

Calderdale's Approved Budget 2021/22 to 2023/24 - A Budget for the Recovery

We have brought forward our budget proposals in unprecedented times.

For the past ten months, the overriding purpose of this Council and this administration has been to do all we can to keep our community safe in the face of a global pandemic.

And whilst we know that the impact of the pandemic will be seen throughout the next financial year, events since Christmas have shown us that we cannot know with confidence what further challenges we will face.

Our first priority for next year will continue to be protecting and supporting our residents, our communities and our businesses, working with our partners to protect public health and in particular playing the fullest possible role in supporting our health partners in rolling out the vital vaccination programme.

But at the same time, the Council faces huge financial challenges that cannot be ignored by a responsible administration. Like all councils, we faced this pandemic after ten years of unprecedented cuts to local services when reserves had been whittled away and the financial position in the future is shrouded in uncertainty.

It is welcome that we now have some assurances over the level of government funding next year, however there is great uncertainty about spending pressures and about the level of income from sales, charges, and both Council Tax and Business Rates.

The promise of some additional funding for Covid pressures next year is welcome but may well not be sufficient as the impacts of the pandemic will last a long time, and similarly the extension of some funding for losses of income on services such as car parking and leisure is unlikely to be adequate.

With no guarantees about government funding beyond April 2022, and continuing uncertainty, this means that your Councillors have focussed on the steps needed to deliver a balanced and robust budget for 2021/22. This is an essential step in positioning the Council to give support to our communities as we move to recover from the impact of the pandemic.

A Robust and Balanced Budget

We have taken decisive action throughout the year to address the financial pressures on the Council, and our Future Council Programme has reshaped services to reduce long term costs whilst embracing new opportunities to do things differently. This has involved some difficult and painful decisions – but the Council cannot plan for recovery if we are not operating on a secure financial footing. Because we have taken these tough decisions early, we are now in a position, this year, where relatively few new savings proposals need to be brought forward.

The budget does not contain detailed proposals beyond March 2022 but provides a strong basis for planning ahead. It is important that we resist any proposals to dip into reserves, given the levels of uncertainty ahead and we are continuing with plans to reduce major cost pressures. This includes planning to develop further in-house provision for children who need looking after, reducing the excessive costs of external placements. We will work also with our communities on a further review of waste services, finding ways to increase recycling and minimise waste so that we can reduce the

amount of landfill (which costs the Council nearly £100 per tonne) whilst continuing to provide excellent kerbside recycling and residual waste collection.

Supporting Social Care

The most important responsibility placed on our Council is to provide or organise care, support and community services to the most vulnerable children and adults to enable them to lead the fullest lives possible as part of our community. Unlike health services, which are funded nationally so they can be provided on the basis of need, this Government has since 2015 increasingly transferred an ever-larger share of the costs of care services to the local Council Tax payer, and this vital care makes up a steadily growing share of the Council's spending.

The pandemic has demonstrated the importance of the often low-paid carers who provide this essential support. Our budget proposals not only include the essential funding to help meet the continuing increased demand on social care services, but also provide for a targeted increase in the wages of these vital social care staff above the increase in the National Living Wage, raising them instead in line with the Low Pay Commission recommendations. This will both act to reduce inequalities and help protect the vulnerable social care market.

Targeted Help for Those Who Need it

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

Keeping Calderdale Safe

Our experiences of severe flooding in 2012, 2015 and again early in 2020 is reflected in the investment we have made in previous years into services such as community wardens, good quality CCTV, our flood and drainage team, and comprehensive out of hours support for critical incidents. All this investment is protected in the current budget, having formed a vital building block in our ability to respond to the pandemic crisis. Last year's budget included provision for upgrading the Council's IT infrastructure, and this investment was vital as we rapidly rolled out new systems to enable more than 1200 Council staff to work from home during the pandemic.

Ambitious for the Future

We know that when the pandemic's impact eases, we will need to help our towns and communities rebuild. So, it's vital that we continue to pursue every opportunity to secure additional investment from every possible source.

Our focus on our market towns is already bearing fruit, with five of our towns securing support through various strands of the Government's different town programmes. This will help them recover and thrive again. This year has already seen the opening of the Trinity Sixth Form at Northgate, bringing hundreds of young people into Halifax town centre, and future ambitious plans include reshaping Halifax rail and bus stations, improved transport routes throughout the Borough, a new station at Elland, and much more. As local services are increasingly dependent on Council Tax and Business Rates income, we cannot afford to let investment opportunities like these pass us by.

Climate Change

This year's budget provides for the first-year cost of a planned £1m investment in measures to tackle climate change, working with our community to develop initiatives and using this as match funding to lever in external resources to multiply the benefits. Our £21m capital investment in street lighting LED replacement is nearing completion and as well as reducing carbon emissions this has generated monetary savings of around £900,000 per annum.

Council Tax Increases

The budget is based on a Council Tax increase of 1.99% in line with the limit applied by Government and assumed by it in deciding how much funding to provide us with. A 3% Social Care Precept will also be added to the Council Tax to help fund and protect social care services to vulnerable adults and children.

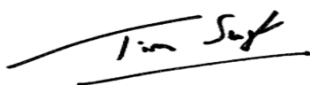
What you Told us During the Budget Consultation

Consultation on our budget proposals began at the Cabinet meeting on the 11th January. The consultation was open to all but targeted sessions were held with hard to reach groups, Scrutiny Boards have discussed the proposals and partner organisations (including the Voluntary Sector) and the business community have also been consulted with.

In terms of the Council's general approach, there appears to be continued support for the Council's hard work to safeguard funding for the most vulnerable in our community including support for mental health and fair pay for care workers. However, there is also an acceptance that Council Tax needs to rise to make up the difference between Government funding levels compared to the cost and demand for services which are increasing.

Finally, my colleagues and I would like to take the opportunity again to thank everyone who contributed to this budget. All of your help was greatly appreciated.

Councillor Tim Swift

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

Leader, Calderdale Council

Budget Summary and Council Tax Requirement 2021/22

| Revenue Budget Requirement | Updated MTFS Position | | | Growth £' | Savings £' | Cabinet Budget 2021/22 £' |
|---|------------------------------------|-------------------------------|----------------------------------|--------------|-------------------|---------------------------------|
| | Gross Expenditure 2021/22 £' | Gross Income 2021/22 £' | Net Expenditure 2021/22 £' | | | |
| Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public | | | | | | |
| Chief Executive's Office | 28,858,401 | -15,060,622 | 13,797,779 | | -150,000 | 13,647,779 |
| Adult Services and Wellbeing | 100,004,525 | -41,796,514 | 58,208,011 | | 0 | 58,208,011 |
| Children and Young People's Services | 35,341,868 | -11,072,640 | 24,269,228 | | -255,000 | 24,014,228 |
| Public Services | 41,737,397 | -16,246,444 | 25,490,953 | | -60,000 | 25,430,953 |
| Regeneration and Strategy | 16,558,417 | -6,486,174 | 10,072,243 | | -400,000 | 9,672,243 |
| Services budgets Monitored by: | | | | | | |
| Corporate Assets and Facilities Management | 5,862,950 | | 5,862,950 | | | 5,862,950 |
| Transport Services | 59,900 | | 59,900 | | | 59,900 |
| Total of Directorate Budgets | 228,423,458 | -90,662,394 | 137,761,064 | 0 | -865,000 | 136,896,064 |
| Centrally Controlled and Other Corporate Budgets | | | 35,444,668 | | -4,200,000 | 31,244,751 |
| Set aside of CTR grant to manage pressures | | | 2,236,401 | | | 2,236,401 |
| Total Revenue Budget Requirement | | | 175,442,133 | 0 | -5,065,000 | 170,377,216 |
| Contributions to/from Earmarked Reserves | | | | | | |
| Other Service Controlled earmarked reserves | | | -147,500 | | -120,889 | -268,389 |
| Total Funding Requirement | | | 175,294,633 | | | 170,108,827 |
| General Funding | | | | | | |
| Revenue Support Grant | | | -7,302,000 | | | -7,302,000 |
| New Homes Bonus | | | -413,504 | | | -413,504 |
| Top-up/Tariff | | | -13,582,070 | | | -13,582,070 |
| Small Business Rate Relief, Business Rate Cap | | | -6,449,134 | | | -6,449,134 |
| PFI Grant | | | -2,384,660 | | | -2,384,660 |
| Housing & CT Admin subsidy | | | -881,751 | | | -881,751 |
| Lower Tier Grant | | | -289,198 | | | -289,281 |
| Social Care Funding (including additional funding announced at settlement) | | | -4,959,634 | | | -4,959,634 |
| CTR Additional Grant | | | -2,236,401 | | | -2,236,401 |
| Grant to meet ongoing impact of COVID19 | | | -6,073,404 | | | -6,073,404 |
| Local Taxation | | | | | | |
| Retained Rates | | | -26,480,898 | | | -26,480,898 |
| Adult Social Care Precept | | | -8,238,160 | | | -11,094,276 |
| Council Tax | | | -88,861,814 | | | -88,861,814 |
| Collection Fund Surplus(-)/(+)Deficit | | | 900,000 | | | 900,000 |
| Total General Grant Funding and Local Taxation | | | -167,252,628 | | | -170,108,827 |
| Required Contribution from (-) / (+) to Balances | | | | | | |
| Proposed contribution to Balances | | | | | | 0 |
| Budget Deficit | | | -8,042,005 | | | |

Calderdale MBC Council Tax for 2021/22 using the agreed Council Tax Base of 61,487.98

| | 2020/21 | 2021/22 | | |
|---|---------------------------|--|---------------------------|-------------------------|
| | Council Tax Band D £ p | % Change to Basic Relevant Amount % | Council Tax Band D £ p | Council Tax Income £ |
| Calderdale Council Relevant Amount Previous Year (calculation of % increase) | | 1,548.36 | | |
| Calderdale Council Tax | 1,414.38 | 1.99% | 1,445.19 | 88,861,814 |
| Adult Social Care Precept | 133.98 | 3.00% | 180.43 | 11,094,276 |
| Total Estimated Calderdale Council Tax - Basic Relevant Amount | 1,548.36 | 4.99% | 1,625.62 | 99,956,090 |

Major Precepting Authorities

| | | | | |
|---|-----------------|--------------|-----------------|--------------------|
| WY Fire and Rescue Authority | 65.87 | 1.99% | 67.18 | 4,130,762 |
| Police and Crime Commissioner for West Yorkshire | 196.28 | 7.64% | 211.28 | 12,991,062 |
| Impact on Council Tax Payers Excluding Parish Precepts | 1,810.51 | 5.17% | 1,904.08 | 117,077,914 |

In addition Parish Precepts will be levied in some areas

| | | | | |
|---|-----------------|--------------|-----------------|--------------------|
| Total Parish Precepts | 12.03 | 2.83% | 12.37 | 760,579 |
| Impact on Council Tax Payers Including Parish Precepts | 1,822.54 | 5.15% | 1,916.45 | 117,838,493 |

Budget Summary and Council Tax Requirement 2022/23

| Revenue Budget Requirement | Updated MTFS Position | | | Growth | Savings | Indicative Budget |
|---|-----------------------|--------------------|---------------------|----------|-------------------|---------------------|
| | Gross Expenditure | Gross Income | Net Expenditure | | | |
| | 2022/23 | 2022/23 | 2022/23 | | | 2022/23 |
| | £' | £' | £' | £' | £' | £' |
| Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public | | | | | | |
| Chief Executive's Office | 29,396,621 | -15,079,242 | 14,317,379 | | -150,000 | 14,167,379 |
| Adult Services and Wellbeing | 104,000,875 | -41,880,594 | 62,120,281 | | 0 | 62,120,281 |
| Children and Young People's Services | 35,887,418 | -11,268,710 | 24,618,708 | | -255,000 | 24,363,708 |
| Public Services | 42,601,347 | -16,442,434 | 26,158,913 | | -134,000 | 26,024,913 |
| Regeneration and Strategy | 16,612,697 | -6,365,554 | 10,247,143 | | -400,000 | 9,847,143 |
| Services budgets Monitored by: | | | | | | |
| Corporate Assets and Facilities Management | 5,911,620 | | 5,911,620 | | | 5,911,620 |
| Transport Services | 59,900 | | 59,900 | | | 59,900 |
| Total of Directorate Budgets | 234,470,478 | -91,036,534 | 143,433,944 | 0 | -939,000 | 142,494,944 |
| Centrally Controlled and Other Corporate Budgets | | | 33,132,041 | | -3,800,000 | 29,332,041 |
| Total Revenue Budget Requirement | | | 176,565,985 | 0 | -4,739,000 | 171,826,985 |
| Contributions to/from Earmarked Reserves | | | | | | |
| Other Service Controlled earmarked reserves | | | -147,500 | | 0 | -147,500 |
| Total Funding Requirement | | | 176,418,485 | | | 171,679,485 |
| General Funding | | | | | | |
| Revenue Support Grant | | | 0 | | | 0 |
| New Homes Bonus | | | -362,405 | | | -362,405 |
| Top-up/Tariff | | | -6,432,785 | | | -6,432,785 |
| Small Business Rate Relief, Business Rate Cap | | | -9,298,387 | | | -9,298,387 |
| PFI Grant | | | -2,188,650 | | | -2,188,650 |
| Housing & CT Admin subsidy | | | -771,751 | | | -771,751 |
| Social Care Funding | | | -3,822,594 | | | -3,822,594 |
| Local Taxation | | | | | | |
| Retained Rates | | | -40,935,173 | | | -40,935,173 |
| Adult Social Care Precept | | | -8,404,595 | | | -11,318,410 |
| Council Tax | | | -92,628,070 | | | -92,685,752 |
| Collection Fund Surplus(-)/(+)Deficit | | | 875,000 | | | 875,000 |
| Total General Grant Funding and Local Taxation | | | -163,969,410 | | | -166,940,907 |
| Required Contribution from (-) / (+) to Balances | | | | | | |
| Funding Gap to be addressed at later date | | | | | | -4,738,578 |
| Budget Deficit | | | -12,449,075 | | | |

Calderdale MBC Council Tax for 2022/23 using the agreed Council Tax Base of 62,730.20

| | 2021/22 | | 2022/23 | |
|--|--------------------|-----------------------------------|--------------------|--------------------|
| | Council Tax Band D | % Change to Basic Relevant Amount | Council Tax Band D | |
| | | | £ | p |
| Calderdale Council Relevant Amount Previous Year (calculation of % increase) | | 1,625.62 | | |
| Calderdale Council Tax | 1,445.19 | 1.99% | 1,477.53 | 92,685,752 |
| Adult Social Care Precept | 180.43 | 0.00% | 180.43 | 11,318,410 |
| Total Estimated Calderdale Council Tax - Basic Relevant Amount | 1,625.62 | 1.99% | 1,657.96 | 104,004,162 |

Budget Summary and Council Tax Requirement 2023/24

| | Updated MTFS Position | | | Growth | Savings | Indicative Budget |
|---|-----------------------|--------------------|---------------------|----------|-------------------|---------------------|
| | Gross Expenditure | Gross Income | Net Expenditure | | | |
| Revenue Budget Requirement | 2023/24 | 2023/24 | 2023/24 | | | 2023/24 |
| | £' | £' | £' | £' | £' | £' |
| Directorate Service Controlled Expenditure - Cost of CMBC Services to the Public | | | | | | |
| Chief Executive's Office | 29,760,681 | -15,109,832 | 14,650,849 | | -150,000 | 14,500,849 |
| Adult Services and Wellbeing | 108,081,865 | -42,073,274 | 66,008,591 | | 0 | 66,008,591 |
| Children and Young People's Services | 36,446,048 | -11,482,140 | 24,963,908 | | -255,000 | 24,708,908 |
| Public Services | 43,496,677 | -16,772,994 | 26,723,683 | | -134,000 | 26,589,683 |
| Regeneration and Strategy | 16,659,917 | -6,294,274 | 10,365,643 | | -400,000 | 9,965,643 |
| Services budgets Monitored by: | | | | | | |
| Corporate Assets and Facilities Management | 5,980,480 | | 5,980,480 | | | 5,980,480 |
| Transport Services | 59,900 | | 59,900 | | | 59,900 |
| Total of Directorate Budgets | 240,485,568 | -91,732,514 | 148,753,054 | 0 | -939,000 | 147,814,054 |
| Centrally Controlled and Other Corporate Budgets | | | 34,552,516 | | -3,800,000 | 30,752,516 |
| Total Revenue Budget Requirement | | | 183,305,570 | 0 | -4,739,000 | 178,566,570 |
| Contributions to/from Earmarked Reserves | | | | | | |
| Other Service Controlled earmarked reserves | | | -147,500 | | 0 | -147,500 |
| Total Funding Requirement | | | 183,158,070 | | | 178,419,070 |
| General Funding | | | | | | |
| Revenue Support Grant | | | 0 | | | 0 |
| New Homes Bonus | | | 0 | | | 0 |
| Top-up/Tariff | | | -6,602,785 | | | -6,602,785 |
| Small Business Rate Relief, Business Rate Cap | | | -9,498,387 | | | -9,498,387 |
| PFI Grant | | | -1,975,330 | | | -1,975,330 |
| Housing & CT Admin subsidy | | | -771,751 | | | -771,751 |
| Social Care Funding | | | -3,822,594 | | | -3,822,594 |
| Local Taxation | | | | | | |
| Retained Rates | | | -42,055,173 | | | -42,055,173 |
| Adult Social Care Precept | | | -8,614,988 | | | -11,601,745 |
| Council Tax | | | -97,007,668 | | | -97,127,237 |
| Collection Fund Surplus(-)/(+)Deficit | | | 875,000 | | | 875,000 |
| Total General Grant Funding and Local Taxation | | | -169,473,676 | | | -172,580,002 |
| Required Contribution from (-) / (+) to Balances | | | | | | |
| Funding Gap to be addressed at later date | | | | | | -5,839,068 |
| Budget Deficit | | | -13,684,394 | | | |

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

| | 2022/23 | | 2023/24 | |
|--|--------------------|-----------------------------------|--------------------|--------------------|
| | Council Tax Band D | % Change to Basic Relevant Amount | Council Tax Band D | Council Tax Income |
| | | | | |
| Calderdale Council Relevant Amount Previous Year (calculation of % increase) | | 1,657.96 | | |
| Calderdale Council Tax | 1,477.53 | 1.99% | 1,510.52 | 97,127,237 |
| Adult Social Care Precept | 180.43 | 0.00% | 180.43 | 11,601,745 |
| Total Estimated Calderdale Council Tax - Basic Relevant Amount | 1,657.96 | 1.99% | 1,690.95 | 108,728,982 |

Savings Proposals for Consideration of Budget Council

| BRIEF DESCRIPTION | 2021/22 £'000 | 2022/23 £'000 | 2023/24 £'000 |
|---|------------------|------------------|------------------|
| <u>Chief Executive's Office</u> | | | |
| Efficiency Improvements in Business Support | -150 | -150 | -150 |
| <u>Children and Young People's Services</u> | | | |
| Addressing the anomalies in children's centre contracts | -155 | -155 | -155 |
| Savings in Youth Justice | -100 | -100 | -100 |
| <u>Public Services</u> | | | |
| Reduced Operations at HWRCs | -60 | -134 | -134 |
| <u>Regeneration and Strategy</u> | | | |
| Review of cost recovery on the Capital Programme | -400 | -400 | -400 |
| <u>Cross Council</u> | | | |
| Impact of Savings relating to Future Council Programme | -1,400 | -1,800 | -1,800 |
| Lower Anticipated Pension Contribution rates | -800 | 0 | 0 |
| Pay Rise Reduced from 2.5% to pay freeze (apart from lower earners) | -2,000 | -2,000 | -2,000 |
| | -5,065 | -4,739 | -4,739 |

Head of Finance's Statement

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

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

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

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

| | Agreed Savings | | | | | |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Budget Council 2010 | 13,858 | 13,858 | 13,858 | 13,858 | 13,858 | 13,858 |
| Budget Council 2011 | 28,983 | 28,983 | 28,983 | 28,983 | 28,983 | 28,983 |
| Budget Council 2012 | 13,737 | 13,737 | 13,737 | 13,737 | 13,737 | 13,737 |
| Budget Council 2013 | 15,440 | 15,440 | 15,440 | 15,440 | 15,440 | 15,440 |
| Budget Council 2014 | 14,230 | 14,230 | 14,230 | 14,230 | 14,230 | 14,230 |
| Budget Council 2015 | 100 | 100 | 100 | 100 | 100 | 100 |
| Budget Council 2016 | 7,340 | 8,750 | 8,750 | 8,750 | 8,750 | 8,750 |
| Budget Council 2017 | 1,721 | 6,775 | 9,625 | 9,625 | 9,625 | 9,625 |
| Budget Council 2018 | | 2,794 | 6,322 | 7,287 | 7,287 | 7,287 |
| Budget Council 2019 | | | 980 | 2,115 | 2,490 | 2,490 |
| Budget Council 2020 | | | | 745 | 810 | 887 |
| | 95,409 | 104,667 | 112,025 | 114,870 | 115,310 | 115,387 |

The budget process for 2021/22 has been undertaken within the context of unprecedented financial challenges and uncertainty, as a result of the pandemic, its economic impact and other risks such as leaving the EU. The Council has a detailed risk assessment for each of these which attempts to highlight what the risks are and how they might be mitigated.

A detailed review of the Standstill budget position has been undertaken as in previous year's budget processes. Understanding what the Standstill position will look like following the pandemic is however far more complicated and uncertain than normal. Some provision was made within the Medium Term Financial Strategy (MTFS) for uncertainties around costs (including social care) but in particular around income levels which may take some considerable time, if ever, to return to previous levels.

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

- The Council Tax Support Grant (£2.2m for Calderdale) awarded by Government as part of the Provisional Local Government Finance Settlement for 2021/22 has been reserved to deal with any further changes in the next financial year in terms of increasing number of Council Tax Reduction Scheme claimants and losses in Council

Tax income (and Business Rates). This is on top of assumptions made in the MTFS about the likely reduction in the collection rate for Council Tax and Business Rates.

- The social care grant (£1.1m for Calderdale) has been reserved to deal with any in-year pressures on adult or children's social care either as a result of increased numbers of clients requiring care or other cost pressures.
- The extension of the Government income compensation scheme on sales, fees and charges for at least the first quarter of next year should provide some additional protection for continued losses of income to the Council.
- Cabinet has agreed as part of the revenue monitoring during the current year that any Government funding in relation to Covid-19 not utilised in the current year can be carried forward into next year to support the ongoing financial impacts of the pandemic.

The proposed budget maintains unallocated balances (financial reserves) above £5m over the three year plan. The minimum level is in line with my overall assessment of major financial risks, as set out in the Council's Medium Term Financial Plan. It also reflects the advice of the Council's appointed external auditors. This level of balances relates to non-school spending, as schools retain balances of their own. In view of the financial uncertainties surrounding the pandemic and more generally in local government finance in the absence of national three year spending plans and delayed reforms to local government finance and social care, some consideration has been given to increasing the level of general balances. The additional provisions within the Standstill budget set out above should however provide sufficient resilience against the current uncertainties. Clearly this advice will need to be continually reviewed and updated if the position changes significantly.

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

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

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

The adequacy of all major reserves and balances has been examined to ensure that they are sufficient to support the key financial assumptions held within the MTFS which also underpins the budget that Cabinet is recommending to Budget Council on the 22 February 2021.

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

- levels and trends in reserves,
- interest payments and levels of external debt
- the proportion of the budget spent on social care

- access to and reliance on other sources of funding, e.g. fees and charges, council tax and business rates
- external assessments of VFM and service provision, e.g. from the external auditors and Ofsted.

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

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

Although the reduction was planned to a large extent due to the use of reserves held for major Capital Programme schemes (including flood works) undertaken by the Council over this period, the current level of reserves is significantly below the average for a metropolitan district and in terms of reserves sustainability is the lowest of all metropolitan districts. This reinforces my advice that the Council should not assume any further use of balances or reserves to support the revenue budget over the next three years and take steps to ensure that in-year overspends can be mitigated without the use of reserves. The robustness of savings proposals and management of the existing demand pressures is critical to this and is the basis on which the budget proposals are considered to be robust. The recommended budget does not rely upon the use of balances in 2021/22 to support it.

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

Given the uncertainties of the pandemic and the potential economic impact there is significant risk in the financial forecasts not just for Calderdale but also local government more generally. The Head of Finance has therefore taken a risk management approach to the budget process and has set out below the key risks associated with both the Standstill budget and the proposed budget and how they can be managed.

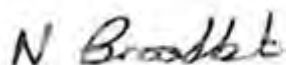
Each agreed saving identifies the risk associated with each proposal. These have been considered by the Head of Finance who is confident that Directors are aware of the risks involved and their potential impact. The most significant risk within the savings proposals is that a pay freeze will not be implemented for local government (other than for those on the lower income levels). The actual pay award will be the subject of the national pay negotiation process and clearly there is a risk that this process will not adhere to the Chancellor's advice that there should be a pause in public sector pay increases (except for the NHS and the low paid). The budget position would have to be reviewed if a significant pay award is agreed. Importantly there are clear plans behind each of the actions being taken to address existing budget pressures.

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

- The allowances made within the Standstill budget for the impact of Covid will be in line with our expectations and within the additional provisions made for uncertainty or that additional Government support will be provided if these provisions are exceeded.
- Government financial support will remain stable from 2021/22. This will depend upon the national Spending Review which is due to be announced this year.
- The new business rates retention and fair funding reviews due to be implemented from 2022/23 will be financially neutral to the Council, i.e. we will be no better or worse off as a result of them.
- Council Tax increases of 2% in 2021/22 and subsequent years in line with the current referendum limit.
- A social care precept of 3% in 2021/22 but no further increases in the precept thereafter. If further social care precepts are allowable in 2022/23 and 2023/24 then it may be possible to meet the estimated required savings in those years. Again, this would need to be re-examined following the Chancellor's Spending Review this year.
- All agreed savings targets and budget pressures will be contained within the planned budgets after taking into account the actions agreed to address these pressures in the revenue monitoring report.

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

Finally, due to the medium term planning process in place, there is sufficient lead-in time for more detailed plans to be developed for 2022/23 and 2023/24 following the outcome of a major budget consultation exercise and guided by the Chancellor's Spending Review. The financial plans leading up to 2024 will also be developed in line with the Council's Vision for that year.



Nigel Broadbent
Head of Finance

Estimated Available Revenue Balances - 1st April 2020 to 31st March 2024

| | £'000 |
|--|--------------|
| Estimated Available General Fund Revenue Balances as at 1st April 2020 | 5,511 |
| Proposed Contribution to (+) / (-) from Balances 2020/21 | 0 |
| Estimated Available General Fund Revenue Balances as at 31st March 2021 | 5,511 |
| Proposed Contribution to (+) / (-) from Balances 2021/22 | 0 |
| Estimated Available General Fund Revenue Balances as at 31st March 2022 | 5,511 |
| Proposed Contribution to (+) / (-) from Balances 2022/23 | 0 |
| Estimated Available General Fund Revenue Balances as at 31st March 2023 | 5,511 |
| Proposed Contribution to (+) / (-) from Balances 2023/24 | 0 |
| Estimated Available General Fund Revenue Balances as at 31st March 2024 | 5,511 |

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Chief Executives

1) Title of the Proposal

Efficiency Improvements in Business Support

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

New processes and ways of working have been introduced initially in response to the pandemic but have suggested that more permanent transformation of administrative and business support functions can be put in place in areas such as mail, scanning and post services. Efficiencies will also be achieved in business support as a result of the new office accommodation strategy.

The review will also encompass our use of data and business intelligence in decision making to understand where the increased homeworking, digitalisation and changing business requirements may lead to efficiencies.

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

The opportunity to review and introduce new working practices was originally enforced in response to the pandemic but where these improvements are sustainable, they will be embedded on a permanent basis.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 150 |
| 2022/23 | 150 |
| 2023/24 | 150 |

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

6

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

The main risks are that we will revert to previous working practices when services return to 'normal' or that efficiencies cannot be realised, and greater business support is required.

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

Improvements have already been introduced during the pandemic which will achieve the level of savings suggested in the budget. Senior managers will need to own these changes and ensure that we do not revert to previous practice when it is safe to do so.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Children and Young People's Service

1) Title of the Proposal

Addressing the anomalies in children's centre contracts

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

Proposals have been put forward by HOT to restructure some staff teams. This involves remodelling the delivery of some Children's Centre Services and reducing the number of posts. It also involves changing the function of one Satellite delivery Centre. This could be put into effect to make the full year savings in 2021/22.

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

There is an anomaly in the funding for the two commissioned providers of children's centre provision in which one contractor receives a significantly higher level of funding. Some analysis has been undertaken in relation to the levels of deprivation in the areas served by the providers and the activity undertaken across both providers. This has identified an imbalance in the funding which needs to be addressed. In response to this HOT have put forward proposal to make a £155k saving in 21/22 by reducing some staffing and changing the function of one satellite delivery site. This would still leave HOT with a higher funding ratio in acknowledgement of the higher deprivation levels and higher numbers of children aged 0-4 in HOT's reach areas.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 155 |
| 2022/23 | 155 |
| 2023/24 | 155 |

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

N/A*

* no CMBC staff but possibility some external provider staff may be at risk

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

Potential impact on the provider from implementation of changes to make the funding levels between contracts more consistent. As the level of funding should be more consistent then there should be no impact on inequalities.

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

HOT has developed a robust implementation plan. The remodelling of the delivery of some services will ensure that work can be absorbed across the Children's Centres to minimise the impact on frontline delivery and mitigate against any adverse impact on the capacity to deliver targeted early years activities and support for vulnerable children. There are currently 3 vacant posts which will not be recruited to reducing the number of staff at risk to 4. Affected staff will be re-deployed wherever possible.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Children and Young People's Service

1) Title of the Proposal

Savings in Youth Justice

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

The proposal is to streamline the management of the team to one team manager (from two) supported by the existing practice managers; and reduce the level of preventive work by reducing staffing in the team. Expressions of interest have been received to the recent request for VER/VS that could be progressed quickly. This would allow the budget savings to be fully achieved in 2021/22.

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

Children's and Young People's services have reviewed all areas within the directorate where there is discretion about the level of service provided and this is above the average for similar authorities. Youth Justice is one of the few service areas where changes can be made.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 100 |
| 2022/23 | 100 |
| 2023/24 | 100 |

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

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

An unexpected increase in the numbers of young people engaged with the Youth Justice Service. Any change to national policy in relation to Youth Justice.

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

The Youth Justice service has a robust management board in place and strong partnership arrangements. This will help to mitigate against any risks identified in 5.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Public Services

1) Title of the Proposal

Reduced Operations at HWRCs

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

The contract with SUEZ for HWRCs extends until 31st July 2024, with an option to extend for 8 years. However, certain variations were included as part of the procurement process and in the pricing schedule SUEZ were asked to submit a price for closing each HWRC either fully, or for one or two days per week. Therefore, it would be possible to implement closure of HWRCs on certain days in a timely manner and have confidence about the savings that will be made. Other changes, such as variations to operating hours, could be negotiated with SUEZ but may take longer to achieve.

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

Reducing the operational hours of HWRCs can provide modest revenue savings and would potentially have little impact on overall recycling performance.

The proposal is to move to winter hours all year round and close all HWRCs two days a week (on the quietest days). This would produce an approximate full year saving of £134k. These figures are approximate as although the two-day closure is written into the contract, there is some negotiation around winter hours and there could be some unforeseen one-off costs, for example staffing implications.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 60 |
| 2022/23 | 134 |
| 2023/24 | 134 |

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

0*

** no CMBC staff but possibility some SUEZ staff will be at risk.*

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

There is a small risk that the changes may reduce the recycling levels of some people who like to use the sites on specific days, although this is likely to be minimal as all sites will remain open (which also means there is a more equitable impact than closing a site). There is a risk of increased fly tipping, although this is difficult to quantify, and a lot of fly tipping is commercial waste rather than household.

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

Fully publicise the days that sites that remain open to make residents aware, and co-ordination with colleagues in other teams to ensure criminal acts of fly tipping can be countered by enforcement action and proactive communication.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Regeneration & Strategy

1) Title of the Proposal

Review of cost recovery on the Capital Programme

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

The proposal is to review the cost recovery charges made on capital schemes to ensure there is greater consistency across the council and agree recovery rates which will reflect more fully the true cost of that work.

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

The council currently operates a range of cost recovery rates for work undertaken by officers on capital projects. In all cases the cost charges reflect the salary plus on-costs (NI and superannuation). However, for some grant regimes, this is all that is recovered, and the funder makes no contribution to the other overheads which are associated with employing that person, e.g. training, IT, office accommodation, administration, support services etc. As a result, on grant funded schemes, where no contribution is recovered for overheads, it would be financially beneficial for the Council to use consultants even though this would not represent value for money.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 400 |
| 2022/23 | 400 |
| 2023/24 | 400 |

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

0

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

Agreement to the new cost recovery rates will need to be reached with the funding organisations and with the Council's external auditors. On capital projects which are not grant funded this could result in an increase in capital resource requirements.

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

The new rates will need to be implemented in consultation and with agreement of the funding partners. These discussions are on-going. Although the new rates may lead to an increase in the capital costs of projects it would more accurately reflect the true cost of these projects.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Impact of Savings relating to Future Council Programme

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

Implement the Future Council Programme to address the underlying budget pressures identified in the revenue monitoring.

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

£2.3m had been included within the MTFS this year to deal with roughly half of the Council's overspend highlighted in the first revenue monitor. The latest revenue monitoring however showed a much-reduced underlying budget pressure of £3m with work on-going to continue to reduce this down further through the Future Council Programme. Although savings relating to such things as New Homes Bonus and Property Investment will not now be achieved, we can confidently remove £1.8m of this MTFS provision based on the savings expected from implementation of the Future Council programme and to a lesser extent, the extra funding for social care. In 2021/22 it is recognised that some of the initiatives will only come into effect for a part year, in particular on Iscal and concessionary fares. The remaining provision will also provide budget cover for those savings which will now be very difficult to achieve due to changes in Government policy, i.e. New Homes Bonus and commercial property investment income.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 1,400 |
| 2022/23 | 1,800 |
| 2023/24 | 1,800 |

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

nil

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

The impact of changes implemented through the Future Council programme has been assessed through the EIAs produced for each separate element of it.

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

N/A

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Lower Anticipated Pension Contribution rates

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

Reduced the provision built into the MTFs in 2021/22 only. Future years provision will be reconsidered at this time next year.

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

It had previously been assumed that the Council's employer pension contributions would go up by 1% in 2021/22. Following a meeting with the Pension Fund Actuaries it is now anticipated that rates should not increase next year despite the turmoil in the economy so a cost increase equivalent to £800k can be taken out of the forecast for one year only pending the pension fund assessment next year.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 800 |
| 2022/23 | 0 |
| 2023/24 | 0 |

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

nil

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

It is still possible that a pension contribution increase of 0.3% is required in 2021/22 if the investments continue to reduce in value over the course of the year.

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

If a small increase in Pension Fund contributions is eventually required, then this would only need to be met from one-off reserves in the first year as the provision for an increase has been retained in subsequent years.

SAVINGS OPTION 2021/22 – 2023/24 BUDGET PROCESS

Cross Council

1) Title of the Proposal

Pay Rise Reduced from 2.5% to pay freeze (apart from lower earners)

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

Reduce service salary budgets to reflect the new assumptions. This will be done prior to 2021/22.

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

The 2020/21 pay award was agreed at 2.75% and pay inflation of 2.5% built into the budget in future years on the assumption of continued higher pay rises across the public sector. However, following the Chancellor's comments on a pay freeze next year in the public sector for all except those earning less than £24k per annum, our central assumption should now be revised down next year. This is expected to save the Council approximately £2m in 2021/22 and subsequent years.

4) a) What are the expected savings?

| Year | £000s |
|---------|-------|
| 2021/22 | 2,000 |
| 2022/23 | 2,000 |
| 2023/24 | 2,000 |

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

nil

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

The pay award for local government is negotiated nationally. If this negotiation results in a pay award of any significant value, then the saving will not be realised in full.

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

If a pay freeze is not the outcome from negotiation next year, then alternative and compensatory savings will need to be identified.

Initial Equality Impact Considerations

CHIEF EXECUTIVE'S OFFICE

| | | | | | | | | |
|---------|--|--|---------|----------|---------|----------|---------|----------|
| 1. | Title of option | Efficiency Improvements in Business Support | | | | | | |
| | Aims/outcomes of Service/Function | The Business Support Team provides personal secretarial and administrative support to senior officers of the Council. | | | | | | |
| | Option being proposed | <p>To sustain and embed new working practices put in place during the pandemic leading to office and efficiency savings and a reduction in the number of posts supporting business support activities across the council. The proposal also includes a review of the data requirements and how efficiencies might be achieved as a result of the pandemic.</p> <p>Savings</p> <table border="0"> <tr> <td>2021/22</td> <td>£150,000</td> </tr> <tr> <td>2022/23</td> <td>£150,000</td> </tr> <tr> <td>2023/24</td> <td>£150,000</td> </tr> </table> | 2021/22 | £150,000 | 2022/23 | £150,000 | 2023/24 | £150,000 |
| 2021/22 | £150,000 | | | | | | | |
| 2022/23 | £150,000 | | | | | | | |
| 2023/24 | £150,000 | | | | | | | |
| | EIA findings | <p><u>Service Implication</u> Although the proposal may impact upon the extent of support provided to senior managers the impact will not affect any one particular equality group. Where possible the existing work will be absorbed within reduced staffing levels through the introduction of more efficient working practices, in particular through the use of new technology.</p> <p><u>Employment Implication</u> The proposal will have a staffing impact with up to six posts being affected.</p> | | | | | | |
| | Justification (where no impact) and action(s) to manage/mitigate Impact | A full service and employment EIA will be undertaken and where impact is identified actions to manage/ mitigate impact will be considered and implemented wherever possible/ appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate. | | | | | | |

CHILDREN AND YOUNG PEOPLE'S SERVICES

| | | | | | | | | |
|--|-----------------|--|---------|----------|---------|----------|---------|----------|
| 1. | Title of option | Addressing the Anomalies in Children's Centre Contracts | | | | | | |
| Aims/outcomes of Service/Function | | Children Centres work with children and families to improve outcomes for all young children, so that they are happy, healthy and ready for school. | | | | | | |
| Option being proposed | | <p>There is an anomaly in the funding for the two commissioned providers of children's centre provision in which one contractor receives a significantly higher level of funding. In response the provider has put forward a proposal to restructure some of their staff teams. A proposal to remodel delivery of some of their Children's Centre Services and a reduction in the number of posts has been proposed, and this involves changing the function of one Satellite delivery Centre.</p> <p>Savings</p> <table border="0"> <tr> <td>2021/22</td> <td>£155,000</td> </tr> <tr> <td>2022/23</td> <td>£155,000</td> </tr> <tr> <td>2023/24</td> <td>£155,000</td> </tr> </table> | 2021/22 | £155,000 | 2022/23 | £155,000 | 2023/24 | £155,000 |
| 2021/22 | £155,000 | | | | | | | |
| 2022/23 | £155,000 | | | | | | | |
| 2023/24 | £155,000 | | | | | | | |
| EIA findings | | <p><u>Service delivery impact</u> Due to the nature of the service a change in delivery model may potentially impact on vulnerable young children and their families/ carers.</p> <p><u>Employment impact</u> No adverse impact on Council staff as provision is delivered externally.</p> | | | | | | |
| Justification (where no impact) and action(s) to manage/mitigate Impact | | <p>The provider has advised that the remodelling of the delivery of some services will ensure that work can be absorbed across the Children's Centres to minimise the impact on frontline delivery and mitigate against any adverse impact on the capacity to deliver targeted early years activities and support for vulnerable children.</p> <p>Management will monitor service impact and through contract management meetings ensure agreed contract requirements/ measures continue to be met.</p> | | | | | | |

CHILDREN AND YOUNG PEOPLE'S SERVICES

| | | | | | | | | |
|--|---|---------------------------------|---------|----------|---------|----------|---------|----------|
| 2. | Title of option | Savings in Youth Justice | | | | | | |
| Aims/outcomes of Service/Function | The Youth Justice Team aims to make communities safer by helping children and young people to stop offending. | | | | | | | |
| Option being proposed | <p>The proposal is to streamline the management of the Youth Justice Team to one team manager (from two) supported by the existing practice managers; and reduce the level of preventive work by reducing staffing in the team.</p> <p><u>Savings</u></p> <table data-bbox="528 539 847 651"> <tr> <td>2021/22</td> <td>£100,000</td> </tr> <tr> <td>2022/23</td> <td>£100,000</td> </tr> <tr> <td>2023/24</td> <td>£100,000</td> </tr> </table> | | 2021/22 | £100,000 | 2022/23 | £100,000 | 2023/24 | £100,000 |
| 2021/22 | £100,000 | | | | | | | |
| 2022/23 | £100,000 | | | | | | | |
| 2023/24 | £100,000 | | | | | | | |
| EIA findings | <p><u>Service delivery impact</u> The proposal is likely to have a service impact. Due to the nature of the service provided and targeted beneficiaries, this impact will be more significant for vulnerable young children and their families/carers.</p> <p><u>Employment impact</u> The proposal will have a staffing impact with two posts being affected.</p> | | | | | | | |
| Justification (where no impact) and action(s) to manage/mitigate Impact | <p>The Youth Justice service has a robust management board in place and strong partnership arrangements which will help to mitigate against unexpected increases in the numbers of young people engaged with the Youth Justice Service or change to national policy in relation to Youth Justice.</p> <p>A full service and employment EIA will be undertaken and where impact is identified actions to manage/ mitigate impact will be considered and implemented wherever possible/ appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate.</p> | | | | | | | |

PUBLIC SERVICES

| | | | | | | | | |
|---|---|--|---------|----------|---------|----------|---------|----------|
| 1. | Title of option | Reduced Operations at Household Waste Recycling Centres (HWRCs) | | | | | | |
| Aims/outcomes of Service/Function | Household Waste Recycling Centres are provided in Calderdale to enable residents to recycle and dispose of their household waste | | | | | | | |
| Option being proposed | <p>The proposal is to move to winter hours all year round and close all HWRCs two days a week (on the quietest days).</p> <p>Savings</p> <table data-bbox="528 499 847 611"> <tr> <td>2021/22</td> <td>£ 64,000</td> </tr> <tr> <td>2022/23</td> <td>£134,000</td> </tr> <tr> <td>2023/24</td> <td>£134,000</td> </tr> </table> | | 2021/22 | £ 64,000 | 2022/23 | £134,000 | 2023/24 | £134,000 |
| 2021/22 | £ 64,000 | | | | | | | |
| 2022/23 | £134,000 | | | | | | | |
| 2023/24 | £134,000 | | | | | | | |
| EIA findings | <p><u>Service delivery impact</u></p> <p>There may be a potential service impact if provision changes. Potential service impact- reduction of hours may result in fly tipping/side waste increasing and would also lead to residents having less access to sites and longer journeys to those sites that remain open. The following protected characteristics may be adversely affected:</p> <p><i>Age</i> - People who have restricted/ less mobility or health needs may be impacted negatively by the proposed change as they may find it more difficult to take any additional accumulated waste to alternative collection points within operational hours identified.</p> <p><i>Disability</i> - People who have restricted/ less mobility or health needs may be impacted negatively by the proposed change as they may find it more difficult to take any additional accumulated waste to alternative collection points within operational hours identified.</p> <p><i>Pregnancy and Maternity</i> – Families with young children and people who have restricted/ less mobility or have health needs may be impacted negatively by the proposed change as they may find it more difficult to take any additional accumulated waste to alternative collection points and within operational hours identified.</p> <p><u>Employment impact</u></p> <p>No Council staffing impact identified as this is a contracted service.</p> | | | | | | | |
| Justification (where no impact) and action(s) to manage/mitigate Impact | <p>Detailed discussion will take place with the Council's contractors and ongoing communication with residents will be considered. Customers will be advised at point of contact, whether online, by phone or face to face, of alternatives.</p> <p>An assisted service is offered to vulnerable people in Calderdale and will be promoted to ensure the most vulnerable continue to be supported.</p> | | | | | | | |

REGENERATION AND STRATEGY

| | | |
|-----------|--|---|
| 1. | Title of option | Review of Cost Recovery on the Capital Programme |
| | Aims/outcomes of Service/Function | Capital funding is earmarked for investment to improve regeneration. |
| | Option being proposed | <p>The proposal is to review the cost recovery charges made on capital schemes, to ensure there is greater consistency across the council, and agree recovery rates which will reflect more fully the true cost of that work.</p> <p><u>Savings</u></p> <p>2021/22 £400,000 2022/23 £400,000 2023/24 £400,000</p> |
| | EIA findings | <p><u>Service delivery impact</u> No adverse service delivery impact identified</p> <p><u>Employment impact</u> No adverse employment impact identified</p> |
| | Justification (where no impact) and action(s) to manage/mitigate Impact | The new rates will need to be implemented in consultation and with agreement of the funding partners. These discussions are on-going. Although the new rates may lead to an increase in the capital costs of projects it would more accurately reflect the true cost of these projects. |

CROSS COUNCIL

| 1. | Title of option | Impact of Savings relating to Future Council Programme | | | | | | |
|---------|--|---|---------|------------|---------|------------|---------|------------|
| | Aims/outcomes of Service/Function | N/A Cross Council | | | | | | |
| | Option being proposed | <p>To remove £1.8m of MTFs provision based on the savings expected from implementation of the Future Council Programme and to a lesser extent, extra funding for social care.</p> <p>Savings</p> <table border="0"> <tr> <td>2021/22</td> <td>£1,400,000</td> </tr> <tr> <td>2022/23</td> <td>£1,800,000</td> </tr> <tr> <td>2023/24</td> <td>£1,800,000</td> </tr> </table> | 2021/22 | £1,400,000 | 2022/23 | £1,800,000 | 2023/24 | £1,800,000 |
| 2021/22 | £1,400,000 | | | | | | | |
| 2022/23 | £1,800,000 | | | | | | | |
| 2023/24 | £1,800,000 | | | | | | | |
| | EIA findings | <p><u>Service delivery impact</u></p> <p>Removing the MTFs provision will have an indirect service impact since savings will need to be achieved through the Future Council Programme. The assumptions made in order to re-balance existing budget pressures is that the following changes have been already agreed by Cabinet under the two Future Council programme reports in addition to those implemented earlier in the year in relation to Adult and Well Being services and Children & Young People’s services:</p> <ul style="list-style-type: none"> • Visitor centres – move to on-line provision through closure of the two visitor centres and increasing investment in the Visit Calderdale digital offer • Markets – a range of efficiency savings as set out in the associated Cabinet report • Public conveniences – targeted provision to reflect geographical coverage/areas of highest demand • Libraries – reducing the number of community libraries operated by the Council through community asset transfers or disposal if no community interest • Mixenden activity centre – the site remain closed but alternative use of the site be examined including community use • Iscal – a revised option appraisal and business plan to be brought back to Cabinet • Transport – increasing the concessionary fare for non-eligible pupils on dedicated school transport • Public halls – asset transfer of three of the public halls to the community • Museums – offer Heptonstall museum for community asset transfer • Customer First – closure of Customer First facilities and use of hub libraries for face to face provision <p><u>Employment impact</u></p> <p>No direct employment impact identified, however like service delivery, indirectly there may be a staffing impact associated with the implementation of the proposals in the Future Council Programme.</p> | | | | | | |
| | Justification (where no impact) | Management will closely monitor progress of the Future Council Programme and address any issues at an early stage | | | | | | |

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| and action(s) to manage/mitigate Impact | in order to compensate for any saving shortfall identified. Full service and employment EIAs have been undertaken/are being undertaken for the proposals identified in the Future Council Programme. Where impact has/is identified actions to manage/ mitigate impact have been/will be considered and implemented wherever possible/ appropriate. Where posts are affected efforts will be made to offer additional support and alternatives such as redeployment and training opportunities as appropriate |
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CROSS COUNCIL

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| 2. | Title of option | Lower Anticipated Pension Contribution Rates | | | | | | |
| Aims/outcomes of Service/Function | N/A Cross Council | | | | | | | |
| Option being proposed | <p>It has previously been assumed that the Council's employer pension contributions would go up by 1% in 2021/22, however, following a meeting with the Pension Fund Actuaries it is now anticipated that rates will not increase next year</p> <p>Savings</p> <table data-bbox="528 573 845 683"> <tr> <td>2021/22</td> <td>£800,000</td> </tr> <tr> <td>2022/23</td> <td>£0</td> </tr> <tr> <td>2023/24</td> <td>£0</td> </tr> </table> | | 2021/22 | £800,000 | 2022/23 | £0 | 2023/24 | £0 |
| 2021/22 | £800,000 | | | | | | | |
| 2022/23 | £0 | | | | | | | |
| 2023/24 | £0 | | | | | | | |
| EIA findings | <p>Service delivery impact No adverse service impact identified.</p> <p>Employment impact No adverse employment impact identified.</p> | | | | | | | |
| Justification (where no impact) and action(s) to manage/mitigate Impact | <p>It is still possible that a pension contribution increase of 0.3% is required in 2021/22 if the investments continue to reduce in value over the course of the year. If a small increase in Pension Fund contributions is eventually required, then this would only need to be met from one-off reserves in the first year as the provision for an increase has been retained in subsequent years.</p> | | | | | | | |

CROSS COUNCIL

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| 3. | Title of option | Pay Rise Reduced from 2.5% to Pay Freeze (Apart from Lower Earners) | | | | | | |
| | Aims/outcomes of Service/Function | N/A Cross Council | | | | | | |
| | Option being proposed | <p>The 2020/21 pay award was previously agreed at 2.75% and pay inflation of 2.5% was built into the budget in future years. Following the Chancellor's comments on a pay freeze in the public sector next year for all except those earning less than £24k per annum, this assumption has been revised down.</p> <p><u>Savings</u></p> <table data-bbox="528 573 871 683"> <tr> <td>2021/22</td> <td>£2,000,000</td> </tr> <tr> <td>2022/23</td> <td>£2,000,000</td> </tr> <tr> <td>2023/24</td> <td>£2,000,000</td> </tr> </table> | 2021/22 | £2,000,000 | 2022/23 | £2,000,000 | 2023/24 | £2,000,000 |
| 2021/22 | £2,000,000 | | | | | | | |
| 2022/23 | £2,000,000 | | | | | | | |
| 2023/24 | £2,000,000 | | | | | | | |
| | EIA findings | <p><u>Service delivery impact</u> No adverse service impact identified.</p> <p><u>Employment impact</u> There will be a direct employment impact. Staff earning less than £24K per annum will be positively affected. Impact will be more significant for women who form two thirds of the Council's workforce many working part time.</p> | | | | | | |
| | Justification (where no impact) and action(s) to manage/mitigate Impact | N/A as this saving is driven by a Central Government proposal. | | | | | | |