1%. This creates a service cost pressure of £240,000. In addition, the grant paid per universal infant free school meal (UIFSM), which accounts for 44% of the primary school meals served, has remained fixed for three years. The inability to recover inflation on universal free school meals generates a further £70,000 pressure on the service. The 8p increase will offset both these financial risks.</p> <p>2019/20 onwards By 2020, national living wage (NLW) uplifts will mean commercial sector pay levels align to the 'local' NLW levels paid to council staff. The proposal is to implement a phased reduction to the subsidy by passing on costs to schools across a three year period. However the council will continue to support schools at this time by not passing on the proposed bottom loaded pay award.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Meal price increases could impact on affordability for parents and children from low income families. There is therefore a risk that parents will consider the increase too high and we may as a result see a decrease in meals. Close monitoring of the meals uptake will continue throughout the year</p> <p>Recovering NLW costs from maintained schools as a part of their current SLA charge could lead to contract loss as school budgets are already stretched. Schools would incur an</p>

increase charge per pupil of £1.72 per annum. For example, a school with 200 pupils on the roll would incur an additional charge of £344 in the first year rising to £1,034 by the third. There is a small risk that schools will as a result of passing on the costs choose to retender their contracts. Close monitoring of contract retention will need to happen over the three year period.

The service continues to mitigate inflationary pressures by striving to improve operational efficiencies and productivity.

Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	No
Accountable Head of Service	Phil Deighton

Service Director	Commercial, Regulatory and Operational
Service Area	Corporate Landlord
Headline Proposal	Reduction in Corporate Facilities Management staffing budget
Reference	NEW CR10 & NEW CR11

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(70)			
Cumulative Savings	(70)	(70)	(70)	(70)
Staffing Budget after Savings (Controllable Budget)	10,416	10,116	10,116	10,116
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)
<p>Preparing for 2020: Continuing to change the way that the council works.</p> <p>The Corporate Facilities Management service looks after the caretaking, cleaning, servicing and repair of the majority of school and council buildings, land and miscellaneous assets. Looking forwards, towards a reduced number of service delivery and office buildings, we have realigned the FM service which will create operational efficiencies supporting the deletion of two vacant Grade 9 posts.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
There is no risk with the saving as the service has been successfully running without these posts being filled for 16 weeks. No monitoring is required as the budget can just be reduced.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Capital Delivery
Headline Proposal	Removal of revenue budget
Reference	NEW CR12

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(32)			
Cumulative Savings	(32)	(32)	(32)	(32)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	0			

Description of Savings Proposal (Including interdependencies and risk)
<p>The role of Capital Development Officer within the Capital Delivery team is supported by a revenue base budget of £32K. It is proposed that the role is retained but that the revenue budget to support the role is removed. The post will be paid for in future by spreading the cost of the post across the Traded Services income budgets for capital delivery, technical services and asset maintenance, as well as a proportion charged to the corporate landlord staffing budget. This is in line with other savings made in previous years.</p> <p>There is no risk to the saving as there is a full capital workload across the service going forward.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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POLICY, INTELLIGENCE & PUBLIC HEALTH

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
PUBLIC HEALTH									
Health Protection Services									
Sexual Health	4,020	0	4,020	(73)		3,947	(523)		3,424
Health Checks	407	0	407	(128)		279			279
Health Protection	496	(38)	458			458			458
Child Measurement	14	0	14			14			14
Total	4,937	(38)	4,899	(201)		4,698	(523)		4,175
Substance Misuse	5,895	(278)	5,617			5,617	(500)		5,117
Obesity	203	0	203	(12)		191	(17)		174
Physical Activity	386	0	386	(12)		374	(17)		357
Smoking & Tobacco	712	0	712	(142)		570			570
5-19 Public Health	1,487	0	1,487			1,487			1,487
Health Improvement	6,894	0	6,894	(22)		6,872	(69)		6,803
Health at Work	4	0	4			4			4
Public Mental Health	6	0	6			6			6
	6,904	0	6,904	(22)	0	6,882	(69)	0	6,813
Corporate Health & Safety	150	(30)	120			120			120
Emergency Planning Team	231	(107)	124			124			124
Management & Regulatory Functions	628	0	628			628			628
Public Health Grant for Public Health activity within Policy, Intelligence & Public Health	0	(20,621)	(20,621)		693	(19,928)		675	(19,253)
Public Health Grant for recommissioning activity Council wide	0	(6,052)	(6,052)			(6,052)			(6,052)
Total Public Health	21,533	(27,126)	(5,593)	(389)	693	(5,289)	(1,126)	675	(5,740)

POLICY, INTELLIGENCE & PUBLIC HEALTH

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Communities Plus									
Healthwatch	51	0	51	(32)		19			19
Cohesion	485	0	485			485			485
Voluntary Sector Support	242	0	242		200	442			442
Total	778	0	778	(32)	200	946	0	0	946
Community Safety Hub									
Safer Kirklees	908	(497)	411			411			411
Vulnerable Persons Scheme	0	0	0			0			0
Total	908	(497)	411			411			411
Prevent	355	(176)	179			179			179
Intelligence	65	0	65			65			65
TOTAL POLICY, INTELLIGENCE & PUBLIC HEALTH	23,639	(27,799)	(4,160)	(421)	893	(3,688)	(1,126)	675	(4,139)

POLICY, INTELLIGENCE & PUBLIC HEALTH - MINUSES

Service Activity	Proposed Change	Savings Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
<u>Public Health</u>					
Sexual Health	Incorporating additional schemes into Integrated Sexual Health Services Main	EX PI1	(73)	(523)	(596)
Health Checks	Incorporating Existing Contracts into a new Wellness Service	EX PI2	(128)		(128)
Substance Misuse	Reducing payments in Primary Care and ongoing contract efficiencies	EX PI3		(500)	(500)
Obesity	Incorporating additional schemes into Healthy Child Programme main contract	EX PI4	(12)	(17)	(29)
Physical Activity	Incorporating additional schemes into Healthy Child Programme main contract	EX PI5	(12)	(17)	(29)
Smoking & Tobacco	Incorporating Existing Contracts into a new Wellness Service	EX PI6	(142)		(142)
Miscellaneous	Incorporating additional schemes into Healthy Child Programme main contract	EX PI7	(22)	(69)	(91)
<u>Communities Plus</u>					
Healthwatch	Healthwatch – savings	EX PI8	(32)		(32)
			(421)	(1,126)	(1,547)
TOTAL MINUSES FOR POLICY, INTELLIGENCE & PUBLIC HEALTH					
			(421)	(1,126)	(1,547)

POLICY, INTELLIGENCE & PUBLIC HEALTH - PLUSES

Service Activity	Proposed Change	Savings Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP PLUSES					
Public Health					
Public Health Grant	Grant reduction		693	675	1,368
Communities Plus					
Voluntary Sector Support	New investment - volunteering/community capacity		200		200
TOTAL PLUSES FOR POLICY, INTELLIGENCE & PUBLIC HEALTH			893	675	1,568

OFFICE OF THE CHIEF EXECUTIVE

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Democracy									
Ward Based Activity	150	0	150		300	450			450
Elections	(138)	0	(138)		593	455	(122)		333
Electoral Registration	478	(9)	469			469			469
Civic Office	124	0	124			124			124
Governance Core	1,329	(173)	1,156		141	1,297			1,297
Councillors Allowances	1,424	0	1,424			1,424			1,424
Total	3,367	(182)	3,185	0	1,034	4,219	(122)	0	4,097
Access, Strategy & Delivery									
Library & Information Centres	4,234	(49)	4,185	(700)		3,485	(1,200)		2,285
Registrars	660	(621)	39	(18)		21			21
Access to Services	3,605	(2,580)	1,025	(100)		925	(100)		825
Community Languages	609	(714)	(105)	(9)		(114)			(114)
Total	9,108	(3,964)	5,144	(827)	0	4,317	(1,300)	0	3,017
Corporate Governance, Management & DRM									
Corporate Management	562	(63)	499			499			499
DRM	116	(357)	(241)			(241)			(241)
Corporate Governance	19	(2)	17			17			17
Total	697	(422)	275	0	0	275	0	0	275
Performance, Policy & Communications									
Communications & Marketing	953	(369)	584			584			584
Policy Unit	692	(23)	669			669			669
Performance	226	(27)	199			199			199
Total	1,871	(419)	1,452	0	0	1,452	0	0	1,452
Transformation Team	103	0	103	(2,395)	986	(1,306)	(1,039)		(2,345)
Human Resources Professional Service	4,005	(1,515)	2,490	(145)		2,345			2,345
Risk	580	(379)	201			201			201
Looking Local	622	(634)	(12)			(12)			(12)
Management & Regulatory Functions	917	(59)	858			858			858
TOTAL OFFICE OF THE CHIEF EXECUTIVE	21,270	(7,574)	13,696	(3,367)	2,020	12,349	(2,461)	0	9,888

OFFICE OF THE CHIEF EXECUTIVE - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP MINUSES					
Democracy					
Elections	Smoothing adjustment to reflect cycle of elections			(122)	(122)
Access, Strategy & Delivery					
Library & Information Centres	Re-shape Library and information Service	EX OC5	(700)	(1,200)	(1,900)
Registrars	Charging review - look to break even	EX OC6	(18)		(18)
Access to Services - Customer Service Centres	New ways of working	EX OC7	(100)	(100)	(200)
Community Languages	Efficiency savings/further income	EX OC8	(9)		(9)
Transformation Team	Increasing efficiency in support processes	EX OC9	(600)		(600)
	Reduction in sickness absence	EX OC10	(1,295)	(859)	(2,154)
Human Resources Professional Services	Efficiency savings	EX OC11	(145)		(145)
			(2,867)	(2,281)	(5,148)
NEW MINUSES					
Transformation Team	Room hire savings	NEW OC1	(150)		(150)
	Procurement savings	NEW OC2	(300)		(300)
	Smarter practices/efficiencies shift from car club to lease fleet	NEW OC3	(50)		(50)
Transformation Fund	New investment			(180)	(180)
			(500)	(180)	(680)
TOTAL MINUSES FOR OFFICE OF THE CHIEF			(3,367)	(2,461)	(5,828)

OFFICE OF THE CHIEF EXECUTIVE - PLUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
EXISTING MTFP PLUSES					
Democracy					
Elections	Smoothing adjustment to reflect cycle of elections		297		297
Transformation Team	Creation of mainstream budget for the Transformation Team		232		232
			529	0	529
NEW PLUSES					
Democracy					
Ward Based Activity	New investment in village and town centres		300		300
Elections	Reversal of 2017-18 minus - efficiency savings		176		176
	Reversal of 2017-18 minus - Review of electoral cycle and number of councillors		120		120
Governance Core	Reversal of 2017-18 minus - Savings to be identified		141		141
Transformation Fund	New investment		754		754
			1,491		1,491
TOTAL PLUSES FOR OFFICE OF THE CHIEF EXECUTIVE			2,020	0	2,020

Service Director	Office of the Chief Executive
Service Area	Transformation Team
Headline Proposal	Room Hire savings
Reference	NEW OC1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(150)			
Cumulative Savings	(150)	(150)	(150)	(150)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The proposal for 'One Venue' would see the development of a central system for the booking of Council venues, including meeting rooms. This will support the Council to reduce the amount spent on external room hire by £150k in 2018, by:</p> <ul style="list-style-type: none"> • Setting a clear expectation that a council venue will be used for council business, unless there is an explicit reason why this is not possible. • Providing staff with visibility of all council venues, so they can see total availability, sizes, equipment etc. • Providing information on the availability of rooms so that rooms can be discounted for internal use at short notice. <p>The technology required to support this will be developed (or commissioned) through the Council's Digital by Design Programme.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>The development of a 'One Venue' booking system for Council venues will require prioritised resources. Due to limited resources in IT, prioritisation would need to take place to ensure that other projects will continue to receive support, to mitigate impact on performance and savings in another area.</p>	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Michelle Nuttall
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Service Director	Office of the Chief Executive
Service Area	Transformation Team
Headline Proposal	Procurement savings
Reference	NEW OC2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(300)			
Cumulative Savings	(300)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Following a review of current procurement practice in 2017, the following opportunities for savings have been identified:</p> <ul style="list-style-type: none"> • Additional savings by implementing standard rates for temporary staff through the Matrix contract. This is in addition to reductions in agency costs identified as savings in Children’s Services. • New savings across the six key categories of spend. • Additional savings by implementing a category-led approach to procurement in Children’s Services (exact level of savings possible to be confirmed).

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>No obvious impacts are expected on service outcomes – savings will be achieved by delivering improved value for money, but are not expected to impact negatively on service users.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Nuttall
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Service Director	Office of the Chief Executive
Service Area	Transformation working with Fleet Management
Headline Proposal	Smarter practices/efficiencies shift from car club to lease fleet.
Reference	NEW OC3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)			
Cumulative Savings	(50)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	n/a	n/a	n/a	n/a
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Robust rationalisation of the Council's fleet and adherence to travel planning in services.</p> <p>Reduction of business travel resulting in new ways of working, therefore maximising productivity of the vehicle fleet. The saving comes in services by using pool cars rather than the more expensive city car club. This will save services as the cost per mile for car club is higher than the pool fleet. The pool fleet can be moved around to ensure demand from services is managed, via the new booking system.</p> <p>The saving emerges in services, so is difficult to track however, the projection above is based on actual past usage.</p> <p>The impact of the change can be monitored via the transport management system and expenses monitoring.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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LEGAL, GOVERNANCE & COMMISSIONING

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Legal Services	2,153	(553)	1,600	(143)		1,457	(122)		1,335
Procurement	717	(483)	234			234			234
Management & Regulatory Functions	191	0	191			191			191
TOTAL LEGAL, GOVERNANCE & COMMISSIONING	3,061	(1,036)	2,025	(143)		1,882	(122)		1,760

LEGAL, GOVERNANCE & COMMISSIONING - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
<u>Welfare & Exchequer</u>					
Legal Services	Further savings to be identified	EX LG1	(143)	(122)	(265)
			(143)	(122)	(265)
TOTAL MINUSES FOR LEGAL, GOVERNANCE & COMMISSIONING			(143)	(122)	(265)

FINANCE, IT & TRANSACTIONAL SERVICES

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Finance & Accountancy	4,877	(1,522)	3,355	(483)	0	2,872	(401)	0	2,471
IT	13,383	(1,684)	11,699	(1,795)		9,904	(1,360)	650	9,194
Welfare & Exchequer									
Income Collection - Welfare & Exchequer	4,621	(2,825)	1,796	(100)		1,696			1,696
Welfare & Complimentary Benefits	5,099	(286)	4,813	(129)		4,684	(50)		4,634
Payment of Benefits - Social Fund/Local Welfare	635	0	635	(80)		555			555
Benefit Payments	108,727	(108,808)	(81)			(81)			(81)
Advice Kirklees	1,308	(59)	1,249	(100)		1,149			1,149
Corporate Customer Standards	93	(4)	89			89			89
Total	120,483	(111,982)	8,501	(409)	0	8,092	(50)	0	8,042
Management & Regulatory Functions	114	0	114			114			114
TOTAL FINANCE, IT & TRANSACTIONAL SERVICES	138,857	(115,188)	23,669	(2,687)		20,982	(1,811)	650	19,821

**FINANCE, IT & TRANSACTIONAL SERVICES -
MINUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>EXISTING MTFP MINUSES</u>					
Finance & Accountancy	Efficiency savings	EX FI1	(336)	(201)	(537)
HD-One: Financial & HR Transactional Services	Efficiency savings	EX FI1	(47)		(47)
	Efficiency savings	EX FI1		(100)	(100)
IT	IT Efficiency Savings	EX FI2	(1,145)	(1,360)	(2,505)
<u>Welfare & Exchequer</u>					
Welfare & Complimentary Benefits	New Adult Social Care Charging Policy. Automation of office services and increased collection of income	EX FI3	(76)		(76)
	More Automation of back office services	EX FI4	(53)	(50)	(103)
Payment of Benefits - Social Fund/Local welfare Advice Kirklees	Review of Local Welfare provision and Loan scheme for white goods	EX FI5	(80)		(80)
	Subject to further service review and digital automation	EX FI6	(100)		(100)
			(1,837)	(1,711)	(3,548)
<u>NEW MINUSES</u>					
Finance & Accountancy	Income generation	NEW FI1	(100)		(100)
HD-One: Financial & HR Transactional Services	Income generation	NEW FI1		(100)	(100)
IT	Further saving opportunity	NEW FI2	(650)		(650)
<u>Welfare & Exchequer</u>					
Income Collection - Welfare & Exchequer	Service efficiencies	NEW FI3	(100)		(100)
			(850)	(100)	(950)
TOTAL MINUSES FOR FINANCE, IT & TRANSACTIONAL SERVICES			(2,687)	(1,811)	(4,498)

**FINANCE, IT & TRANSACTIONAL SERVICES -
PLUSES**

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
NEW PLUSES IT	Capitalisation of digital scheme staffing	NEW FI2		650	650
TOTAL PLUSES FOR FINANCE, IT & TRANSACTIONAL SERVICES			0	650	650

Service Director	Finance, IT & Transactional Services
Service Area	Finance & Accountancy
Headline Proposal	Income generation
Reference	NEW FI1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings (New)	(100)	(100)	-	-
Cumulative Savings	(100)	(200)	(200)	(200)
Budget after Savings (Net Controllable Budget)*	2,906	2,505	2,405	2,405
FTE Reduction	-	-	-	-

(*these figures also take into account existing service savings – see also, EX FI1)

Description of Savings Proposal (Including interdependencies and risk)
This proposal relates to both accountancy and HD-One; the latter being the Council's centre of excellence for the provision of payroll, payment processing, and organisational infrastructure required to support the efficient running of the Council's core business system, SAP. The proposal relates both to potential new charging opportunities for work provided for non-general fund activity, and as well a review of current recharge income to ensure all reasonable costs are recovered from existing work provided in relation to non-general fund activity.

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
None	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No
Accountable Head of Service	Eamonn Croston

Service Director	Finance, IT & Transactional Services
Service Area	Information Technology
Headline Proposal	Further Saving Opportunity
Reference	NEW FI2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(650)	650		
Cumulative Savings	(650)	0	0	0
Budget after Savings (Controllable Budget)	9,904	9,194	9,194	9,194
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)	
<p>The savings proposal relates to the capitalisation of transformation posts (for Digital Transformation). The capitalisation would be one-off, as this saving is already factored into MTFP for 2019/20. The associated borrowing costs will be factored into treasury management budget proposals and spread over 7 years.</p>	
Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>No impact on outcomes, implications are entirely around re-financing revenue to capital.</p>	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Andrew Brammall – Head of IT
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Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer Services – Income Collection (Head of W&E)
Headline Proposal	Service efficiencies
Reference	NEW F13

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	1,515	1,515	1,515	1,515
FTE Reduction	2			

Description of Savings Proposal (Including interdependencies and risk)	
Proposals include: Increase in digital by design, process automation and reduction in supplies and services.	
Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
n/a	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Steven Bird – Head of Welfare & Exchequer
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CENTRAL BUDGETS

SERVICE ACTIVITY	17-18 CONTROLLABLE GROSS EXPENDITURE £000	17-18 CONTROLLABLE INCOME £000	17-18 NET CONTROLLABLE BUDGET £000	MINUSES £000	PLUSES £000	18-19 BUDGET PROPOSAL £000	MINUSES £000	PLUSES £000	19-20 BUDGET PROPOSAL £000
Treasury Management	23,141	(1,063)	22,078		409	22,487	(139)		22,348
General Contingencies	11	(31)	(20)	(1,191)		(1,211)		204	(1,007)
Inflation	(1,426)	0	(1,426)		4,484	3,058		5,002	8,060
Central Pension & Related Costs	2,133	(314)	1,819			1,819			1,819
Joint Committees	20,408	0	20,408	(594)		19,814	(13)		19,801
TOTAL CENTRAL BUDGETS	44,267	(1,408)	42,859	(1,785)	4,893	45,967	(152)	5,206	51,021

CENTRAL BUDGETS - TECHNICAL ADJUSTMENTS

Service Activity	Proposed Change	£000		
		2018-19	2019-20	Total
General Contingencies	Review of general contingencies budget requirements	(126)	204	78
General Contingencies	Insurance Fund -re-base service insurance premia budgets	(1,065)		(1,065)
Inflation	Future years inflation requirement (includes 1% pay award budgeted assumption)	1,734	1,752	3,486
Inflation	Impact of national pay award above 1% budgeted assumption across years	2,750	3,250	6,000
Treasury Management	Review of treasury management budget requirements aligned to future capital expenditure borrowing requirements and wider treasury management strategy	409	(139)	270
Joint Committees	Transport Levy Contribution Review – Combined Authority	(594)	(13)	(607)
TOTAL TECHNICAL ADJUSTMENTS FOR CENTRAL BUDGETS		3,108	5,054	8,162

HRA Revenue Budget Summary

ACTIVITY	2017-18 Net Controllable Budget	Minuses	Pluses	Budget Total 2018-19	Minuses	Pluses	Budget Total 2019-20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Repairs & Maintenance	22,783	-1,371	1,388	22,800	-1,558	0	21,242
<u>Housing Management</u>							
Policy & Management	13,711	-162	73	13,622	-140	0	13,482
Council Services bought in	2,388	0	105	2,493	0	0	2,493
Kirklees Neighbourhood Housing (KNH) Management Fee	17,818	-1,566	325	16,577	-869	0	15,708
Special Services (Communal facilities)	1,652	0	0	1,652	0	0	1,652
sub-total	35,569	-1,728	503	34,344	-1,009	0	33,335
<u>Other Expenditure</u>							
Depreciation charge on HRA Assets	16,500	0	0	16,500	0	0	16,500
Interest payable on capital debt	8,653	-200	0	8,453	-322	0	8,131
	0	0		0			
Bad debt provision	1,633	0	1,019	2,652	0	100	2,752
HRA share of corporate & democratic core	388	0	0	388	0	0	388
Rents, Rates , Taxes & other charges	296	0	0	296	0	0	296
High Cost Levy	0	0	0	0	0	0	0
Inflation Provision	0	0	0	0	0	930	930
Sub total	27,470	-200	1,019	28,289	-322	1,030	28,997
Total Expenditure	85,822	-3,299	2,910	85,433	-2,889	1,030	83,574

HRA Revenue Budget Summary

ACTIVITY	2017-18 Net Controllable Budget	Minuses	Pluses	Budget Total 2018-19	Minuses	Pluses	Budget Total 2019-20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dwelling Rent income	-81,538	-80	1,885	-79,733	-1,381	979	-80,135
Non-Dwelling Rent Income	-665	-81	0	-746	-21	0	-767
Tenant & Leaseholder charges for services & facilities	-3,117	-118	50	-3,185	-733	0	-3,918
HRA Interest income on cashflow	-125	-45	0	-170	0	0	-170
Excellent Homes for Life (PFI) Government Grant	-7,912	0	0	-7,912	0	0	-7,912
Total Income	-93,357	-324	1,935	-91,746	-2,135	979	-92,902
Net Operating Expenditure	-7,535	-3,623	4,845	-6,313	-5,024	2,009	-9,328
Revenue contribution to capital expenditure	5,394	0	919	6,313	0	3,015	9,328
Appropriation (from)/to HRA Reserves	2,995	-2,995	0	0	0	0	0
Net Surplus/deficit	854	-6,618	5,764	0	-5,024	5,024	0

HOUSING REVENUE ACCOUNT - MINUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
Repair & Maintenance	Later years high level efficiency savings targets - detailed proposals to be worked up	HRA1	(1,046)	(804)	(1,850)
	Reduction of temporary compliance budgets Redirected to KNH Management Fee		(325)	(754)	(754) (325)
Housing Management					
Policy & Management	RTB Team reduced cost in line with previous years		(26)		(26)
KNH Management Fee Savings	Later years high level efficiency savings targets - detailed proposals to be worked up	HRA 1	(1,566)	(869)	(2,435)
Grants to Communities Who Can (CWC)	reduced grant contribution	HRA 6	(136)		(136)
Grounds Maintenance	base budget re-alignment - Grounds Maintenance contract review	HRA 2		(140)	(140)
Income					
Dwelling Rent	Reduction in assumed rent loss on voids (1.5% to 1.1% over 3 years)		(80)	(80)	(160)
Dwelling Rent	Potential rent increase / 53 week year			(1,301)	(1,301)
Non-Dwelling Rent	Review of garage rents		(81)	(21)	(102)
Tenant & leaseholder service and other charges	Review of Service Charge costs including Assisted Gardens (HRA for 18/19)			(596)	(596)
Tenant & leaseholder service and other charges			(43)	(137)	(180)
PFI Service Charges	Introduction of New Extra Care Service Charge part way through 18/19		(75)		(75)
Interest on Cashflow	Cash balances increased		(45)		(45)
Interest payable on capital debt	interest charges in line with current profile of debt repayment across years		(200)	(322)	(522)
TOTAL MINUSES FOR HRA (net operating expenditure)			(3,623)	(5,024)	(8,647)
Revenue contribution to capital					0
Planned transfer to/from HRA balances			(2,995)		(2,995)
TOTAL MINUSES FOR HRA			(6,618)	(5,024)	(11,642)

HOUSING REVENUE ACCOUNT - PLUSES

Service Activity	Proposed Change	Savings Template Reference	£000		
			2018-19	2019-20	Total
<u>Repair & Maintenance</u>	Additional budget requirement for Compliance, Reduced in future years		1,388		1,388
<u>Housing Management</u>					
<i>Policy & Management :</i> PFI Expenditure	Additional cost related to service charge		73		73
<i>Council Services Bought in:</i>	£100k all reasonable costs are recovered from work provided in relation to non-general fund activity		105		105
KNH Management Fee	Redirected from R&M Fee		325		325
<u>Other expenditure</u>					
Bad Debt Provision	Full year effect of Universal Credit being implemented		1,019	100	1,119
High Cost Levy	Anticipated charge for high value voids			930	930
Inflation provision requirement	Annual provision requirement reflects RPI assumption for repair & maintenance, utility uplift and salary increases				
<u>Income</u>					
Dwelling rents	Impact of annual 1% rent reduction for each of the next 3 years, plus other adjustments for assumed right to buys		1,885	979	2,864
Leaseholder service charges	Review of likely level of Service Charges for Leaseholders		50		50
TOTAL PLUSES FOR HRA (net operating expenditure)			4,845	2,009	6,854
Revenue Contribution to Capital			919	3,015	3,934
TOTAL PLUSES FOR HRA			5,764	5,024	10,788

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

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(2,612)	(1,673)	(342)	
Cumulative Savings	(2,612)	(5,039)	(5,381)	(5,381)
Budget after Savings (Controllable Budget)	39,377	36,950	36,608	36,608

Description of Savings Proposal (Including interdependencies and risk)

In 2018, work will continue to develop new operating models for KNH to ensure that it is fit for purpose, able to effectively respond to the changing external environment and deliver savings and value for money through efficiencies, procurement and new ways of working.

The focus will be on finding ways to deliver more with less and to provide an improved service to our customers.

Savings will be achieved through improved productivity, leading to the removal of the contingency budgets for general contingencies, neighbourhoods and miscellaneous revenue totalling £825k. KNH has reviewed its procurement processes and identified savings in 2018-19 of at least £550k, which may increase based on volumes procured.

Savings from reshaping were planned for 2019/20, but will be delivered in 2018/19 due to the revised structures being agreed in 2017/18. The implementation of the new structures has now commenced and initial anticipated savings amount to around £1.7m, £1.2m for Property Services and £500k for Neighbourhoods, but additional savings may be realised once the recruitment process is complete. The older person's service and stores are yet to be reviewed.

Additional budget has been requested for compliance issues, mainly to do with the requirement to carry out electrical testing on a five year cycle instead of ten years, and the requirement to carry out compliance works in relation to fire, water quality and asbestos.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic service plans or community planning outcomes

New structures have been agreed which will improve efficiency and productivity of the service delivered. We will ensure that core business and services to vulnerable customers continually improves. Robust mitigating actions will continue to be developed for savings identified that put core performance and services to vulnerable customers at risk. Equality Impact Assessments will be carried out as part of this work.

Work has been carried out in relation to the new structures and cultural change, but this will take time to embed. Effective consultation and engagement with staff and stakeholders has taken place and this will continue during 18/19 to manage the transition.

Does this proposal require an Equality Impact Assessment?	No (re 18/19)
Will this proposal require a Specific Service Consultation	No (re 18/19)

Accountable Head of Service	Helen Geldart
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Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Grounds Maintenance
Reference	HRA 2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	0	(140)	(140)	
Cumulative Savings	0	(140)	(280)	(280)
Budget after Savings (Controllable Budget)				

Description of Savings Proposal (Including interdependencies and risk)
<p>Grounds Maintenance (GM) works on KNH estates are undertaken by Kirklees Council's Parks and Open Spaces service. This includes grass cutting, hedge and shrub bed maintenance, assisted gardens and tree works.</p> <p>GM work is currently delivered through a Service Level Agreement which was agreed between KNH and the council in 2009. It is based on an output based specification under the theme of 'Getting the Site Right' which has visual guidelines on how a typical area of open space should look.</p> <p>GM work is funded from the Housing Revenue Account (HRA) and the budget for 2017/18 is £1,317,840. An exercise undertaken by Parks and Open Spaces to arrive at a fully costed model for GM services estimates that the true cost of GM is £1,615,000 per annum, which equates to a budget deficit of approximately £300,000.</p> <p>A new Partnership Agreement (PA) therefore needs to be developed that reflects a full cost recovery specification and which aligns with the budget, KNH's Asset Management Strategy and Kirklees Council's Play Strategy which is currently out for consultation.</p> <p>Staff from KNH, Streetscene and Housing, Parks and Open Spaces and Housing Services are working together to develop a new PA for GM services for all KNH estates which will be based upon a full cost recovery specification.</p> <p>On this basis, the development of the new PA will cover the following:</p> <ul style="list-style-type: none"> • A wholesale review of the Assisted Gardens Scheme which is currently free to all 1100 tenants. • The potential to stop or reduce the frequency of delivering some aspects of the current SLA to bring the GM service in line with the available budget • The redesign of estates/sites to reduce maintenance costs • The impact of Ash Dieback (diseased trees) and the council's response.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

The proposed budget reduction could be negatively received by people living in the communities KNH support unless innovative solutions are found to deliver the changes through efficiencies and designing future maintenance.

If no changes to service levels are delivered and no savings made there is potential for residents in Kirklees to voice concerns about a higher level of service on estates.

Does this proposal require an Equality Impact Assessment?	Yes (19/20)
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Will this proposal require a Specific Service Consultation	Yes (19/20)
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Accountable Head of Service	Helen Geldart
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Directorate	Place
Service Area	Housing Revenue Account
Headline Proposal	Grants to Communities Who Can (CWC)
Reference	HRA 6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(136)			
Cumulative Savings	(136)	(136)	(136)	(136)
Budget after Savings (Controllable Budget)				

Description of Savings Proposal (Including interdependencies and risk)
<p>Traditionally the Housing Revenue Account (HRA) has provided funding to support Communities Who Can (CWC) which is the Kirklees Federation of Tenants and Residents Associations, an umbrella organisation to develop and support the network of Tenants and Residents Associations (TRA) operating across Kirklees council housing estates. During the 2017/18 medium term financial planning process Cabinet decided to provide funding to CWC for a further 6 month period during 2017/18 and then from 2018/19 to cease funding the organisation.</p> <p>As the organisation ceased to operate at the end of October 2017 the saving has in effect been achieved.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Kirklees Council commissions KNH as the landlord agents to act on its behalf to deliver services in our communities to our tenants. KNH were commissioned during 2017/18 to undertake a comprehensive partnership wide review of tenant involvement and empowerment and to develop and make recommendations regarding a new modern and innovative model which reflects best practice within a reduced financial environment and links to the Council's review of community involvement and engagement. It is anticipated that a new model will be agreed by April 2018 and in the interim KNH are providing support as necessary to Tenants and Residents Associations.</p>	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Helen Geldart
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Service Director	Learning & Early Support
Service Area	Statutory Responsibility for the Education System
Headline Proposal	Realign and consolidate the service.
Reference	EX LE1,EX LE2, EX LE3,EX LE4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(250)	(250)		
Cumulative Savings	(250)	(500)	(500)	(500)
Budget after Savings (Controllable Budget)	612	362	362	362
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>This proposal will seek to maximise the sources of funding via DSG, increase contribution from academies and maximise traded activities.</p> <p>This will be undertaken in the context that school improvement and the required management oversight will be further realigned to national expectations as well as supporting the new arrangements under the Education and Learning Partnership Board.</p> <p>A significant contribution to strategic work is currently made to the Council by maintained schools via contributions per pupil but this is likely to reduce in the next year, due to schools becoming Academies. In partnership with our schools, during 2018/2019 and 2019/20, the service will consolidate the operation of the 'Challenge and Support Strategy' and the interface between this and the role we can play by working collaboratively to secure external funding for our schools from the Government's Strategic School Improvement Fund (SSIF).</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>There is scope to review existing operations and this has the potential to align current structures within Learning and Skills to reflect new ways of working. This will need to be devised together with our schools so there is shared understanding about our approach. The Council continues to have a duty to 'know' schools and settings and to ensure the sufficiency of provision of good and outstanding places for children.</p> <p>The Council currently knows schools well, enabling positive conversations with school leaders as well as the ability to respond to challenges from Ofsted, Regional Schools Commissioner and Department for Education. Ofsted expects us to know all our schools – and to engage in discussions relating to provision, outcomes and complaints. Relationships are key to ensure sharing of data and intelligence; community understanding; and shared</p>

commitment to development of school places to meet the needs of all pupils.

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

The development of the Education and Learning Partnership Board and investment in arrangements to support this will be required and are planned.

The timing of changes will need to be carefully considered to ensure that there is sufficient co-ordination of change.

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

Accountable Head of Service	Jo-Anne Sanders
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Service Director	Learning & Early Support
Service Area	Schools Organisation & Planning & Pupil Admissions
Headline Proposal	Reduce support to Schools Organisation and Planning & Pupil Admissions
Reference	EX LE5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(151)	(151)		
Cumulative Savings	(151)	(302)	(302)	(302)
Budget after Savings (Controllable Budget)				
Gross budget				
Net of dedicated schools grant funding budget	155	4	4	4
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

This proposal will require the costs of the function to reduce and therefore will require some reorganisation of the function to ensure the right skill mix to undertake the necessary activities and role.

Other activities supported by this budget are;

- Legal costs in relation to enacting required statutory processes, the transfer of land and buildings, commercial transfer agreements and costs in relation to schools that are in a Public Private Partnership contract.
- Human Resources costs in relation to staff transfer (TUPE) processes/re-organisation of staffing structures.
- Costs in relation to finance processes in terms of closing down school budgets and planning new arrangements where schools amalgamate etc.
- Costs in relation to the publication of legal notices and statutory consultation processes including newspaper advertisements, consultation documents.
- Physical Resources and Procurement costs that are required in order to enable the property transfer/landlord function of the asset in order that legal work can be instructed appropriately.
- General one-off costs associated with reorganisation, growth, relocation, amalgamation that cannot be capitalised, for example set up costs for modular accommodation, removal costs for equipment, pension assessments.

The ability to undertake these activities will be impacted by reduced capacity and so a more flexible approach to deploying capacity will be required.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

The Council has a duty to secure sufficient school places The School Organisation function undertakes an annual return to the Education Funding Agency/Department for Education School

Capacity Collection that determines the level of Capital Funding Grant the Council receives to fund additional places and the strategic commissioning of additional places.

The Council is required to enable the process of academisation for schools subject to an academy order as stipulated in the Academies Act, and to provide support to reorganisation proposals to amalgamate, expand, close or open provision.

Further dialogue with schools about contributing some additional funding for some of this activity as mitigation is possible.

If this contribution or the re-distribution of activity across the wider functions that support children is not sufficient, there could be an impact on sufficiency duties that will require mitigation.

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

Accountable Head of Service	Jo-Anne Sanders
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Service Director	Learning & Early Support
Service Area	Education Services for Vulnerable Children
Headline Proposal	Review
Reference	EX LE6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings		(84)		
Cumulative Savings		(84)	(84)	(84)
Budget after Savings (Controllable Budget)	820	736	736	736
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
This proposal will seek to examine existing systems and processes to secure efficiencies in order to make the reductions required within the context of prioritising the Education Psychologists (EP).

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The numbers of children and young people requiring and requesting assessments is increasing. SEND related activity is forecast to be overspent by current year end compared to the amount of government grant funding set aside to support this activity (the High Needs Block of the Dedicated Schools Grant).	
Government changes to the current schools National Funding Formula means the Council will receive an increase in high needs grant funding over the next 2 years at least to support SEND activity. Further increases in high needs grant funding are indicated over the following 5 years, subject to the next Government spending review post 2020. The Council is working to reduce costs within the High Needs Block. This includes a broader strategic review that will be considered early 2018.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Mandy Cameron
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Service Director	Learning & Early Support
Service Area	Early Learning
Headline Proposal	Review support to early learning (sufficiency & development)
Reference	EX LE7

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(226)	(300)		
Cumulative Savings	(226)	(526)	(526)	(526)
Budget after Savings (Controllable Budget)	312	12	12	12
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The support arrangements to learning and early support undertook a restructure in 2017-18 and good progress has been made to deliver against the savings requirements in 2018-19.</p> <p>The next phase of delivery will be to examine the approach and leadership for this service area and opportunities for amalgamating the functions and reducing the overall cost. This will prompt a service review and a reduction of staff. Opportunities will be explored to couple together sufficiency duties here with statutory duties for schools (mainstream and specialist).</p> <p>This will be in conjunction with the review of the administration arrangements for early education and childcare placements.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Potential impact on service/children's outcomes:</p> <ul style="list-style-type: none"> • Opportunities arise to ensure statutory duties are met by taking a strategic overview of all early years' requirements and developing a new model for delivery through school community hubs. • There are opportunities for schools and their partners in health, social care and the wider Voluntary and Community Sector via School Community Hubs to contribute to the provision of a vibrant and sustainable childcare market and to co-ordinate delivery of the wider children's centre core offer. • This will require some initial Council resource and a refocus of some Council roles to concentrate on supporting the development of partnerships between schools and their partners, including local childcare providers and to support capacity building within the community hub so that the model is self-sustaining. • It will therefore be critical to align and integrate this to deliver our Early Help offer and consideration given to what resources can be shared to support delivery of these statutory duties.

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

Accountable Head of Service	Jo-Anne Sanders
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Service Director	Integration
Service Area	Demand Led Services
Headline Proposal	Apply proportionate spend on direct payments
Reference	EX IN1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(178)	(412)	(0)	(0)
Cumulative Savings	(178)	(590)	(590)	(590)
Budget after Savings (Controllable Budget)	16,278	15,854	15,854	15,854
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

A direct payment represents a device which an individual, who is entitled to receive social care services, can be awarded a payment and the freedom to purchase care services for themselves. This differs from the traditional approach of the Council acting for the individual and purchasing care on their behalf.

Direct payments offer much greater choice and flexibility over all aspects and ways in which the care is received. This also includes the type of care purchased, control over who is employed and flexibility over when that care is delivered. They can be used to purchase respite care and in some instances are being used to purchase equipment or approved modifications to a residence if agreed as an assessed need.

In allowing the council to offer this opportunity there is a need to ensure that guidance, support and right sizing of packages is offered to these clients and this will be done by adopting some of the following approaches;

- Systems thinking methodology
- Redesigning, refocusing and adopting the tiered approach
- Close monitoring of direct payments and ensuring reclaim of unspent resources
- Redesign the response at the front door
- Greater scrutiny of current packages through reviews
- Increasing use of Assistive Technology

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

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

- Councils are expected to offer direct payments from within their existing resource base. There is no assigned budget for direct payments costs which are instead deducted against the relevant care budget i.e. Learning Disabilities (LD) & Mental Health (MH) when a direct payment is set up.

- Adult social care demand and level of need has risen significantly which places increased challenge on the system.
- The system relies on well trained and experienced personal assistants in the market. Market development needs to be considered as there is a significant gap in this area for LD/MH. Peer Brokerage in MH has proven to be successful and needs to be expanded to meet future demand.
- The reshaping of early intervention and prevention will take some time to embed and there will be a need to ensure early engagement of Community Plus in supporting LD/MH service users to seek alternatives where costly interventions aren't needed.
- Services have identified internal resource to ensure reviews are carried out this year and we understand the level of need across LD and MH through this process. We will be able to include this as part of the ongoing review cycle.

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

Accountable Head of Service	Michelle Cross
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Service Director	Integration
Service Area	Day care and contracted services
Headline Proposal	Review of all existing contracts
Reference	EX IN2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(233)	(234)	(0)	(0)
Cumulative Savings	(233)	(467)	(467)	(467)
Budget after Savings (Controllable Budget)	3,201	2,967	2,967	2,967
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction in demand and commissioning of day care services through:</p> <ul style="list-style-type: none"> • Redesigning, refocusing and more alignment of the Early Intervention & Prevention offer • Reconfiguration of the existing day services provision • Greater scrutiny of current packages through reviews • Developing and using community resources • Transformation programme for day care services. <p>Review of all existing contracts and:</p> <ul style="list-style-type: none"> • Amend accordingly with any revised demand levels indicated by Early Intervention & Prevention Management • Redesign and remodel contracts based on occupancy levels/take up • Reduction and decommissioning of low level need/risk contracts • Identifying potential contracts for risk assessed reduction in provision • Implementation of integrated commissioning arrangements • Ensure robust contract evaluation process is implemented. <p>The budget after savings shown takes into account the reductions in services and volume change.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<ul style="list-style-type: none"> • The achievement of any savings in this area will be considered against the Early Intervention & Prevention proposals being developed elsewhere and any Equality Impact Assessment being developed for that area. • Adult social care demand and level of need is increasing significantly which places increased challenge on the system. • The reshaping of early intervention and prevention will take some time to complete and embed and this gives rise to the risk of an increase in demand in the early stages. • The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market

development is ongoing.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Korrina Campbell
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Service Director	Integration
Service Area	Independent sector residential & nursing placements
Headline Proposal	Reduction in high cost learning disability placements
Reference	EX IN3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Income/Expenditure Savings	(424)	(423)	(0)	(0)
Cumulative Savings	(424)	(847)	(847)	(847)
Budget after Savings (Controllable Budget)	18,642	20,419	24,019	27,619
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction in the number of high cost learning disability placements through:</p> <ul style="list-style-type: none"> • Development of the supported living market. • Supporting people in residential care to move to more cost effective community based arrangements. • Better commissioning of placements that agree a phased reduction in cost. <p>The budget after savings shown takes account of amounts included for Transforming Care Partnership.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Continuing Health Care funding is reducing and demand on learning disability placements is increasing. The level of need is also increasing.</p> <p>More dedicated capacity in reviewing will be needed to ensure that the cost of placements is regularly reviewed and strength based practice is applied in all cases.</p> <p>Work is ongoing to explore 'joint commissioning' of placements – including pooled budgets.</p> <p>Further market development will be needed to ensure sufficient supported living arrangements.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Cross
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Service Director	Integration
Service Area	Independent sector residential & nursing placements
Headline Proposal	Mental health placements
Reference	EX IN4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(66)	(67)	(0)	(0)
Cumulative Savings	(66)	(133)	(133)	(133)
Budget after Savings (Controllable Budget)	4,054	3,987	3,987	3,987
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The Mental Health service has recently appointed a reviewing social worker, to review the service users accessing local and external residential placements.</p> <p>Cases will be prioritised for review and will cover people living in a range of different settings. The review will reassess the service users' social care and establish how these needs can be best met using a more independence model of care.</p> <p>The outcome of these reviews will inform local commissioning with the view of providing not only more appropriate and recovery focussed support but also review the costs of these individual packages.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>In addition to this, the Local Authority Commissioners are looking to redesign the range of local social care residential placements and have already begun to work more proactively with Clinical Commissioning Group and local providers to ensure rehabilitation/recovery provisions are in place across Kirklees. Work has begun to establish a local rehabilitation/recovery pathway that ensures service users are stepped down in a timely manner from acute settings.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Cross
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Service Director	Adults Social Care Operation
Service Area	Assessment and Care Management
Headline Proposal	Staffing Realignment within Adult Social Care
Reference	EX AS1& EX AS2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)	(560)	(0)	(0)
Cumulative Savings	(200)	(760)	(760)	(760)
Budget after Savings (Controllable Budget)	4,773	4,213	4,213	4,213
FTE Reduction	5	15		

Description of Savings Proposal (Including interdependencies and risk)
It is proposed that the Adult social care workforce and structure be reviewed and aligned with new ways of working resulting from the Transformation programme. Developments around on-line assessment, reviews to enhance self-service and redesigned business processes will support more efficient working and enable managerial duties to be streamlined. Improved demand management, more integrated ways of working and alignment with Early Intervention and Prevention will deliver more effective and efficient ways of working.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
There is a risk of continued rising demand which the system cannot meet, the mitigation will be through work streams including the re-design of Front Door, the Digital by Design offer and pathway re-design. The relative timings may present some risk.	
New ways of working have been introduced and will continue to be implemented throughout 2018 and 2019 but embedding cultural change takes time.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Lee Thompson & Debra Mallinson
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Service Director	Adults Social Care Operation
Service Area	Demand Led Services
Headline Proposal	Reduced spend on independent sector home care and apply proportional spend on direct payment
Reference	EX AS3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(422)	(988)	(0)	(0)
Cumulative Savings	(422)	(1,410)	(1,410)	(1,410)
Budget after Savings (Controllable Budget)	11,664	10,570	10,241	10,241
FTE Reduction				

Description of Savings Proposal (including interdependencies and risk)
<p>Reduction in demand for commissioning of home care packages and applying more rigorous practice with direct payments through:</p> <ul style="list-style-type: none"> • Implementing the systems thinking methodology • Redesigning, refocusing to align more closely with the early intervention and prevention offer • Closely monitoring direct payments and ensuring unspent resources are reclaimed • Redesign of the response at single point of access • Targeting of reablement interventions • Greater scrutiny of current packages through reviews • Increased use of assistive technology <p>The budget after savings shown takes account of the adult social care precept.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<ul style="list-style-type: none"> • Adult social care demand and level of need is increasing significantly which places increased challenge on the system. • The system relies on sufficient independent sector homecare in the market. Market development is ongoing and homecare contracts have been retendered. • The reshaping of early intervention and prevention will take some time to reshape and embed and this gives rise to the risk of an increase in demand in the early stages. • Services are targeting resources to ensure reviews are completed consequently reducing need across adult social care. 	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lee Thompson & Debra Mallinson
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Service Director	Adults Social Care Operation
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Reduction of older people and physical disability placements
Reference	EX AS4 & EX AS6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(386)	(387)	(0)	(0)
Cumulative Savings	(386)	(773)	(773)	(773)
Budget after Savings (Controllable Budget)	20,446	21,009	22,012	22,012
FTE Reduction				

Description of Savings Proposal (including interdependencies and risk)
<p>Individuals will be supported to stay at home for as long as possible through:</p> <ul style="list-style-type: none"> • Home based interventions such as reablement and home care that maximise independence and safety at home • Support from assistive technology • Support with maximising their strengths, abilities and use of local community resources • Early intervention and prevention support <p>The service will ensure that guidance, support and the right packages of care are offered to people and this will be done by adopting a strengths based approach.</p> <p>The service will continue to work closely with clinical commissioning groups and health colleagues to ensure people with continuing healthcare needs are identified and appropriately supported.</p> <p>The budget after savings shown takes account of amounts included for volume change.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Demand for adult social care is rising and so this diverting demand may be hidden by demographic changes.</p> <p>There is likely to be a consequent impact on the budget that supports people at home. Ensuring appropriate early intervention and prevention interventions will assist in mitigating this.</p> <p>Changes in the design of reablement services to maximise integration opportunities and embed a 'discharge to assess pathway' will ensure that people have increased opportunities to maximise independence and make decisions about long term care from their homes</p> <p>As part of other savings we will encounter reducing resources which will need to ensure</p>

reviewing resources are appropriately targeted.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lee Thompson & Debra Mallinson
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Service Director	Adults Social Care Operation
Service Area	Independent Sector Residential & Nursing Placements
Headline Proposal	Removal of Discounted Respite
Reference	EX AS5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(35)	(0)	(0)	(0)
Cumulative Savings	(35)	(35)	(35)	(35)
Budget after Savings (Controllable Budget)	20,446	21,009	22,012	22,012
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The revision of the Adult Social Care Charging Policy proposed a number of changes to the existing policy.</p> <p>One alteration was the removal of the discounted rate of £20 per night for the first 7 days of respite care. From 1 April 2017, all respite care has been subject to a financial assessment. This has led to a number of service users paying more towards their respite care as their financial assessment has shown that their affordable contribution is more than £20 per night. This will increase the amount of income raised through respite care.</p> <p>The budget after savings figure takes into account all changes relating to this activity area.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>The charging policy was approved by Cabinet (January 2017) and this was actioned from 1 April 2017. The impact of removing this discount is being monitored through performance data. There is a risk that some people may choose to use less respite provision as a result of an increase in cost.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Lee Thompson & Debra Mallinson
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Service Director	Adults Social Care Operations
Service Area	Day Care and Contracted services
Headline Proposal	Review of all existing contracts
Reference	EX AS8

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(133)	(133)	(0)	(0)
Cumulative Savings	(133)	(266)	(266)	(266)
Budget after Savings (Controllable Budget)	1,805	1,622	1,572	1,472
FTE Reduction				

Description of Savings Proposal (including interdependencies and risk)
<p>Reduction in demand and commissioning of day care services through:</p> <ul style="list-style-type: none"> • Redesigning, refocusing and more alignment with the early intervention and prevention offer • Reconfiguration of the existing day services provision • Greater scrutiny of current packages through reviews • Developing and using community resources • Transformation programme for day care services <p>Review of all existing contracts and:</p> <ul style="list-style-type: none"> • Amend accordingly with any revised demand levels indicated by early intervention and prevention management. • Redesign and remodel contracts based on occupancy levels/take up • Reduce and decommission low level need/risk contracts • Identifying potential contracts for risk assessed reduction in provision • Implement integrated commissioning arrangements • Ensure robust contract evaluation process is implemented <p>The budget after savings shown takes account of reductions in services and volume change (and other savings templates).</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<ul style="list-style-type: none"> • The achievement of any savings in this area will be considered against the early intervention and prevention proposals being developed elsewhere and an equality impact assessment being developed for that area. • Adult social care demand and level of need is increasing significantly which places increased challenge on the system. • The reshaping of early intervention and prevention will take some time to take place and embed, and this gives rise to the risk of an increase in demand in the early stages. • The system relies on sufficient independent sector provision in the market. Currently there is no market provision available for complex dementia delivery. Market

development is ongoing.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Korrina Campbell

Service Director	Adults Social Care Operation
Service Area	Other Demand Led Services
Headline Proposal	Community equipment
Reference	EX AS9

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(34)	(33)	(0)	(0)
Cumulative Savings	(34)	(67)	(67)	(67)
Budget after Savings (Controllable Budget)	841	808	808	808
FTE Reduction				

Description of Savings Proposal (including interdependencies and risk)
The reduced spend will be achieved through the new approach to clinical oversight, to ensure that the equipment supplied meets needs at the best price.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The approved list of equipment will continue to be reviewed against best clinical advice to ensure that service users receive the appropriate equipment to meet assessed need. Service modelling has taken place as part of the tendering exercise. The long term contract of 5 years with the option for a further 2 years should offer more stability and consistency.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Korrina Campbell
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Service Director	Adults Social Care Operation
Service Area	Care Phones & Assistive Technology
Headline Proposal	Care phones - increased income
Reference	EX AS10

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(13)	(20)	(0)	(0)
Cumulative Savings	(13)	(33)	(33)	(33)
Budget after Savings (Controllable Budget)	60	40	40	40
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
It is proposed to achieve an increase in care phone income of £33K by 2019/20 through promoting and marketing the service with the aim of realising a 7% increase in the number of service users paying for the service. It is also intended to explore new opportunities to support independent providers and other partners through the provision of chargeable services.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Some housing scheme providers are considering solutions to address their concerns which include asking care phones to provide out of hours telecare monitoring alongside a number of other services. This would be a chargeable service and therefore may provide some additional income for the Council.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Service Director	Adults Social Care Operation
Service Area	Other Demand Led Services
Headline Proposal	Review of out of hours services
Reference	EX AS11

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(66)	(67)	(0)	(0)
Cumulative Savings	(66)	(133)	(133)	(133)
Budget after Savings (Controllable Budget)	708	641	641	641
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

A report was submitted to cabinet (04/04/17) that set out proposals for developing a 24 hrs service provision for the council, where all out of hours operations are centralised.

The council has a number of functions that operate outside of normal office hours, providing emergency cover and telephone assistance for a variety of services, including Kirklees Neighbourhood Housing (KNH), Children's and Young People's services, Adults' services, and Environmental Services.

Each service has different arrangements to cover these provisions and it is intended to consider how we can join up services where appropriate to achieve efficiencies and savings.

The report recommends taking a 2 phase approach. Phase 1 will merge together CCTV and Kirklees Direct Out of Hours Service creating an initial saving of £53k per annum. These savings are based on an overall reduction in staffing levels; this will be done by removing vacancies and temporary staff.

Phase 2 will bring in Children's and Adults' services to identify any potential saving and, in addition, will identify potential revenue savings within the councils current commitments for security and alarms. It will also consider the potential for a service that includes KNH CCTV to make further savings across the council.

Once successfully completed, the new service will offer an opportunity to then explore expanding our current CCTV provision to support early intervention and prevention, and economic resilience, and then to consider further expansion into the external market. This will require careful consideration so as not to adversely affect the local economy and local businesses, but could see CCTV provision for key local partners, schools, colleges and universities.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

This proposal has the potential to improve out of hours services for adults and the work will link to the corporate front door services to deliver a consistent approach across the council out of hours.

Ensuring our legal duties with regards to safeguarding and data protection, particularly as phase 2 commences, are fundamental to the approach being proposed. The project will work closely both internally and with partner organisations to ensure protection of the most vulnerable adults and children and safeguard their interests at all times.

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

Accountable Head of Service	Debra Mallinson
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Service Director	Adults Social Care Operation
Service Area	Transfer of local authority care homes – older people residential strategy
Headline Proposal	Identify partner(s) to deliver integrated health and social care to those with specialist needs or explore new delivery models.
Reference	EX AS13

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(766)	20	48	
Cumulative Savings	(766)	(746)	(698)	(698)
Budget after Savings (Controllable Budget)	(1,244)	(1,224)	(1,176)	(1,176)
FTE Reduction	56			

Description of Savings Proposal (Including interdependencies and risk)

In order to maintain continuity of care for existing residents in the two long stay care homes and for the council to focus on only the things that the council can do; In July 2017 Cabinet agreed to look at transferring in-house residential care homes to an external organisation. There would be no overall loss of current bed capacity and individual residents continue to receive their existing service. Current residential care could, subject to the appropriate registration requirements and abilities of the successful provider, be run as nursing care although this is not guaranteed and is not an essential requirement within the tender specification. It is anticipated that existing staff would continue to be the core care delivery team as TUPE would apply once the homes are transferred.

The 20 pre-bookable respite beds currently provided in the 2 long stay care homes will be procured from the independent sector care home market prior to the transfer of the 2 homes. As the beds have a 60% occupancy rate, and changes to the charging policy around pre-bookable respite have shown early signs of lessening demand, 12 pre-bookable respite beds will be procured (which includes 2 emergency respite beds). The process of booking respite will be aided by some investment into brokerage services to ensure that these beds are the default option for provision and that annual allocation amounts are monitored both for under and over use.

Negotiations are underway with health colleagues in relation to the two Intermediate care homes with a view to reducing the overall running costs for the council.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

The Care Homes Strategy has identified the need for additional dementia nursing beds to be available in the area together with a need to sustain a flexible intermediate care bed base.

The potential transfer of services to other providers will ensure continuity of care, support choice and provide for ongoing employment for existing staff within the service. In addition the proposal for revised services will enhance the availability of local nursing beds within the area.

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

Accountable Head of Service	Sue Richards
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Service Director	Adults Social Care Operation
Service Area	Other services
Headline Proposal	Business support realignment across Adult Social Care
Reference	EX AS14

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(94)	(93)	(0)	(0)
Cumulative Savings	(94)	(187)	(187)	(187)
Budget after Savings (Controllable Budget)	1,281	1,188	1,188	1,188
FTE Reduction	7			

Description of Savings Proposal (Including interdependencies and risk)
<p>This proposal will enable both commissioning and adults' services to investigate and realign its business support and have a well organised, structured support service which is able to deliver services based on the key priorities for 'New Council'.</p> <p>The realignment will focus on providing a cost effective and efficient service by reconsidering the number of vacancies and secondments within the service with a view to either removing or realigning posts to where pressures are emerging. The proposal is to merge existing resources, whilst addressing wider service changes and ensuring resources are used flexibly to support the changing demands within the directorate.</p> <p>The budget after savings shown is included in the management and regulatory functions line in the summary.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Reductions in staffing and management levels within business support will impact on the services being supported. Before any decisions are finalised, an impact analysis will be created.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Debra Mallinson
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Service Director	Economy, Regeneration & Culture
Service Area	Kirklees Active Leisure (KAL)
Headline Proposal	Continuation of existing approach and reducing reduction of financial support to KAL
Reference	EX ER1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)	(100)		
Cumulative Savings	(200)	(300)	(300)	(300)
Budget after Savings (Controllable Budget)*	1,091	941	941	941
FTE Reduction	0	0	0	0

*Includes budget savings from New ER5

Description of Savings Proposal (Including interdependencies and risk)
<p>At this stage, KAL has not identified the areas in which the savings will be achieved, however, KAL and the council will work together innovatively through a commissioning model within which the outcomes Kirklees Council wishes to see for its citizens and the rules of engagement are clearly specified. These will take account of the correlation between economic status and physical health and it is recognised that physical activity and the critical role leisure centres play in supporting a number of Kirklees' outcomes.</p> <p>This will enable KAL to deploy its expertise and capability in the leisure market to ensure those outcomes are met. KAL will have the flexibility as part of this arrangement to adjust its business plan to implement new ways of working and deliver the efficiencies needed. KAL has proven market knowledge and is uniquely placed to exploit the opportunities to secure new sources of income and the commissioning arrangement will empower KAL to optimise demand by tailoring its services to what is needed in each of its localities.</p> <p>As a strong and viable business, KAL's business plan has made provision for contingencies and has the financial strength to enable it to deliver what are challenging targets whilst delivering the commissioned outcomes.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>To deliver the level of savings required, KAL may seek to increase the price of some of its services and activities which may lead to issues of affordability and the council will seek to mitigate the impact of this by ensuring KAL has due regard to those on low incomes. As a service that is operating in a commercial market, it is in KAL's interest to ensure its pricing strategy remains competitive for its users.</p> <p>There may be some re-configuration of services as KAL begins to tailor its services to the requirements of each locality and the council and KAL will work together to ensure any disruption is minimised through careful planning and communication.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES - KAL's Chief Executive has been consulted and he has informed his trustees
Accountable Head of Service	Adele Poppleton

Service Director	Economy, Regeneration & Culture
Service Area	Management and Regulatory Services
Headline Proposal	Service Efficiencies
Reference	EX ER2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22
Incremental Savings	(56)			
Cumulative Savings	(56)	(56)	(56)	(56)
Budget after Savings (Controllable Budget)	2	2	2	2
FTE Reduction	2	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings in Business Support (up to 2 fte) c£56k through smarter working.</p> <p>Note - Due to Council structure changes, the budget for £46k of this saving is held in Policy, Intelligence & Public Health.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Adele Poppleton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Highways
Headline Proposal	Changes to routine maintenance service
Reference	EX CR1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(150)			
Cumulative Savings	(150)	(150)	(150)	(150)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
The Highways Service has some opportunities to increase efficiency through the Digital by Design program. £100k productivity savings will be generated through reviewing the core service model and new ways of working as part of the Highways 2017 project. £50k will be funded from lower energy and reduced street lighting maintenance costs.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
If the assumptions associated with the digital model are realised there will be little or no impact upon service delivery.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Will Accornley
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Highways (Transport Strategy)
Headline Proposal	Efficiency Gains & Increase in Service Income
Reference	EX CR2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)			
Cumulative Savings	(50)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
Proposed increase in service income due to increase in housing development activity (section 38 income from new road building activity for housing sites) and also an increase in capital plan scheme delivery due to workload from the West Yorkshire Transport Fund – this joint increase in activity will lead to an increase in service income of £50,000 being achievable from 2018/19 onwards.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
No adverse impact on other service outcomes.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Richard Hadfield
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Transport Services
Headline Proposal	Smarter Practices/Efficiencies
Reference	EX CR4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)			
Cumulative Savings	(200)	(200)	(200)	(200)
Budget after Savings (Controllable Budget)	(1,662)	(1,765)	(1,765)	(1,765)
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduction of 50 vehicles in the fleet producing savings in fuel, fleet SLAs, and a further reduction in the cost of accidents and Insurance claims</p> <p>Significant savings have been identified by reducing fuel consumption across the fleet through better use of telematics data and more efficient driving behaviour. Through the use of telematics data it is expected that savings can be made by reducing vehicle accident rates and with the introduction of an accident reduction plan, maintenance and repair costs can be reduced.</p> <p>Fleet rationalisation/reduction will deliver further savings.</p> <p>Interdependencies – given the vehicle fleet is used by other services in the Council, travel planning needs to be carried out in terms of introducing more efficient ways for people/staff to get about, accident reduction, driver behaviour and fuel reduction will need to be managed jointly between Transport Services and the relevant service.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Bereavement Services
Headline Proposal	Additional income potential, 20%, through smarter marketing/product offer
Reference	EX CR5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)	(50)		
Cumulative Savings	(50)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	(1,647)	(1,697)	(1,697)	(1,697)
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Following a recent Kirklees wide engagement session on the proposed changes, the council is currently reviewing its proposed model of operation and is no longer seeking full cost recovery for Burial services.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<ul style="list-style-type: none"> • Capital investment is required in: <ul style="list-style-type: none"> ○ Cremators - essential to ensure machinery is robust and capable of meeting our operational needs. Existing cremators are prone to breakdown and some parts are now obsolete. New cremators would operate more efficiently, using less gas. Procurement support has been requested to commence this process. ○ Cemeteries - to develop under-utilised space and maximise capacity. ○ Memorialisation – to enable range of options that can generate income. • Offer competitive pricing, improved marketing and IT access to service (bookings, memorial purchases) to improve our offer. • Potential service change to ensure correct structure and skills to develop business element to service. This will be done in line with corporate guidelines and with Trade Union and employee engagement. <p>Political briefings and community engagement/planning to understand impact and encourage change.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Phil Deighton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Parks & Green Spaces
Headline Proposal	Performance Management, Service Level Agreement (SLA) review of Gold, Silver, Bronze and Natural (GSBN) standards
Reference	EX CR6 & 7

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(279)			
Cumulative Savings	(279)	(279)	(279)	(279)
Budget after Savings (Controllable Budget)	2,738	2,713	2,663	2,663
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>The climatic changes, combined with a lack of Geographic Information System (GIS) and mapping data, means performance management and operational adaptation is extremely difficult. As a result we are in the process of undertaking the full GIS mapping of the district and our assets, combined with the development of a public facing online platform for bookings/reporting issues and a digital work schedule/in-cab system.</p> <p>This is reliant on prioritisation of this project in the council's Digital by Design programme and re-modelling the workforce to be seasonal to meet demands.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>The outcomes of the Parks & Open Spaces service would be impacted, with the service unable to respond as quickly as currently to any issues. To mitigate this the Council will work with the communities and partners to develop a model that strengthens the existing volunteering capacity that is in place and exploring the potential of how the sharing economy (e.g. the mainstreaming of Comoodle) can support this.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES
Accountable Head of Service	Will Acornley

Service Director	Commercial, Regulatory & Operational Services
Service Area	Environmental Health
Headline Proposal	New ways of working
Reference	EX CR8

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(25)			
Cumulative Savings	(25)	(25)	(25)	(25)
Budget after Savings (Controllable Budget)	950	950	950	950
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
<p>The proposals are IT based and can be broadly broken down into the following categories, all of which are interdependent on IT solutions:</p> <ol style="list-style-type: none"> 1. Digital by Design 2. Installation of 'Assure' (Systems Supplier: MVM Northgate) 3. Mobile solutions once 'Assure' has been installed <p>For Pest Control, we are currently going down a digital by design route – once operational, this will allow customers to book appointments directly, and therefore reduce admin time. The introduction of a mobile solution would result in further admin savings as well as increased officer efficiency which could generate more income.</p> <p>For wider Environmental Health, the focus is on mobile solutions, allowing officers to complete inspection reports while on site, thus improving efficiency. For this to work, installation of 'Assure' is needed which is currently taking place.</p> <p>Installation of Assure would also allow for the introduction of the Licensing and Complaints package, allowing for savings in Business Support Officers in both functions.</p> <p>Risk Any delay in the introduction of IT solutions would naturally pose a risk and may therefore need an alternative platform.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>Successful and timely introduction of the above IT solutions would significantly increase officer efficiency and reduce the amount of resources needed. Such an outcome would ensure the viability of a functional and effective environmental health service.</p>

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

Accountable Head of Service	Wendy Blakeley
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Schools Facilities Management – Schools Transport
Headline Proposal	Combined Authority Working
Reference	EX CR9

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(285)			
Cumulative Savings	(285)	(285)	(285)	(285)
Budget after Savings (Controllable Budget)	2,480	2,480	2,480	2,480
FTE Reduction	5			

Description of Savings Proposal (Including interdependencies and risk)
<p>Create a co-operation agreement with WYCA for the procurement and contract management of all home-to-school transport functions, including the administration of bus passes (£110k).</p> <p>Change the policy to mirror the legislative requirements resulting in a “statutory duty only” service provision level (£175k).</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Reducing service provision may increase the risk of non-attendance at school for a small number of children.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Schools Facilities Management - Catering/Assets
Headline Proposal	Assumed continuation of Universal Infant Free Schools Meals (UIFSM) national policy and funding arrangement, the service will continue to deliver the financial surplus
Reference	EX CR10

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(60)			
Cumulative Savings	(60)	(60)	(60)	(60)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Factors impacting on retaining the catering surplus (Including interdependencies and risk)
Catering financial position has been in credit for a number of financial years and it is intended to maintain this level

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
In order to be a flexible service, the following actions are possible to mitigate any future changes in service delivery; <ul style="list-style-type: none"> • Supplies and Services budgets will be reduced where possible to fund statutory gas work. • Service overheads reduced to mitigate any future losses incurred • To ensure full cost recovery • Review fees and charges through the budget setting process. 	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Philip Deighton
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Schools Facilities Management – Cleaning
Headline Proposal	Realignment to current performance
Reference	EX CR11

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(95)	(25)		
Cumulative Savings	(95)	(120)	(120)	(120)
Budget after Savings (Controllable Budget)	(396)	(421)	(421)	(421)
FTE Reduction	2	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
Proposals include reduced council subsidy on living wage, reduction of relief staffing levels, and from 2019/20, £25k reduced staff hours through efficiency savings.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
As the Council rationalises its accommodation and occupies fewer buildings, the saving will be delivered. However, if this were to happen at a faster rate than expected, there would be an impact on overall controllable surplus for the Caretaking & Cleaning service. Staff will be offered alternative hours to reduce the impact of the efficiencies in line with council procedures.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Corporate Landlord
Headline Proposal	New ways of working
Reference	EX CR12

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(650)	(300)		
Cumulative Savings	(650)	(950)	(950)	(950)
Budget after Savings (Controllable Budget)	10,418	10,118	10,118	10,118
FTE Reduction		4		

Description of Savings Proposal (Including interdependencies and risk)
<p>Reduced facility management repairs budget from £1.25m to £1m. This budget was underspent last year and forecast to underspend this financial year. The number of operational assets is projected to reduce. The council will continue to adopt a prudential approach to repairs and the most efficient deployment of capital and revenue funding.</p> <p>Office accommodation reductions (subject to approval) with forecast saving of £200k in year 2018/19 is achievable. The pace and profile of saving is heavily linked to the journey to new council and new models of service delivery.</p> <p>Asset disposal programme £100k: a further batch of assets is to be brought forward to dispose in 2017 that will release further revenue savings. This is subject to the approval processes and the Asset Committee.</p> <p>Reduced FM overall budgets to reflect reduced overall resources required £100k</p> <p>2019/20 Office accommodation reductions (subject to approval) forecast £200k in year 2019/20</p> <p>Reduced FM overall budgets to reflect reduced overall resources required £100k</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The budget savings are linked to the transformation of the council and the delivery of a number work streams. The reduced unplanned maintenance budget will be focused on strategic priorities and support service delivery.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Joe Tingle
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Capital Delivery & Development
Headline Proposal	Deletion of the Capital Development Manager post budget
Reference	EX CR13

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(60)			
Cumulative Savings	(60)	(60)	(60)	(60)
Budget after Savings (Controllable Budget)	0	0	0	0
FTE Reduction	1			

Description of Savings Proposal (Including interdependencies and risk)
This efficiency will be delivered through vacancy management.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The associated work can be absorbed within service as it needs to continue to ensure the effective governance of the Council's Capital Investment Plan.	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	David Martin
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Service Directorate wide review of support services to gain efficiency savings
Headline Proposal	Further savings to be identified
Reference	EX CR14

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(200)			
Cumulative Savings	(200)	(200)	(200)	(200)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
A Service Directorate wide review of support services to gain efficiency savings through procurement, shared centres of excellence and administration. This will be aimed at management and back office arrangement across the main frontline services including Waste, Highways, Parks, Licensing and Building Control.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
The review aims to improve service delivery through better coordination and working across services to make the efficiencies.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Will Acornley
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Service Director	Commercial, Regulatory & Operational Services
Service Area	Town Halls & Public Halls
Headline Proposal	Review of fees and charges
Reference	EX CR15

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(50)			
Cumulative Savings	(50)	(50)	(50)	(50)
Budget after Savings (Controllable Budget)	159	159	159	159
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of fees and charges and service change to make service delivery more efficient and effective. This will include the review of bookings, stewarding of events, and staff to manager ratios to ensure that resources are focused where they have the greatest impact.</p> <p>A full analysis of the programme of work in the service is being undertaken including benchmarking of charges with other similar services.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Charges have only increased by inflation rates for the last four years and higher increases could mean hirers seeking alternatives or not using our services. This will be mitigated by ensuring benchmarking to ensure the pricing strategy remains competitive.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Phil Deighton
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Service Director	Policy, Intelligence & Public Health
Service Area	Sexual Health
Headline Proposal	Incorporating Additional Schemes into Integrated Sexual Health Services Main Contract
Reference	EX PI1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(73)	(523)		
Cumulative Savings	(73)	(596)	(596)	(596)
Budget after Savings (Controllable Budget)	3,947	3,424	3,424	3,424
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings to be found in 2018/19 through the following:</p> <ul style="list-style-type: none"> • Savings made to the HIV prevention budget by working with the provider to find contract efficiencies • Reducing the tariff prices in primary care and expanding the spokes from the integrated service to ensure maximum coverage across Kirklees • As the new model focusses on greater emphasis on early intervention and prevention this will reduce the need for more costly clinical interventions later on in the treatment journey <p>Planning and detailed discussions with the provider will ensure that any risks identified will be managed in preparation for the 500k savings (2019/20)</p> <p>Risks:</p> <ul style="list-style-type: none"> • GP prescribing in primary care may decrease due to a reduction in tariff prices, which would result in higher demand in the main service and increased waiting times. • Out of area payments are out of our control and hence may increase.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>We may see an increase in HIV late diagnosis. In order to mitigate against this we will look to increase investment in rapid HIV testing.</p> <p>In order to mitigate against the risks to the main integrated service we will work with the provider to refocus the service on high risk groups.</p>

Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO
Accountable Head of Service	Emily Parry-Harries

Directorate	Policy, Intelligence & Public Health
Service Area	Health Improvement – Wellness Programme
Headline Proposal	Incorporating a Range of Contracts under a new Wellness Model
Reference	EX PI2 and PI6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(270)	0	0	
Cumulative Savings	(270)	(270)	(270)	(270)
Budget after Savings (Controllable Budget)	849	849	849	849
FTE Reduction	N\A	N\A	N\A	N\A

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings made through the following proposal:</p> <ul style="list-style-type: none"> Efficiencies made by bringing together a number of services into one integrated, holistic ‘Wellness’ model. Some current health improvement services are individually commissioned. By bringing these interdependent provisions under one collective resource we have the opportunity to design a new, innovative and integrated approach to health improvement that puts greater emphasis on prevention. This will result in efficiencies through economies of scale, maximising resources and reducing duplication. The Wellness model is heavily interdependent with the Community Plus service. Greater joined-up working will enable resources to be used to best effect.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>By bringing a number of disparate services together, working more holistically with the client base and by ensuring integrated working with Community Plus it is expected that the new model will result in improved outcomes for service clients in the medium to long term. Bringing key health improvement services together will enable the new service to support people across a greater range of issues impacting on their health and wellbeing.</p> <p>There may be initial inconsistencies in service user experiences during transition to the new model, potentially due to issues such as data sharing, communication and capacity. To mitigate this risk, provision will be phased in from providers and the commissioners will work in partnership to support the smooth transition and ongoing transformation to the new model.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Keith Henshall
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Service Director	Policy, Intelligence & Public Health
Service Area	Substance Misuse
Headline Proposal	Reducing payments in Primary Care and Ongoing Contract Efficiencies
Reference	EX PI3

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	-	(500)	-	-
Cumulative Savings	-	(500)	(500)	(500)
Budget after Savings (Controllable Budget)	5,617	5,117	5,117	5,117
FTE Reduction	-	-	-	-

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings to be made by:</p> <ul style="list-style-type: none"> Working with the provider to find efficiencies via a whole integrated system approach (the provider is now responsible for managing the full integrated substance misuse provision including services in primary care and acute care) As the new model focusses on greater emphasis on early intervention and prevention this will reduce the need for more costly clinical interventions later on in the treatment journey. <p>Risks:</p> <p>The implications of further reduction will be assessed to ensure the viability of the service is not threatened.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
We propose that a new model will be co-produced with the current providers; identified risk will be explored and mitigated as the model develops in more detail.	
Planning and detailed discussions with the provider will ensure that any risks identified will be managed in preparation for the savings (2019/20)	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Emily Parry-Harries
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Service Director	Policy, Intelligence & Public Health
Service Area	Obesity, Physical Act, Healthy Child
Headline Proposal	Incorporating Additional Schemes into Healthy Child Programme
Reference	EX PI4 (Obesity) PI5 (Physical Act) and PI7 HCP

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(46)	(103)		
Cumulative Savings	(46)	(149)	(149)	(149)
Budget after Savings (Controllable Budget)	7,578	7,475	7,475	7,475
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Savings are proposed from the following programme areas:</p> <p>2018/19</p> <ul style="list-style-type: none"> • Obesity & Physical Activity (START) - (£24k) • Nutrition Initiative - Food for Life (£12k) • Auntie Pam's support for mums-to-be and families (£10k) <p>2019/20</p> <ul style="list-style-type: none"> • Obesity & Physical Activity (START) - (£34k) • Nutrition Initiative - Food for Life (£18k) • Auntie Pam's support for mums-to-be and families (£15k) • Nutrition FINE (Food Initiative Nutritional Education) (£35k) <p>Obesity and Physical Activity - (START)</p> <p>The START service is being redesigned, which will accommodate a reduction in budget by applying a system wide approach to focus on the following:</p> <ul style="list-style-type: none"> • Early intervention – intervening at the earliest possible opportunity to ensure that future parents understand the importance of healthy weight. • Addressing the social norm that has developed due to the majority of the population now being an unhealthy weight, resulting in people being unable to recognise healthy weight. This includes both the population and the workforce. • Working in conjunction with partners to ensure that every opportunity is taken to integrate learning about healthy weight into existing programmes of work • Working co-productively with families to develop pathways and interventions to assist them to achieve and maintain healthy weight as a family. This will include working with existing providers to ensure that their offer is accessible and appealing to target families. • Working to upskill the staff who are in contact with families, to ensure that they are confident to introduce the subject of weight into their conversations with parents, and to offer appropriate advice and signposting.

This proposal relies upon the interdependencies between START and Thriving Kirklees, FINE project, Community Hubs, and Early Help Team.

The risk associated with this proposal is that parents do not engage with the service. This risk has always existed when commissioning weight management services. This service will incorporate enough flexibility to ensure that it accommodates for the needs of service users.

Nutrition Initiative - Food for Life

The Food for Life contract ended September 2017 and was not renewed. Please see below for future plans.

Auntie Pam's support for mums-to-be and families

When the HCP was being developed Auntie Pam's was considered as an interdependent service within that programme. However, because of subsequent HCP partnership developments, Auntie Pam's was not included in the final submission.

A key element in the initial development of the service was to ensure value for money delivery, not replicating heavy spending services that were then developed by NHS and Council. As the service is volunteer led, staffing costs would continue to be low and a programme of work, co-produced, to reduce the on costs of the service will be conducted which will include the exploration of co-location with other services.

Nutrition FINE (Food Initiative Nutritional Education)

Discussions will commence next calendar year with FINE to identify specifically where savings can be made in 2019/20. This could affect the outputs and outcomes that the service can deliver, however we will seek to mitigate the impact of the budget reduction as described below.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

Obesity and Physical Activity - (START)

The service is being redesigned to mitigate for any negative outcomes, by applying a much broader, system wide approach to tackling childhood obesity. This should result in greater impact by resulting in fewer children presenting as overweight or obese at Reception Year - the first weighing and measuring point for children as part of the National Child Measurement Programme.

Nutrition Initiative - Food for Life and Nutrition FINE (Food Initiative Nutritional Education)

Public Health is currently reviewing our Food Strategy to ensure a system-wide strategic approach to food and nutrition. The strategy will ensure that available resources are better

targeted with a focus on those populations in the greatest need/with the least healthy diets, critical stages of child development and malnutrition in later life.

The work programme will cover both policy and interventions. It will include Public Health and FINE staff working with partners to develop the capacity and capability of wider staff and community members to support them to improve diet and nutrition related outcomes for the people of Kirklees. The staff and community members that we will work with include those in Thriving Kirklees, Start (children's weight management service), Schools as Community Hubs and staff from local hot food takeaways. The work programme will include embedding the principles of Food for Life in school settings. Interdependencies also exist between nutrition initiatives and the new Wellness Model to be commissioned.

Auntie Pam's support for mums-to-be and families

The proposed savings for 2018/2019 of £10k are achievable because the genetic awareness cost within the Auntie Pam's budget of £10k has been underspent for the last 3 financial years.

To ensure the impact on outcomes and service provision is minimised, the focus will be on co-location of services which will ensure that interventions presently delivered will continue.

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

Accountable Head of Service	Emily Parry-Harries
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Service Director	Policy, Intelligence & Public Health
Service Area	Communities Plus - Healthwatch
Headline Proposal	Healthwatch – savings
Reference	EX P18

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(32)			
Cumulative Savings	(32)	(32)	(32)	(32)
Budget after Savings (Controllable Budget)	19	19	19	19
FTE Reduction	0	0	0	0

Description of Savings Proposal (Including interdependencies and risk)
The saving reflects the removal of some commissioning resource which previously managed the Healthwatch contract. This work has now been absorbed within other existing posts.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
None	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Service Director	Office of the Chief Executive
Service Area	Access, Strategy & Delivery - Library and Information Centres
Headline Proposal	Re-shape Library and information Service
Reference	EX OC5

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(700)	(1,200)		
Cumulative Savings	(700)	(1,900)	(1,900)	(1,900)
Budget after Savings (Controllable Budget)	3,485	2,285		
FTE Reduction		60		

Description of Savings Proposal (Including interdependencies and risk)
<p>This is an existing saving but the updated £700k saving in 2018/19 (compared to £1,900k previously proposed for 2018/19) reflects a re-profiling of existing savings across years. The service will reduce its spending on the book fund (£150k), supplies and services (£75k), equipment (£75k) and continue the review of vacancies (approx. £400k) in order to achieve the total £700k for 2018/19.</p> <p>Consultation with the public is taking place in early 2018 and Cabinet are expected to make a decision on the new service delivery models in summer 2018. These new models will be profiled to be achieved by March 2019 at the latest, therefore meeting the additional expectations of, and by, 2019/20 budget year.</p> <p>The library budget from 2019/20 will be based on the £2,238k allocated budget.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>Reducing the library building footprint could increase footfall in those that remain, as customers move to their next nearest building. The outreach programme will need to be developed further to mitigate reducing the footprint. Collaborating further with the health service, schools and local community groups will also support this.</p>	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Dave Thompson
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Service Director	Office of the Chief Executive
Service Area	Access, Strategy & Delivery - Registrars
Headline Proposal	Charging review - look to break even
Reference	EX OC6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(18)			
Cumulative Savings	(18)	(18)	(18)	(18)
Budget after Savings (Controllable Budget)	22	22	22	22
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>The service undertook a service change in 2015/16. The further savings are to be a change to non-statutory fees and charges to bring them more into line with regional and national charges for services.</p> <p>This is a statutory service where a number of the charges are set nationally. Concentration will be on those charges the council has control of. Benchmarking with other LA's in the region will be undertaken.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
See above	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Thompson
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Service Director	Office of the Chief Executive
Service Area	Access, Strategy & Delivery – Access to Services
Headline Proposal	New ways of working
Reference	EX OC7

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)	(100)	(100)	
Cumulative Savings	(100)	(200)	(300)	(300)
Budget after Savings (Controllable Budget)	925	825	725	725
FTE reduction	5	5	5	

Description of Savings Proposal (Including interdependencies and risk)
<p>The service has been moving to digital by design and automated service delivery models. There will be a complete service redesign looking at staff to manager ratios, senior role requirements and service delivery changes.</p> <p>Increasing digital by design contacts, increased automation of telephone calls and reducing avoidable contact are necessary to meet the budget requirements. Risks include the increase of services using the customer service centres and Kirklees Direct as those resources reduce.</p> <p>The proposals from 2018/19 onwards relate to the expected ongoing roll out of Universal Credit (from 2017 to at least 2022) and the transferring of claims and contacts to the Department for Work and Pensions (DWP). As the DWP take on all responsibility for specific claims this will reduce the caseload, the volume of claims for back office processing, and contacts into the customer service centres and Kirklees Direct.</p> <p>The migration to Universal Credit (UC) is a national process run by the DWP, the migration of working age Housing Benefit claimants to UC has already started in Kirklees for single people. November 2017 saw the start of couple's UC migration in Kirklees. The Council already has procedures in place to assist residents with the changes including "Advice Kirklees".</p> <p>Consideration will be given to reducing opening hours of both the customer service centres and telephone contact centre. Online would remain 24/7 with telephone contacts for emergency services only.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Continued work with services to reduce avoidable contact, digital by design and automated services.	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Dave Thompson
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Service Director	Office of the Chief Executive
Service Area	Access, Strategy & Delivery - Community Languages
Headline Proposal	Efficiency savings/Further income
Reference	EX OC8

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(9)			
Cumulative Savings	(9)	(9)	(9)	(9)
Budget after Savings (Controllable Budget)	(114)	(114)	(114)	(114)
FTE Reduction				

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

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Any potential new model for providing interpretation services will not impact on outcomes for local people, though delivery within the organisation might change.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Carol Gilchrist
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Directorate	Office of the Chief Executive
Service Area	Transformation Team
Headline Proposal	Increasing efficiency in support processes
Reference	EX OC9

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(600)			
Cumulative Savings	(600)	(600)	(600)	(600)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>During 2018/19, the Council will target £600k of additional savings by increasing efficiency and realising the benefit of the Council's investment in new technology, especially Digital by Design, Office 365 and Mobile and Agile ways of working. Priority areas for focus will be identified through factors such as printing costs, numbers of business systems required to complete key transactions, avoidable contacts and GDPR risks. Teams will be supported to increase business process efficiency, automating as far as possible from end-to-end and completing work in the most efficient way possible.</p> <p>Savings will be achieved by identifying savings opportunities in individual service areas and reducing budgets by the corresponding amount.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>This saving is based on changing working practices, so that work is completed with a reduced resource requirement. This should reduce the risk of a negative impact on service outcomes, which can be a consequence where staffing levels reduce, but working practices do not change.</p>	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Nuttall
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Directorate	Office of the Chief Executive
Service Area	Transformation Team
Headline Proposal	Reduction in sickness absence
Reference	EX OC10

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,295)	(859)		
Cumulative Savings	(1,295)	(2,154)	(2,154)	(2,154)
Budget after Savings (Controllable Budget)				
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)
<p>Proposal to reduce the current level of staff sickness through a variety of interventions, including delivering the people strategy.</p> <p>This assumes that all of the cost of sickness can be saved, not just the cost of agency cover, as it eliminates the cost associated with retention of staff capacity to cover sickness absence.</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Michelle Nuttall
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Service Director	Office of the Chief Executive
Service Area	Professional Organisational Development
Headline Proposal	Efficiency savings
Reference	EX OC11

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(145)			
Cumulative Savings	(145)	(145)	(145)	(145)
Budget after Savings (Controllable Budget)	470	470	470	470
FTE Reduction	3			

Description of Savings Proposal (Including interdependencies and risk)
Release of existing vacancies (80k) plus remainder of one of the posts (remaining 2 months). Further savings to be achieved by redesigning development activities available from the corporate Learning and Organisational Development team.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
There will be reduced capacity and resource available from this budget for learning and organisational development. We will mitigate the impact by redesigning the service and our offer. We will increase self-service development and draw on expertise and other budgets across the council to sustain the development needed for New Council.	
Does this proposal require an Equality Impact Assessment?	NO
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	
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Service Director	Legal, Governance & Commissioning
Service Area	Legal Services
Headline Proposal	Further savings to be identified
Reference	EX LG1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(143)	(122)	(121)	
Cumulative Savings	(143)	(265)	(265)	(265)
Budget after Savings (Controllable Budget)	1,456	1,334	1,214	1,214
FTE Reduction				

Description of Savings Proposal (Including interdependencies and risk)

The original MTFP setting out the additional planned savings for Legal Services assumed that there might be a reduction in demand for legal services as other service areas were cut but it highlighted the risk of this not happening.

The reduction in demand hasn't materialised from the intelligence we have on time recording / case management information, discussion with service areas and spend on legal matters as well as cases open. In some cases the demand has increased, and there are pressure areas in children's and adult's services as well as an increase in property work (to increase capital receipts) and information governance.

We have enabled some services to undertake legal work that was previously done by Legal Services - for example some prosecutions, some lower value contracts/ procurement and we are looking at other areas where we can do this as set out in EX RE1 (past year) but this process is dependent on other services being willing and having the resources to do this.

Ultimately we don't control demand - it arises from service areas.

We are continuing to look at ways in which we can reduce the overall corporate cost of legal services to the Council. As noted below a significant amount of spend on legal support is external where the budget is held elsewhere. We are reviewing areas where it would be better to do this differently and reduce the overall corporate spend

Spend elsewhere as follows:

	Barrister & Ext Solicitors	All other disbs*
2016/2017	£999,970	£921,600
2017/2018 to end Nov	£962,343	£629,180

*this includes a wide range of costs linked to the matter e.g. search fees, court fees, assessment reports, medical reports.

We operate two frameworks across West Yorkshire for using external solicitors and barristers to keep costs competitive. We also use other frameworks where we can to get best value for money.

2019/20 and 2020/21

As above for 2018/19. The savings here are again dependent on reduced service area demand and the likely need for legal support across the Council. These are more difficult to foresee and are not controlled by Legal Services.

Interdependencies and Risk

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

The impact of Ofsted and Commissioner work is now known and will for the short to medium term be likely to impact on the support for Children's Services work which is a potential and significant risk area. There is the possibility we may need to fill new posts to support Children's Services during this period to reduce the cost of external legal spend.

There are other pinch areas – for example Adult Social Care, Special Educational Needs.

Staff absence (maternity leave) needs to be covered either by a temporary replacement or a locum or by external solicitors. This was previously offset by vacancies on the establishment but there are no longer any such vacancies as they were used to make previous savings. Parts of the service are operating much reduced staffing levels.

There are risks that costs will continue to be passed to Local Authorities to deal with and manage - for example Judiciary – continue to pass on costs to public sector to save costs e.g. drafting orders.

Historic external trading target ((£180k) needs adjustment to reflect what is achievable. The original target was set more than 10 years ago when Legal Services were a traded service and when there was significant work from WYTS, KNH, schools and academies. Due to structural and economic changes outside the Council that is no longer the case and the retention of this target in the Legal Services budget significantly distorts the reported financial performance of the service.

Further work is needed to consider the current budget for external income and the ability with less staff to achieve that. There is a significant risk that this won't be achieved.

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes

We need to look at the corporate cost of legal support and how we can do things differently to reduce cost.

Service is largely demand driven. Reducing staff numbers any further is not cost effective and is likely to result in increased use of external lawyers at greater cost or create an unacceptable level of risk of an impaired quality of service .

Alternatively we may need to take a corporate decision (where it is appropriate) not to do some things. We can make suggestions about how we manage matters and deal with cases / advice that comes through but ultimately cases are impacted by strategic decisions / policy/ day to day activities of the Council.

Obvious synergy with approach to risk/commissioning approach moving forwards.

The Ofsted review/ Commissioner decision is now known as noted above. It will give an opportunity to review how we work together with Children’s Services. This area of work represents about half of the demand for legal support.

Services will need to do more themselves and recognise when the best time to seek support is. We will continue to help services to do this e.g. low value contracts, non-contested prosecutions and identify other areas.

The WYLAW framework for Solicitors has recently been retendered. We need to ensure we will continue to move towards more effective collaboration across WYLAW.

We corporately need to improve recording of disbursements across service areas.

Potential for better use of IT by the Courts. The new approach would transfer information to court electronically. Impact on paper lite policies and data protection risks

Improvements to case management system across Legal Services to move towards a more paper lite approach

Consider opportunities to improve external trading but subject to earlier comments.

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

Accountable Head of Service	Julie Muscroft – Service Director -Legal, Governance and Commissioning, John Chapman –Head of Legal , Karl Larrad (Corporate Head) and Margaret Miller (Safeguarding Head)
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Service Director	Finance, IT & Transactional Services
Service Area	Finance & Accountancy
Headline Proposal	Efficiency savings
Reference	EX FI1

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental savings (Existing)	(383)	(301)	(100)	-
Cumulative Savings	(383)	(684)	(784)	(784)
Budget after Savings (Net Controllable Budget) *	2,906	2,505	2,405	2,405
FTE Reduction	7.0	7.5	2.5	-

(*these figures also take into account new service savings – see also, NEW FI1)

Description of Savings Proposal (Including interdependencies and risk)
<p>Includes £537k savings in accountancy function over the period; through the expanded rollout and development of SAP functionality to support core budget manager competency and skills through direct reporting access to key financial information, and through greater financial process automation. Savings also underpinned by smarter and prioritised use of available professional capacity to ensure delivery of key statutory accounting and service requirements based on relative complexity and risk.</p> <p>The balance of £247k savings relates to HD-One, which is the Council’s centre of excellence for the provision of payroll, payment processing and organisational infrastructure required to support the efficient running of the Council’s core business system, SAP. Savings include £200k specifically relating to payroll improvements.</p>

Potential impact on outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<p>There is reliance on IT colleagues for continued SAP support, maintenance and development, including associated transactional processes.</p> <p>Turnover of staff who support key specialist /technical accounting roles will be mitigated by effective forward and succession planning to ensure that statutory accounting and organisational requirements over the medium term.</p>	
Does this proposal require an Equality Impact Assessment?	No
Will this proposal require a Specific Service Consultation	No
Accountable Head of Service	Eamonn Croston

Service Director	Finance, IT & Transactional Services
Service Area	Information Technology
Headline Proposal	IT Efficiency Savings
Reference	EX FI2

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(1,145)	(1,360)		
Cumulative Savings	(1,145)	(2,505)	(2,505)	(2,505)
Budget after Savings (Controllable Budget)	10,554	9,194	9,194	9,194
FTE Reduction	12	28		

Description of Savings Proposal (Including interdependencies and risk)	
<p>2018/19</p> <p>Documents Solutions Service Review IT and Change VR/VER Process Reduction in network Reduction in legacy telephony Printing Reduction (volume and associated consumables) Withdraw Access WiFi Transfer Move to Digital Payslips only Contract Review / Renegotiation (Phase 1)</p> <p><u>Dependencies</u> Paperlite Council Modified courier routing Reduced print and mail Better use of buildings</p>	<p>2019/20</p> <p>IT and Change Service Review Contract Review & Renegotiation (Phase 2)</p> <p><u>Dependencies</u> Mobile and Agile Programme, Digital by Design Programme, SAP Support Self Sufficiency Network Support Switches to BAU Rightsizing post-transformation Smaller Council Automation of IT support Reduced Application Portfolio Simplified development methods</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
<ul style="list-style-type: none"> • Adjustment to courier services frequency and/or discontinuation • Frontline IT services will be automated / self service at first point of contact • Reduction in out of hours support cover / availability due to better automation • Onsite call response reduction due to less frequency of calls • Contracted level of service reduced • Reduced capacity of the service 	
Does this proposal require an Equality Impact Assessment?	Yes
Will this proposal require a Specific Service Consultation	No

Accountable Head of Service	Andrew Brammall
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Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer – Welfare & Complimentary Benefits (Client Financial Affairs)
Headline Proposal	New Adult Social Care Charging Policy Automation of office services and increased collection of income
Reference	EX F13

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(76)			
Cumulative Savings	(76)	(76)	(76)	(76)
Budget after Savings (Controllable Budget)	959	959	959	959
FTE Reduction				

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

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
See above	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	YES

Accountable Head of Service	Steven Bird
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Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer - Welfare & Complementary Benefits
Headline Proposal	More Automation of back office services
Reference	EX FI4

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(53)	(50)	(50)	
Cumulative Savings	(53)	(103)	(153)	(153)
Budget after Savings (Controllable Budget)	1,623	1,573	1,523	1,523
FTE Reduction	2	2	2	

Description of Savings Proposal (Including interdependencies and risk)
<p>Review of welfare and complementary benefits staffing, in light of changes to automation, caseload changes and implementation of Universal Credit (UC) in Kirklees. (UC rollout will run until at least 2022.)</p> <p>Statutory Service - this proposal will potentially impact on some of the most vulnerable people in Kirklees. The migration to Universal Credit (UC) is a national process run by the Department for Work and Pensions, the migration of working age Housing Benefit claimants to UC has already started in Kirklees for single people in June 2015. November 2017 saw the start of couples UC migration in Kirklees. The Council already has procedures in place to assist residents with the changes including "Advice Kirklees".</p>

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
See above	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Steven Bird
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Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer, - Social Fund/Local Welfare Provision
Headline Proposal	Review of Local Welfare provision and Loan scheme for white goods
Reference	EX F15

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(80)			
Cumulative Savings	(80)	(80)	(80)	(80)
Budget after Savings (Controllable Budget)	555	555	555	555
FTE Reduction				

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

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes
<p>The risks are minimised as the white goods provision is substituted with a low cost loan scheme, and alternative advice is still available through the main advice contract at other locations.</p>

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

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

Does this proposal require an Equality Impact Assessment?

YES

Will this proposal require a Specific Service Consultation

NO

Accountable Head of Service

Steven Bird

Service Director	Finance, IT & Transactional Services
Service Area	Welfare and Exchequer - Advice Kirklees
Headline Proposal	Subject to further service review and digital automation
Reference	EX FI6

Forecast Savings	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Incremental Savings	(100)			
Cumulative Savings	(100)	(100)	(100)	(100)
Budget after Savings (Controllable Budget)	1,149	1,149	1,149	1,149
FTE Reduction				

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

Potential impact on service outcomes and any mitigating actions proposed. This should take into account, where applicable, relevant strategic, service plan or community planning outcomes	
See Above	
Does this proposal require an Equality Impact Assessment?	YES
Will this proposal require a Specific Service Consultation	NO

Accountable Head of Service	Steven Bird
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