

**REPORT TITLE: Corporate Financial Monitoring Report, Quarter 1.**

|   |  |
|---|--|
| <b>Meeting:</b>   | <b>Cabinet</b>                                   |
| <b>Date:</b>  | <b>13th August 2024</b>                          |
| <b>Cabinet Member (if applicable)</b>   | <b>Councillor Graham Turner</b>                  |
| <b>Key Decision Eligible for Call In</b>  | <b>Yes<br/>Yes</b>                               |
| <b>Purpose of Report:</b> To receive information on financial monitoring for General Fund Revenue, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.  |  |
| <b>Recommendations</b> <ol style="list-style-type: none"> <li>1) note the forecast revenue outturn position at Quarter 1 for 2024/25 (£12.9 m overspend) and that Executive Directors have been asked to bring forward sustainable proposals to reduce the overspend to bring the budget back into balance.</li> <li>2) note the Quarter 1 forecast that the DSG deficit is forecast to increase by £20m in 2024/25.</li> <li>3) note the Quarter 1 forecast HRA position (£403k deficit) and forecast year-end reserves position of £13.8m;</li> <li>4) note the Quarter 1 forecast capital monitoring position for 2024/25 and approve £62m re-profiling of the 2024/25 capital plan into future years as set out in the accompanying slides (slide 21-22);</li> <li>5) note the Quarter 1 treasury management prudential indicators.</li> <li>6) authorisation for the Executive Director Adults and Health or his authorised representative (Kirklees Council as Lead Local Authority for West Yorkshire for the Accelerating Reform Fund - ARF) to receive, host and utilise ARF revenue funding (£1.57m) and to transfer to regional partners by way of revenue grants as part of this. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities.</li> </ol> |  |
| <b>Reasons for Recommendations</b><br>This Quarter 1 report updates the Cabinet on the current financial position as of Month 3 (30 June), together with key risks.   |  |
| <b>Resource Implications:</b><br>To note information on financial monitoring for General Fund Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.   |  |
| <b>Date signed off by <u>Strategic Director</u> &amp; name</b>  | <b>Rachel Spencer Henshall – 5th August 2024</b> |
| <b>Is it also signed off by the Service Director for Finance?</b>   | <b>Kevin Mulvaney – 1st August 2024</b>          |

**Is it also signed off by the Service Director for Legal Governance and Commissioning?**

**Sam Lawton – 2nd August 2024**

**Electoral wards affected: All**

**Ward councillors consulted: None**

**Public or private: Public**

**Has GDPR been considered?** Yes. This report contains no information that falls within the scope of General Data Protection Regulations.

## **1. Executive Summary**

The attached slides provide information on financial monitoring for General Fund, Revenue, DSG, Housing Revenue Account (HRA) and Capital Plan, as at Quarter 1 (month 3), 2024/25.

## **2. Information required to take a decision**

2.1 The slides accompanying this report provide a more detailed breakdown of the projected outturn financial monitoring position, as follows:

Forecast General Fund revenue outturn position in 2024/25 by service area;

General Fund reserves and balances movements in-year;

Forecast HRA revenue outturn position including movements in HRA reserves in-year;

Forecast capital outturn position in 2024/25;

Treasury management prudential indicators.

## **3. Implications for the Council**

### **3.1 Working with People**

N/A

### **3.2 Working with Partners**

N/A

### **3.3 Place Based Working**

N/A

### **3.4 Climate Change and Air Quality**

N/A

### **3.5 Improving outcomes for children**

N/A

### **3.6 Financial Implications**

3.6.1 The forecast outturn position at Q1 is an overspend of £18.1m which after the use of earmarked reserves and contingencies reduces to £12.9m. Within the position of £18.1m, an estimated £8.5m is due to slippage in the approved savings programme across the Council.

3.6.2

## Quarter 1 Revenue Monitoring

Saved to F: Drive

|  | Revised<br>Budget Q1<br>£000 | Forecast at<br>Q1<br>£000 | Variance<br>Q1<br>£000 |
|--|------------------------------|---------------------------|------------------------|
| Children and Families                  | 80,573                       | 86,279                    | 5,706                  |
| Adults and Health                      | 120,033                      | 122,074                   | 2,041                  |
| Place                                  | 42,136                       | 48,779                    | 6,643                  |
| Corp Strategy, Comm and Public Health  | 57,382                       | 61,137                    | 3,755                  |
| Central Budgets                        | 64,824                       | 64,824                    | -                      |
| <b>General Fund</b>                    | <b>364,948</b>               | <b>383,093</b>            | <b>18,145</b>          |
| Demand Reserve Drawdown                | 3,000                        | -                         | (3,000)                |
| Social Care Contingency Budget Release | -                            | (1,997)                   | (1,997)                |
| Waste Inflation Budget Release         | -                            | (295)                     | (295)                  |
| <b>Adjusted General Fund Total</b>     | <b>367,948</b>               | <b>380,801</b>            | <b>12,853</b>          |

3.6.3 The key service variations (outlined in more detail in the slide deck) are summarised below.

3.6.4 Children's Services are facing significant pressures across the Social Care budgets reflecting national trends in this area. Demand, complexity and cost of living increases indicate a potential pressure of £4.5m in 2024/25. The service continues to ensure costs are managed effectively whilst providing the best outcomes for children. In the Learning & Early Support area of the service, there are continued pressures relating to the necessary use of Educational Psychology Locums to support service delivery, this is also linked to increased demand and complexity.

3.6.5 The overall projected position for the whole Adults & Health Directorate is an overspend of £2m. Within the Adult Social Care related portfolio, variances are being seen across key demand-led headings, on Independent Sector Home Care (£2m over), and on Self-Directed Support (£0.3m under) (mainly in relation to Direct Payments) and against the achievement of income targets (£2.2m not achieved). An underspend is being projected across employee budgets (£0.9m).

The Communities and Access portfolio is projecting an underspend of £0.2m. The Culture & Visitor Economy portfolio is projected to be close to breakeven.

This report also seeks authorisation for Kirklees Council to transfer Accelerating Reform Fund (ARF) funding to regional partners by way of grants. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities. Further information is shown in the attached appendix 3 and is net neutral to the Council.

3.6.6 The overall projected position for the Place directorate is an overspend of £6.6m. In Development there is an overspend of £1.4m that largely relates to the management and maintenance of corporate buildings. Highways and Streetscene is forecast to overspend by £5.5m, £2.7m of this relates to pressures within waste (including £1.3m statutory pressures such as POPs and £1m fleet related), £1.6m of relates to parking services, £400k in transport on maintenance of the fleet and £400k in highways.

- 3.7.7 Corporate Strategy, Commissioning and Public Health - There is an overall overspend of £3.8m forecast, predominantly due to the impact of subsidy loss on housing benefit payments which is £4.4m, offset by savings across service budgets.
- 3.7.8 At Quarter 1, central budgets are projected to deliver in line with budget.
- 3.7.9 Directorates have been asked to bring forward proposals to reduce service overspends to bring the budget back into balance.
- 3.7.10 A number of activities aimed at reducing spending further within the financial year were identified, and continue to be managed and monitored, including: stopping non-essential expenditure; implementing a process whereby all recruitment is approved by senior management; ongoing review of discretionary fees and charges and increasing these by inflation where possible; exploring all external funding opportunities to bring in additional income and an ongoing review of the Council's capital investment programme to manage the overall treasury management budget. Whilst it is evident that these are having some effect, further actions are now required to bring the budget back into balance.
- 3.7.11 Total forecast usable reserves at March 2024/25, excluding any impact of this projected overspend are £60.5m, of which £35.5m are earmarked.

## **DSG**

- 3.7.12 The 23/24 in-year deficit was £15m taking the total DSG Deficit to £43.7m at 31 March 2024. The increase in costs was mainly due to rising complexity and demand in mainstream schools and inflationary increases from external providers. These pressures are continuing further into 24/25 and Q1 monitoring information indicates that additional pressures of c£20m are forecast. A more detailed update will be brought to Cabinet at Q2.

## **HRA**

- 3.7.13 The HRA projected outturn at Quarter 1 is a £4.8 million deficit, and it is currently assumed £4.4m will be transferred from reserves of £4.4 million to mitigate the pressure. However, in line with para 3.7.9 the service has been asked to bring forward to proposals to balance the in year budget without using general reserves.

## **Capital Plan**

- 3.7.14 A review of the profile of the Capital plan has commenced during this quarter. The latest budget for the 2024/25 Capital Plan is now £278.7m (£340.8m being the updated opening position following the 23/24 outturn). To date the review has identified slippage of £62m being re-profiled into subsequent financial years (see also Appendix 5) and other minor budget changes.
- 3.7.15 Noting that Quarter 1 is an early capital forecast, officers will continue to review capital budget profiles in year, including any more detailed recommendations for potential re-profiling of scheme budgets between years (allowable under Financial Procedure Rules 3.10-3.15), as part of future financial monitoring. Any such recommendations would reflect the affordability, sustainability and prudence of the Capital Programme in the context of the Council's financial challenge as well as growing complexities and challenges over the next 5 years in delivering to this scale of ambition.

3.7.16 Future capital plan updates will continue to be presented to Council via the annual budget strategy update and annual budget approval reports to Cabinet and Council as a matter of course, as part of the annual planning cycle.

### **3.8 Legal Implications**

### **3.9 Other (eg Risk, Integrated Impact Assessment or Human Resources)**

Section 28 Local Government Act 2003 imposes a statutory duty, from time to time to carry out budget monitoring of expenditure and income against budget calculations during the financial year. If there is a deterioration in its financial position the council must take such action as it considers necessary to remedy the situation.

There is an ongoing risk around the volatility of demand budgets and also the potential impact of the pay being settled above the amount provided for in the base budget. The 2024/25 budget assumed an overall pay award of 4% (c£10m). A pay award above this level would increase expenditure at the rate of c£2.5m for every 1%.

### **3.10 Consultation**

This report has been prepared by the Service Director - Finance, in consultation with the Executive Leadership Team.

## **4 Engagement**

N/A

## **5 Options**

### **5.1 Options considered**

N/A

### **5.2 Reasons for recommended option**

N/A

## **6 Next steps and timelines**

That Cabinet endorse the recommendations set out in this report.

## **7 Contact officer**

James Anderson, Head of Accountancy  
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Sarah Hill, Finance Manager  
[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

## **8 Background Papers and History of Decisions**

Annual budget report 2024-27 to Budget Council, March 2024  
Budget Update Report to Council, September 2023

## **9 Appendices**

Appendix 1: Financial Monitoring slides  
Appendix 2: Savings Plan slides

## Appendix 3: ARF Funding

- 10 **Service Director responsible**  
Kevin Mulvaney, Service Director – Finance.

# Corporate Financial Monitoring – Quarter 1 2024/25

Cabinet 13th August 2024



# Revenue Headlines

- Quarter 1 Monitoring – Forecast overspend of **£12.9m**
- Savings forecast to be delivered at 80%, against a target of £42.6m.
- Total Useable Reserves forecast to be c**£60.5m** at 31<sup>st</sup> March 2025 of which:
  - Unallocated reserves forecast to be **£25m** – **excludes in year overspend** (Minimum working balance assessed at £15m using risk-based approach, desirable balance £25m)
  - Earmarked Reserves forecast to be **£35.5m**





# DSG Headlines

- Quarter 1 Monitoring Position
- HN Budget - £64.7m (includes SV Funding and Block Transfer) 23/24 budget £60.4m
- HN Projected Expenditure £84.8m (23/24 - £75.4m)
- Projected in year overspend - £20m (23/24 – £15m)
- Safety Valve Impact
  - Unmitigated Projected overspend - £11m
  - Mitigated Projected overspend - £7m (If projected savings are achieved)



# Quarter 1 Revenue Monitoring

|  | Revised<br>Budget Q1<br>£000 | Forecast at<br>Q1<br>£000 | Variance<br>Q1<br>£000 | Variance made up of:        |                          |
|--|------------------------------|---------------------------|------------------------|-----------------------------|--------------------------|
|  |                              |                           |                        | Savings<br>Slippage<br>£000 | Net<br>Pressures<br>£000 |
| Children and Families                  | 80,573                       | 86,279                    | 5,706                  | 1,045                       | 4,661                    |
| Adults and Health                      | 120,033                      | 122,074                   | 2,041                  | 3,525                       | (1,484)                  |
| Place                                  | 42,136                       | 48,779                    | 6,643                  | 3,939                       | 2,704                    |
| Corp Strategy, Comm and Public Health  | 57,382                       | 61,137                    | 3,755                  | -                           | 3,755                    |
| Central Budgets                        | 64,824                       | 64,824                    | -                      | -                           | -                        |
| <b>General Fund</b>                    | <b>364,948</b>               | <b>383,093</b>            | <b>18,145</b>          | <b>8,509</b>                | <b>9,636</b>             |
| Demand Reserve Drawdown                | 3,000                        | -                         | (3,000)                |                             |                          |
| Social Care Contingency Budget Release | -                            | (1,997)                   | (1,997)                |                             |                          |
| Waste Inflation Budget Release         | -                            | (295)                     | (295)                  |                             |                          |
| <b>Adjusted General Fund Total</b>     | <b>367,948</b>               | <b>380,801</b>            | <b>12,853</b>          |                             |                          |



# Directorate Budget Variances

## Children and Families

| Children and Families Totals |                       |                                 |
|------------------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget          | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £80.573m                     | £86.279m              | + £5.706m                       |

| Service area                          | Variance Quarter 1 | Reason for variance  | Mitigating actions  |
|---------------------------------------|--------------------|--|---|
| <b>Overspend</b>                      |                    |  |   |
| Assessment & Intervention South & CDS | <b>+ £1.2m</b>     | Uplift to KICES pooled contribution due to demand and increased cost of equipment (+£150k), Increased demand for s17 welfare payments & temporary B&B accommodation (+£80k), Demand led cost of Domiciliary and direct payments care packages related to complex case and cost of living inflation (+£625k), Demand led financial support to families with no recourse to public funds (+£250k). | Paper presented to Children's SLT, and increase agreed for KICES. Wrap around financial support preventing children coming into Kirklees care with significant cost benefit. New task & finish group established to consider Kirklees children's respite offer. Demand led financial support to families under review |
| Corporate Parenting                   | <b>+ £1.138m</b>   | Financial support for care leavers to remove barriers towards independence, education and training (+£250k), Demand led sufficiency budget pressure assuming targets met in line with forecast model   | Financial policy under review regarding the financial support for care leavers. Childrens demand led sufficiency budgets are under regular review with 2 weekly placement gatekeeping panel.  |



# Directorate Budget Variances

## Children and Families

| Children and Families Totals |                       |                                 |
|------------------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget          | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £80.573m                     | £86.279m              | + £5.706m                       |

| Service area          | Variance Quarter 1 | Reason for variance  | Mitigating actions   |
|-----------------------|--------------------|--|--|
| <b>Overspend</b>      |                    |  |  |
| Education Psychology  | + £536k            | Continuing pressure re staffing costs to support demands of the service, high locum. This will need to be kept under review as the Cluster working comes online from September.  | Service have a continuing rolling programme of recruitment to fill posts substantively but with minimal success/retention issues.  |
| Strategic Learning    | + £250K            | Budget pressure is a legacy from the loss of the SIMB and unfunded HoS posts, inroads made to reduce overspend in 23/24 and 24/25  | Service leaders maximising DSG where applicable, work ongoing to increase traded income and various other initiatives.   |
| Commissioned Services | + £494k            | Increase to new 3-year priority led Home start contract (+£180k), Priority led waiting list initiative combined with WYICB (+£100k), Inter agency adoption fees outside of OAWY contract (+ £70k), increased contribution to KICES contract (+ 150k) | <b>The Home start contract is under review</b><br><b>Priority led waiting list programme planned for one year only.</b><br><b>The Inter agency adoption fees are difficult to predict. Cost based on previous three years.</b> |



# Directorate Budget Variances

## Children and Families

| Children & Families Totals |                       |                                 |
|----------------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget        | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £80.573m                   | £86.279m              | + £5.706m                       |

| Service area                           | Variance Quarter 1 | Reason for variance   | Mitigating actions   |
|--|--------------------|---|--|
| <b>Overspend</b>                       |                    |   |  |
| Sustainability, Resources and Capacity | + £1.851m          | Demand led Sufficiency budget pressure assuming targets met in line with forecast model agreed with strategic director. Likely £80k slippage on YPAT short break savings target | Childrens demand led sufficiency budgets are under regular review with 2 weekly external placement panel chaired by DCS and all OOA placements are signed off by Service Director. All External Residential placements are currently being reviewed to identify which children can be moved back into internal residential, fostering or supported lodging carers. |



# Directorate Budget Variances

## Adults and Health

| Adults and Health Totals |                       |                                 |
|--------------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget      | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £120.033m                | £122.074m             | + £2.041m                       |

| Service area   | Variance Quarter 1 | Reason for variance  | Mitigating actions  |
|--|--------------------|--|---|
| <b>Overspend</b>   |                    |  |   |
| Customer Service Centres   | + £290k            | Unplanned overspend due to service change still in process (employees and HRA income).             | Service change underway.                                  |
| Independent Sector Home Care   | + £2,019k          | Higher unit costs on all Client cohorts.   | Ongoing work to manage pathways, working with the market. |
| <b>Underspend</b>  |                    |  |   |
| Adults & Health – Employees (excl Customer Service Centres – see above)                            | - £1,124k          | Ongoing management of staffing and budget levels.  | Ongoing review.   |
| Other demand led activities (Care phones & AT / Shared Lives / Reablement /other client provision) | - £984k            | Ongoing management of provision.   |   |
| Self Directed Support  | - £282k            | Mainly due to underspend on Direct Payments (under on OP, PD and MH cohorts, offset by over on LD) | Continued monitoring to ensure remains within budget.     |



# Directorate Budget Variances

## Adults and Health

### Adults and Health Totals

| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
|---------------------|-----------------------|---------------------------------|
| £120.033m           | £122.074m             | + £2.041m                       |

| Service area   | Variance Quarter 1 | Reason for variance   | Mitigating actions   |
|--|--------------------|---|--|
| <b>Income Underachievement</b>                                 |                    |   |  |
| Saving - ASC - Increasing the collection of social care income | + £2,200k          | Ongoing work on the saving programme - review of practice and processes. Levels of potential achievement unlikely to hit the full total (still being reviewed). | Ongoing work/review and analysis of potential options and scope. |





# Directorate Budget Variances

## Place

### Place Totals

| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
|---------------------|-----------------------|---------------------------------|
| £42.136m            | £48.779m              | + £6.643m                       |

| Service area                            | Variance Quarter 1 | Reason for variance  | Mitigating actions   |
|---|--------------------|--|--|
| <b>Overspend</b>                        |                    |  |  |
| Corporate Landlord/<br>Strategic Assets | <b>+ £1,375k</b>   | Core Estate rationalisation (+£1,364k), Piazza & Unachievable income (£154k), Landbank inc KSDL Wetside (+£126k), Estates Management staffing recovery (+£110k)<br><br>Offset by Capital Delivery(-£398k) - Surplus recovery of fees   | Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies. Close monitoring of cost for Piazza, handover to developers reduces some liability (residual NNDR). Negotiations with KSDL  |
| Waste – Regulatory Pressures            | <b>+ £1,665k</b>   | EA directive in 2023 resulted in a significant change to the disposal of soft furnishing containing Persistent Organic Pollutants (£700k)<br><br>Inflationary increase within the market sector for IPPC which is necessary to the operation of the EFW Plant – Emissions (+£300k),<br><br>Landfill Escalator within the sector in 24/25 (+£250K) with future increases reported for April 2025<br><br>Staffing pressures £252k and agency staff £368k offset by income of £296k | The service has been working nationally to benchmark and mitigate the increased costs including increasing bulk collection charges which has reduced demand. The extension of the reuse shop has also been completed to remove soft furnishing before disposal. The number of HWRC centre will also aim to reduce demand. It should be noted that mattresses are being disposed of in the normal way at risk currently - Potential enforcement.<br><br>Contractual and environmental compliance requirement<br><br>Inflation and government driven (monitored closer for earlier warning)<br><br>Simpler Recycling and legislation horizon scanning continues to identify any potential additional funding for the waste sector. |





# Directorate Budget Variances

## Place

| Place Totals        |                       |                                 |
|---------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £42.136m            | £48.779m              | + £6.643m                       |

| Service area        | Variance Quarter 1 | Reason for variance   | Mitigating actions   |
|---------------------|--------------------|---|--|
| <b>Overspend</b>    |                    |   |  |
| Waste - Vehicles    | + £1,066k          | Growth within the service demands increased resources above based budget(historical) The service has completed round reviews, but additional vehicles are required + 20 RCV @ £1m pa. The Fleet capital has been fully committed in 24/25 and therefore the service are operating with hired fleet as essential resources not additional. | An invest to save business case for capital funding to purchase additional RCV's has been presented to the capital assurance board CAB (24 <sup>th</sup> July) and accepted as a robust case to reduce hire costs. It should be noted however that a lead time of upto18 months is anticipated. The CAB also received and agreed in principle to the wider fleet Vehicle Replacement Programme to contact fleet costs over the next 5 years. The fleet Capital strategy includes £26m of investment. |
| Transport           | + £391k            | Aging fleet and increased parts costs have resulted in this pressure.   | The costs of replacement parts have increased due to the inflation uplift in the last 12 months. The service continue to source alternative and cheaper parts and look to minimise repairs(essential only). Transport Oversight board monitor all aspects fleet. Investigation of ALL accident damage over £300 to reduce costs by 20% over previous years outturn. Pool fleet has been reduced by over 40 vehicles.   |
| Parks & Greenspaces | + £422k            | Service Review now concluding October.  | Service Review concluding October. Staff have been issued with the 118 notices. Deployment and alternative roles are being used to mitigation redundancy costs – FTE service reduction of 34 to give a FY effect of £1.3m savings. Further reviews are underway with H&N with regards to the affordability of the current levels of service. Parks and Greenspaces also hire plant and equipment and the agreed capital VRP will assist in reducing hired costs circa £100k per annum above budget.  |



# Directorate Budget Variances

## Place

| Place Totals        |                       |                                 |
|---------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| £42.136m            | £48.779m              | + £6.643m                       |

| Service area                   | Variance Quarter 1 | Reason for variance   | Mitigating actions  |
|--------------------------------|--------------------|---|---|
| <b>Overspend</b>               |                    |   |   |
| Highways                       | + £368k            | Delivery Directorate wide savings GR14  | A recruitment freeze on all revenue funded posts. The service continue to delivery ONLY of safety critical work. The service are reviewing fees/charges and opportunities for new charging including Lane Rental with a flightpath for a December report and implementation 25/26.  |
| <b>Income underachievement</b> |                    |   |   |
| Parking                        | + £1,572           | Delays in implementation of existing tariffs uplift, the pause on the implementation of new charges and approvals for residential permit charges resulted in over £100k per month of lost income. | Replacement parking machines have been installed to reduce downtime and income loss. The pause on CEO staff has been removed to increase enforcement – fines. A review is ongoing following full council with regards to the proposals to charge for car parks that are currently free of charge and the uplift of the cost of a residential parking permit. The cabinet reports for the August meeting |
| <b>Underspend</b>              |                    |   |   |
| Skills & Regeneration          | - £216k            | Recharging to capital schemes (-£150k), Grant recovery (-£66k)  |   |



# Directorate Budget Variances

## Corporate Strategy, Commissioning and Public Health

### Corporate Strategy, Commissioning and Public Health Totals

| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
|---------------------|-----------------------|---------------------------------|
| £57.382m            | £61.137m              | + £3.755m                       |

| Service area            | Variance Quarter 1 | Reason for variance   | Mitigating actions  |
|-------------------------|--------------------|---|---|
| <b>Overspend</b>        |                    |   |   |
| Housing Benefits        | + £4.4m            | Continued pressure of homelessness, including temporary accommodation pressures and use of bed and breakfast. | A homelessness board has now been set up and is working through various projects to try and reduce the costs  |
| Schools Transport       | + £194k            | Overspend on routes due to volumes and complexity requirements  | Post 16 policy changes to be implemented September. Personal travel budgets are being agreed with parents to allow them to transport children themselves. |
| <b>Underspend</b>       |                    |   |   |
| Strategy and Innovation | - £603k            | Vacancies being held where possible, and IT savings implemented in 23/24 are continuing.                      | Only critical roles will be filled  |



# Directorate Budget Variances

## Corporate Strategy, Commissioning and Public Health

### Corporate Strategy, Commissioning and Public Health Totals

| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
|---------------------|-----------------------|---------------------------------|
| £57.382m            | £61.137m              | + £3.755m                       |

| Service area                   | Variance Quarter 1 | Reason for variance  | Mitigating actions  |
|--------------------------------|--------------------|--|---|
| <b>Underspend</b>              |                    |  |   |
| Peoples Service                | - £192k            | Vacancies being held where possible.   | Only critical roles will be filled  |
| Governance and Commissioning   | - £266k            | Vacancies being held where possible and reduction in cost of councillor allowances.        | Only critical roles will be filled  |
| <b>Income Underachievement</b> |                    |  |   |
| Welfare & Exchequer            | + £250k            | Court cost recovery budget is very challenging and has not been achieved over recent years | Number of claims will be monitored over the year, and write offs are being minimised. |



# Analysis of Council Reserves (excl Statutory Reserves)

|  | Unallocated *<br>£000 | Earmarked<br>£000 | Total<br>£000   |
|--|-----------------------|-------------------|-----------------|
| <b>At 1<sup>st</sup> April 2024</b>                                | <b>(25,045)</b>       | <b>(36,192)</b>   | <b>(61,237)</b> |
| <b><i>Planned Drawdowns from Earmarked Reserves</i></b>            |                       |                   |                 |
| WYCA Returned Levy – 2024/25 MTFP support                          | -                     | 9,400             | 9,400           |
| Budgeted drawdown for Collection Fund deficit                      | -                     | 2,000             | 2,000           |
| - Budgeted drawdown from Insurance Reserve                         |                       | 1,500             | 1,500           |
| <b><i>Planned Contributions to Earmarked Reserves</i></b>          |                       |                   |                 |
| Transfer into Voluntary Revenue Provision reserve                  | -                     | (15,195)          | (15,195)        |
|  | <b>(25,045)</b>       | <b>(38,487)</b>   | <b>(63,532)</b> |
| <b><i>In Year Adjustments – Quarter 1</i></b>                      |                       |                   |                 |
| - Forecast use of Earmarked Reserves                               | -                     | 3,000             | 3,000           |
| <b>Estimated balance of Reserves at 31<sup>st</sup> March 2025</b> | <b>(25,045)</b>       | <b>(35,487)</b>   | <b>(60,532)</b> |

- \*£15m Minimum Working Balance (£25m desirable).
- Note that the estimated balances at 31<sup>st</sup> March 2025 exclude the in-year projected overspend



# HRA Quarter 1

|                                    | Revised Budget<br>£000 | Forecast Quarter 1<br>£000 | Variance Quarter 1<br>£000 |
|------------------------------------|------------------------|----------------------------|----------------------------|
| Repairs & Maintenance              | 30,909                 | 32,459                     | 1,550                      |
| Housing Management                 | 45,569                 | 43,165                     | (2,404)                    |
| Property Services                  | 0                      | 0                          | 0                          |
| Other Expenditure                  | 31,779                 | 36,594                     | 4,815                      |
| <b>Total Expenditure</b>           | <b>108,257</b>         | <b>112,218</b>             | <b>3,961</b>               |
| Rent & Other Income                | (108,257)              | (107,415)                  | 842                        |
| <b>Total</b>                       | <b>0</b>               | <b>4,803</b>               | <b>4,803</b>               |
| Planned transfer from HRA Reserves | 0                      | (4,400)                    | (4,400)                    |
| <b>Total after reserves</b>        | <b>0</b>               | <b>403</b>                 | <b>403</b>                 |



# HRA Reserves

|   | Balance at<br>31 March<br>2024<br>£000 | Approved<br>Movement<br>in reserves<br>£000 | Balance at<br>31 March<br>2025<br>£000 |
|---|--|---|--|
| Set aside for business risks                                  | (13,500)                               | 5,000                                       | <b>(8,500)</b>                         |
| Set aside to meet investment needs (as per HRA business plan) | (18,942)                               | 15,146                                      | <b>(3,796)</b>                         |
| Working Balance   | (1,500)                                | -   | <b>(1,500)</b>                         |
| <b>Total</b>  | <b>(33,942)</b>                        | <b>20,146</b>                               | <b>(13,796)</b>                        |





# HRA Budget Variances

| HRA Totals          |                       |                                 |
|---------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| -                   | £4.804m               | + £4.804m                       |

| Service area  | Variance Quarter 1 | Reason for variance  | Mitigating actions   |
|---|--------------------|--|--|
| <b>Overspend</b>  |                    |  |  |
| Repairs and Maintenance   | <b>+£1,550k</b>    | Backlog of void works £400k and requirement to carry out 40% stock condition surveys in 2024-25  | Capitalisation of staff costs estimated at £2m for the Development and Asset team, putting process in place and savings identified from revised lettings policy for decoration.  |
| Management costs - Council services bought in, Policy and Management and Community Facilities | <b>+£215k</b>      | Legal services overspend directly relating to disrepair/compensation claims. Temp Accom repairs £76k, Regulatory fees £108k netted off by underspend on abortive cost budget. Overspends for communal lighting, sheltered heating, concierge and cleaning. | Budget for 2024-25 increased to £1m, but this might need a further review if the trend continues. Awaiting income from receipt from RM Grylls and Reiks lane. A review of service charges is being carried out to move to a full cost recovery position. |
| Other Expenditure   | <b>+£4,815k</b>    | Increased Council tax relating to empty properties.  | Increased depreciation cost has been covered by a transfer from reserves of £4.4m and increased council tax has been covered by the underspend on staffing costs and savings from inflation provision  |





# HRA Budget Variances

| HRA Totals          |                       |                                 |
|---------------------|-----------------------|---------------------------------|
| Agreed 24/25 budget | Forecast at Quarter 1 | Total variance at Quarter 1 +/- |
| -                   | £4.804m               | + £4.804m                       |

| Service area                   | Variance Quarter 1 | Reason for variance   | Mitigating actions   |
|--------------------------------|--------------------|---|--|
| <b>Income Overachievement</b>  |                    |   |  |
| Other Income                   | -£40k              | Under- recovery of service charges for leasehold and tenant communal costs offset by additional forecast from investment income on balances | Review of service charges being carried out to move to a full cost recovery position   |
| <b>Income Underachievement</b> |                    |   |  |
| Rental Income                  | +£882k             | Void rent loss through time taken to turnaround empty properties but does include rent loss from planned empty properties before demolition | Updated process in place to better manage turnaround times and tracking of standard, non-standard and voids requiring major works. |
| <b>Underspend</b>              |                    |   |  |
| H & N Management Costs         | -£2,619k           | Capitalisation of Development and Asset team estimated £2m and Staff underspends of £619k based on vacancies.                               | Staff costs will be capitalised where staff work on capital schemes and a mechanism is being put in place for this to happen.      |



# Capital Headlines

- Quarter 1 Capital Monitoring – On Budget
- Capital budget **£278.7m**
- Reduction of budget since Council Budget Report £62m due to:
  - -£62m re-profile (General Fund -£46.4m, HRA -£15.6m)
  - +£35k RCCO's, -£21k S106 (General Fund)
- Officers continue to review the multi-year capital plan and budget profiles (under FPR 3.10-3.15)

# Q1 Capital Monitoring (Directorate)

|  | Revised Budget Q1 | Actual Costs  | Forecast at Q1 | Variance Q1 |  | Rollover Plan  | Budget Change   | % Outturn    |
|--|-------------------|---------------|----------------|-------------|--|----------------|-----------------|--------------|
|  | £'000             | £'000         | £'000          | £'000       |  | £'000          | £'000           |              |
| Children and Families                      | 19,008            | 532           | 19,008         | 0           |  | 26,431         | (7,423)         | (28%)        |
| Adults, Housing & Health                   | 8,100             | 441           | 8,100          | 0           |  | 8,260          | (160)           | (2%)         |
| Regeneration & Growth                      | 191,898           | 18,764        | 191,898        | 0           |  | 230,427        | (38,529)        | (17%)        |
| Corp Strat, <u>Commiss</u> & Public Health | 11,863            | 239           | 11,863         | 0           |  | 12,154         | (291)           | (2%)         |
| <b>General Fund</b>                        | <b>230,869</b>    | <b>19,976</b> | <b>230,869</b> | <b>0</b>    |  | <b>277,272</b> | <b>(46,403)</b> | <b>(17%)</b> |
| HRA  | 47,840            | 8,022         | 47,883         | 43          |  | 63,491         | (15,651)        | (25%)        |
| <b>TOTAL</b>                               | <b>278,709</b>    | <b>27,998</b> | <b>278,752</b> | <b>43</b>   |  | <b>340,763</b> | <b>(62,054)</b> | <b>(18%)</b> |



## Breakdown of Capital Budget Changes

|                                     | £'000           | £'000           |
|-------------------------------------|-----------------|-----------------|
| <b>ROLLOVER CAPITAL PLAN BUDGET</b> |                 | <b>340,763</b>  |
|                                     |                 |                 |
| <b>General Fund:</b>                |                 |                 |
| Borrowing                           | (23,854)        |                 |
| Self-Funded                         | (110)           |                 |
| Grant (Grants & contributions)      | (22,408)        |                 |
| S106                                | (67)            |                 |
| RCCO                                | 36              |                 |
|                                     | <b>(46,403)</b> |                 |
| <b>Housing Revenue Account:</b>     |                 |                 |
| Borrowing                           | (3,091)         |                 |
| Grant (Grants & contributions)      | (3,355)         |                 |
| Reserves/RCCO                       | (9,205)         |                 |
|                                     | <b>(15,651)</b> |                 |
| <b>Change in Budget</b>             |                 | <b>(62,054)</b> |
|                                     |                 |                 |
| <b>REVISED CAPITAL BUDGET (Q1)</b>  |                 | <b>278,709</b>  |



# Prudential & Treasury Management Indicators Quarter 1 2024-25



# Prudential Indicators

- The Council measures and manages its **capital expenditure, borrowing and commercial and service investments** with reference to the following indicators.
- It is now a requirement of the **CIPFA Prudential Code** that these are reported on a quarterly basis.
- **Information contained includes:**
  - Capital Expenditure
  - Capital Financing Requirement
  - Gross Debt and the Capital Financing Requirement
  - Debt and the Authorised Limiting and Operational Boundary
  - Net Income from Commercial and Service Investments to Net Revenue Stream
  - Proportion of Financing Costs to Net Revenue Stream



# Prudential Indicators

## Capital Expenditure

- The Council has undertaken and is planning capital expenditure as summarised in the table below.
- The main General Fund capital projects for 24/25 include spend on the Cultural Heart, Town Centre Action Plans (Huddersfield/Dewsbury/Local Centres), Highways baseline schemes, and major projects for both the West Yorkshire plus Transport Schemes and Transforming Cities Fund. HRA capital expenditure is recorded separately and to date includes supporting a Council House Building programme, Building Safety and Housing Growth
- The 24/25 forecast includes the approved budget plus spend rolled over from 23/24, while 25/26 and 26/27 budget figures are those approved as part of the 24/25 Budget Report. The forecast capital expenditure will be adjusted to reflect updates to the capital plan from the quarter following its approval.

|                                  | 2023/24<br>£m<br>actual | 2024/25<br>£m<br>forecast | 2025/26<br>£m<br>budget | 2026/27<br>£m<br>budget |
|----------------------------------|-------------------------|---------------------------|-------------------------|-------------------------|
| General Fund                     | 111.1                   | 275.5                     | 188.0                   | 122.7                   |
| Housing Revenue Account          | 31.6                    | 63.5                      | 64.6                    | 64.0                    |
| Capital investments              | 5.6                     | 1.8                       | 0.0                     | 0.0                     |
| <b>Total Capital expenditure</b> | <b>148.3</b>            | <b>340.8</b>              | <b>252.6</b>            | <b>186.7</b>            |





# Prudential Indicators

## Capital Financing Requirement

- The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, loan repayments and capital receipts used to replace debt. The actual CFR is calculated on an annual basis.
- The effect from the change in the accounting for leases has not yet been reflected in the CFR.

|  | 2023/24<br>£m<br>actual | 2024/25<br>£m<br>forecast | 2025/26<br>£m<br>budget | 2026/27<br>£m<br>Budget |
|--|-------------------------|---------------------------|-------------------------|-------------------------|
| General Fund                               | 691.2                   | 756.0                     | 798.5                   | 831.5                   |
| Housing Revenue Account                    | 204.3                   | 205.4                     | 212.0                   | 213.8                   |
| Capital investments                        | 5.6                     | 1.8                       | 0.0                     | 0.0                     |
| <b>Total Capital Financing Requirement</b> | <b>901.1</b>            | <b>963.2</b>              | <b>1010.5</b>           | <b>1,045.3</b>          |





# Prudential Indicators

## Gross Debt and the Capital Financing Requirement

- Statutory guidance is that debt should remain below the capital financing requirement, except in the short term. The Council has complied and expects to continue to comply with this requirement in the medium term as is shown below.

|                               | 2023/24<br>actual<br>£m | 2024/25<br>forecast<br>£m | 2025/26<br>budget<br>£m | 2026/27<br>budget<br>£m | Debt at<br>30.06.2024<br>£m |
|-------------------------------|-------------------------|---------------------------|-------------------------|-------------------------|-----------------------------|
| Debt (incl. PFI & leases)     | 784.9                   | 844.5                     | 866.5                   | 901.2                   | 813.5                       |
| Capital Financing Requirement | 901.1                   | 963.1                     | 1,010.5                 | 1,045.3                 |                             |



# Prudential Indicators

## Debt and the Authorised Limit and Operational Boundary

- The Council is legally obliged to set an affordable borrowing limit (also termed the Authorised Limit for external debt) each year. In line with statutory guidance, a lower Operational Boundary is also set as a warning level should debt approach the limit.
- Since the operational boundary is a management tool for in-year monitoring it is not significant if the boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not go above the operational boundary.

|                        | Maximum debt<br>Q1<br>2024/25 | Debt at<br>30.06.24 | 2024/25<br>Authorised<br>Limit | 2024/25<br>Operational<br>Boundary | Complied |
|------------------------|-------------------------------|---------------------|--------------------------------|------------------------------------|----------|
| Borrowing              | 735.9                         | 735.9               | 892.6                          | 872.6                              | Yes      |
| PFI and Finance Leases | 77.6                          | 77.6                | 82.8                           | 77.8                               | Yes      |
| <b>Total debt</b>      | <b>813.5</b>                  | <b>813.5</b>        | <b>975.4</b>                   | <b>950.4</b>                       |          |



# Prudential Indicators

## Net Income from Commercial and Service Investments to Net Revenue Stream

- The Council's income from commercial and service investments as a proportion of its net revenue stream has been and is expected to be as indicated below.

|  | 2023/24<br>actual<br>£m | 2024/25<br>forecast<br>£m | 2025/26<br>budget<br>£m | 2026/27<br>budget<br>£m |
|--|-------------------------|---------------------------|-------------------------|-------------------------|
| Total net income from service and commercial investments | -1.1                    | -1.9                      | -1.9                    | -1.9                    |
| Proportion of net revenue stream                         | -0.3%                   | -0.5%                     | -0.5%                   | -0.5%                   |



# Prudential Indicators

## Proportion of Financing Costs to Net Revenue Stream

- Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue.
- The net annual charge is known as financing costs; this is compared to the net revenue stream, ie the amount funded from Council tax, Business rates and general government grants.

|  | 2023/24<br>actual | 2024/25<br>forecast | 2025/26<br>budget | 2026/27<br>budget |
|--|-------------------|---------------------|-------------------|-------------------|
| General Fund - Financing costs (£m)                                | 21.4              | 50.3                | 54.8              | 59.7              |
| General Fund – Proportion of net revenue stream (with reduced MRP) | 5.9%              | 14.1%               | 14.6%             | 15.2%             |
| General Fund – Proportion of net revenue stream                    | 11.6%             | 14.1%               | 14.6%             | 15.2%             |
| HRA – Financing costs (£m)   | 35.3              | 32.9                | 34.3              | 35.5              |
| HRA - Proportion of net revenue stream                             | 35.9%             | 30.7%               | 31.6%             | 31.9%             |



# Treasury Management Indicators

- **Indicators include:**
  - Liability Benchmark
  - Maturity Structure of Borrowing
  - Long Term Treasury Management Investment
  - Interest Rate Exposures



# Treasury Management Indicators

## Liability Benchmark

- This indicator compares the Council's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £30.0m required to manage day-to-day cash flow.
- Following on from the medium-term forecast below, the long the long-term liability benchmark includes capital expenditure funded by borrowing of £119 million in 2024-25, minimum revenue provision based on assets lives and reduction in balance sheet resources of £37 million.

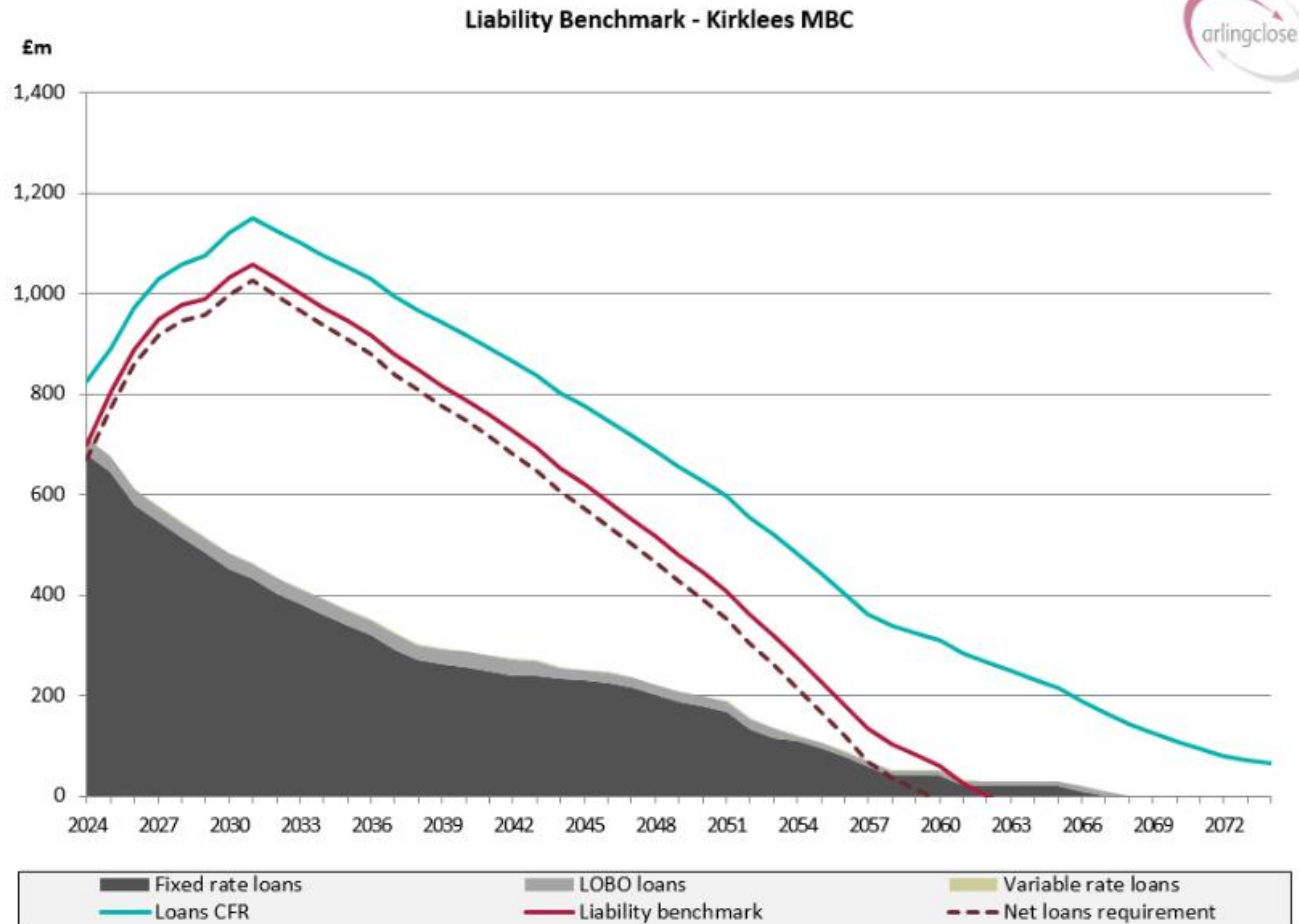
|                                | 31.03.24<br>actual<br>£m | 31.03.25<br>forecast<br>£m | 31.03.26<br>forecast<br>£m | 31.03.27<br>forecast<br>£m |
|--------------------------------|--------------------------|----------------------------|----------------------------|----------------------------|
| Loans CFR                      | 823.5                    | 890.4                      | 963.1                      | 1009.3                     |
| Less: Balance sheet resources  | 155.3                    | 118.7                      | 112.8                      | 111.5                      |
| Net loans requirement          | 668.2                    | 771.7                      | 850.3                      | 897.8                      |
| Plus: Liquidity allowance      | 30.0                     | 30.0                       | 30.0                       | 30.0                       |
| Liability benchmark            | 698.2                    | 801.7                      | 880.3                      | 927.8                      |
| Existing borrowing - committed | 707.3                    | 672.1                      | 606.3                      | 572.8                      |



# Treasury Management Indicators

## Liability Benchmark

The total liability benchmark is shown in the chart, together with the maturity profile of the Council's existing borrowing. The red line is the liability benchmark reaching a peak in 2032 highlighting the gap between current borrowing identified in grey, which is reducing over time with repayments, and the additional borrowing required to fund the capital plan.





# Treasury Management Indicators

## Maturity Structure of Borrowing

- This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

|                                | Upper limit | Lower limit | 30.06.24 actual | Complied |
|--------------------------------|-------------|-------------|-----------------|----------|
| Under 12 months                | 20%         | 0%          | 14%             | Yes      |
| 12 months and within 24 months | 20%         | 0%          | 9%              | Yes      |
| 24 months and within 5 years   | 60%         | 0%          | 11%             | Yes      |
| 5 years and within 10 years    | 80%         | 0%          | 16%             | Yes      |
| 10 years and above             | 100%        | 20%         | 51%             | Yes      |

- Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. LOBO options of £30 million have a potential repayment date during 2024-25 and have been included in the under 12 months line.





# Treasury Management Indicators

## Long term Treasury Management Investments

- The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

|   | 2024/25 | 2025/26 | 2026/27 | No fixed date |
|---|---------|---------|---------|---------------|
| Limit on principal invested beyond year end | n/a     | n/a     | n/a     | n/a           |
| Actual principal invested beyond year end   | £10.0m  | £10.0m  | £10.0m  | £10.0m        |
| Complied                                    | Yes     | Yes     | Yes     | Yes           |

- Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.



# Treasury Management Indicators

## Interest Rate Exposures

For context, the changes in interest rates during the quarter were:

|   | <b>01/04/24</b> | <b>30/06/24</b> |
|---|-----------------|-----------------|
| Bank Rate                                   | 5.25%           | 5.25%           |
| 1-year PWLB certainty rate, maturity loans  | 5.39%           | 5.37%           |
| 5-year PWLB certainty rate, maturity loans  | 4.72%           | 4.89%           |
| 10-year PWLB certainty rate, maturity loans | 4.80%           | 4.96%           |
| 20-year PWLB certainty rate, maturity loans | 5.24%           | 5.37%           |
| 50-year PWLB certainty rate, maturity loans | 5.07%           | 5.18%           |



# Monthly 24/25 Budget Savings Delivery Update Q1 - Cabinet 13th August 2024



# Projected savings delivery summary (all directorates & HRA)

|   | 24/25                          |                             |                                 |                                  |            |
|---|--------------------------------|-----------------------------|---------------------------------|----------------------------------|------------|
| Directorate   | Total budgeted savings<br>£000 | 24/25 YTD Delivered<br>£000 | 24/25 Latest Projection<br>£000 | 24/25 Projected Variance<br>£000 | RAG Rating |
| Children and Families                               | -6,104                         | -2,720                      | -5,059                          | 1,045                            | On Track   |
| Adults and Health                                   | -16,719                        | -1,769                      | -13,194                         | 3,525                            | May Slip   |
| Place   | -12,473                        | -                           | -8,534                          | 3,939                            | May Slip   |
| Corporate Strategy, Commissioning and Public Health | -7,258                         | -868                        | -7,258                          | -                                | On Track   |
| All Directorates                                    | -42,554                        | -5,357                      | -34,045                         | 8,509                            |            |
| Housing Revenue Account                             | -3,121                         | -1,364                      | -3,123                          | -2                               | May Slip   |
| Total Directorates + HRA                            | -45,675                        | -6,721                      | -37,168                         | 8,507                            |            |

# Savings Delivery Monitoring RAG Summary (all directorates & HRA)

|   | 24/25               |                       |                        |                         |
|---|---------------------|-----------------------|------------------------|-------------------------|
| Proposals (RAG rating)  | Number of proposals | Budgeted Savings £000 | Latest Projection £000 | Projected Variance £000 |
| <u>Complete</u> – proposal has been fully delivered and full savings will be realised   | 26                  | -6,717                | -6,875                 | -158                    |
| <u>On track</u> – high level of confidence that full savings will be delivered  | 58                  | -20,171               | -20,318                | -147                    |
| <u>May slip</u> – a risk that full savings will not be realised, but mitigating actions are in place. High level of confidence that mitigating actions will bring this back on track. | 21                  | -11,080               | -8,665                 | 2,415                   |
| <u>Slipped</u> – a risk that full savings will not be realised, but mitigating actions are in place. Lower level of confidence that mitigating actions will bring this back on track. | 7                   | -7,707                | -1,310                 | 6,397                   |
| <u>Significant issue</u> – proposal cannot be delivered. Alternative proposal to deliver the quantum needs to be found from elsewhere.  | 0                   | 0                     | 0                      | 0                       |
| <b>TOTAL</b>  | <b>112</b>          | <b>-45,675</b>        | <b>-37,168</b>         | <b>8,507</b>            |

# Monthly Savings Monitoring

## Children and Families

### [Month 3]



## Savings Delivery Monitoring – Children and Families (ALL Proposals)

| Ref    | Service Area                             | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions  |
|--------|--|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| 24CF1  | Cross Directorate                        | Integration for support to keep families together              | -1,443                      |                          | -1,326                   | 117                           | May slip   | Work ongoing to ascertain final position Saving due to be in place from July 1st but will slip                    |
| 24CF2  | Child protection and Family Support      | Section 17 Funding and Household Support Fund                  | -220                        | -110                     | 134                      | 354                           | May Slip   | HSF will be used to substitute budget but still pressure of £250K. Only £110K of target £220k provided to service |
| 24CF3  | Child protection and Family Support      | Redesign MST (Multisystemic Therapy) provision                 | -290                        | -290                     | -290                     | 0                             | Complete   |   |
| 24CF4  | Learning and Early Support               | Further review Calderdale and Kirklees Careers Contract        | -750                        | -750                     | -750                     | 0                             | Complete   |   |
| 24CF5  | Learning and Early Support               | SEND Efficiencies  | -64                         |                          | -64                      | 0                             | On Track   | Awaiting confirmation of Health Contribution  |
| 24CF6  | Learning and Early Support               | Mainstream our approach to mental health in Families           | -314                        | -314                     | -314                     | 0                             | Complete   |   |
| 24CF7  | Learning and Early Support               | School Support Efficiencies                                    | -111                        |                          | 36                       | 147                           | May Slip   | Savings likely to be achieved but potential pressure in this area relating to KBS                                 |
| 24CF8  | Learning and Early Support               | Redesign and integration of targeted detached Youth Work offer | -398                        | -353                     | -353                     | 45                            | On Track   | May be some slippage against target due to timescales slipping - amount TBC                                       |
| 24CF9  | Learning and Early Support               | Redesign Early Support Play Offer                              | -152                        | -152                     | -152                     | 0                             | Complete   |   |
| 24CF11 | Resources, Improvements and Partnerships | Redesign of short break, respite and support provision         | -400                        |                          | -320                     | 80                            | May Slip   | Slippage in timescale of redesign   |

## Savings Delivery Monitoring – Children and Families (ALL Proposals)

| Ref    | Service Area                             | Proposal Title  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions  |
|--------|--|---|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| 24CF12 | Resources, Improvements and Partnerships | CAMHS redesign and associated efficiencies                                | -180                        | -180                     | -180                     | 0                             | Complete   |   |
| 24CF13 | Resources, Improvements and Partnerships | Renegotiation of One Adoption West Yorkshire funding formula              | -425                        | -425                     | -425                     | 0                             | Complete   |   |
| 24CF14 | Resources, Improvements and Partnerships | Funding contributions to placements (NHS)                                 | -400                        |                          | -400                     | 0                             | May slip   | Work ongoing to ensure contributions from Health partners are maximised |
| 24CF16 | Learning and Early Support               | Cease the operation of Kirklees Supply Service (KSS)                      | -60                         | -60                      | -60                      | 0                             | Complete   |   |
| 24CF17 | Learning and Early Support               | Stop direct delivery for the Duke of Edinburgh Award                      | -105                        |                          | -34                      | 71                            | May slip   | Plans to reduce overspend position TBC                                  |
| 24CF19 | Learning and Early Support               | School Improvement  | -200                        |                          | 31                       | 231                           | May slip   | Work ongoing to reduce overspend, timing TBC                            |
| 24CF20 | Learning and Early Support               | Reduce success Centres Offer  | -100                        |                          | -100                     | 0                             | On Track   |   |
| 24CF22 | Children and Families Directorate        | Expected vacancy efficiency management                                    | -264                        |                          | -264                     | 0                             | On Track   |   |
| 24CF23 | Learning and Early Support               | Virtual School for Children looked after – embedding of additional duties | -125                        |                          | -125                     | 0                             | On Track   |   |



## Savings Delivery Monitoring – Children and Families (ALL Proposals)

| Ref                                | Service Area                        | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions |
|------------------------------------|-------------------------------------|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|----------------------------|
| NEWCH1                             | Child protection and Family Support | Remodel early help and children's social care in line with National review | -17                         |                          | -17                      | 0                             | On Track   |                            |
| NEWCH7                             | Child protection and Family Support | Review & redesign C&K commission   | -86                         | -86                      | -86                      | 0                             | Complete   |                            |
| <b>TOTAL CHILDREN AND FAMILIES</b> |                                     |  | <b>-6,104</b>               | <b>-2,720</b>            | <b>-5,059</b>            | <b>1,045</b>                  |            |                            |

# Monthly Monitoring

## Adults and Health

### [Month 3]



# Savings Delivery Monitoring – Adults and Health (ALL Proposals)

| Ref    | Service Area                            | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|--------|---|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| 24AH2  | Adult social care in-house provision    | Explore the future of learning disabilities supported living schemes provided by the Council | -200                        |                          | -200                     | 0                             | On track   | Ongoing review - expected to be achieved by year end.  |
| 24AH3  | Adult Social Care                       | Alignment of Occupational Therapy services to improve outcomes for the citizens of Kirklees  | -100                        | -25                      | -100                     | 0                             | On track   |  |
| 24AH4  | Mental Health and Learning Disabilities | Contract Savings   | -277                        | -90                      | -277                     | 0                             | Complete   | Changes in place - saving will be delivered throughout the year.   |
| 24AH6  | Adults and Health                       | Household Support Fund Grant   | -400                        | -200                     | -400                     | 0                             | May Slip   | Expected to be achieved but dependent on national funding decision for second half of year   |
| 24AH7  | Adult Social Care                       | Kirklees Integrated Community Equipment Service (KICES)                                      | -200                        | -50                      | -200                     | 0                             | Complete   | Achieved   |
| 24AH9  | Adult Social Care                       | Staffing savings across Adults and Health  | -340                        | -85                      | -340                     | 0                             | On track   | Ongoing work/review and analysis of budgets - expected to be achieved  |
| 24AH11 | Mental Health and Learning Disabilities | Supported Living Project   | -1,680                      |                          | -1,680                   | 0                             | On track   | Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up) |
| 24AH12 | Adult Social Care                       | Reduction of Agency Use against all Hubs   | -80                         | -20                      | -80                      | 0                             | Complete   | Work put in place - expected to be achieved by year end  |

## Savings Delivery Monitoring – Adults and Health (ALL Proposals)

| Ref     | Service Area                    | Proposal Title  | 24/25 budgeted savings<br>£000 | 24/25 YTD Delivered<br>£000 | 24/25 Latest Proj'n<br>£000 | 24/25 Projected Variance<br>£000 | RAG Rating | Update/<br>Mitigating actions  |
|---------|---------------------------------|---|--------------------------------|-----------------------------|-----------------------------|----------------------------------|------------|--|
| 24AH13  | Adult Social Care               | Review of Direct Payment Policy application to ensure delivering to intended outcomes for individuals | -1,750                         |                             | -1,750                      | 0                                | On track   | Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up) |
| 24AH14a | Learning Disability             | Reviewing Shared Lives Provision to mitigate costs elsewhere in Adult Social Care                     | -350                           |                             | -350                        | 0                                | On track   | Work ongoing around Adults Transformation programme - currently expected to be achieved by year end (tracking methodology being worked up) |
| 24AH17  | Communities and Access Services | Community Based Integrated Library and customer service functions and assets                          | -950                           | -165                        | -660                        | 290                              | Slipped    | Service change underway  |
| 24AH18  | Communities and Access Services | Bring all customer contact centre activity together across the Council                                | -175                           |                             | -175                        | 0                                | On track   | Ongoing work to determine - expected to be on track.   |
| 24AH19  | Communities and Access Services | Review of Registration Service Delivery Model and fees and charges                                    | -40                            | -40                         | -198                        | -158                             | Complete   | Work undertaken - will be realised through the year.   |
| 24AH20  | Communities and Access Services | Community Grant Schemes   | -604                           | -547                        | -604                        | 0                                | Complete   | Mainly already achieved, one staff element being realised through the year.  |
| 24AH21  | Communities and Access Services | Review of 24 hours service  | -120                           |                             | -120                        | 0                                | On track   |  |
| 24AH22  | Communities and Access Services | Community Safety  | -250                           | -63                         | -250                        | 0                                | Complete   | Savings being realised - will achieve level by year end.   |

## Savings Delivery Monitoring – Adults and Health (ALL Proposals)

| Ref    | Service Area                          | Proposal Title  | 24/25 budgeted savings<br>£000 | 24/25 YTD Delivered<br>£000 | 24/25 Latest Proj'n<br>£000 | 24/25 Projected Variance<br>£000 | RAG Rating | Update/<br>Mitigating actions  |
|--------|---------------------------------------|---|--------------------------------|-----------------------------|-----------------------------|----------------------------------|------------|--|
| 24AH23 | Adult Social Care                     | Ings Grove – exploring partnership delivery options   | -643                           |                             | -643                        | 0                                | On track   | Work underway to review partnership income potential.  |
| 24AH24 | Communities and Access Services       | Review of Personalised Care funding and delivery model  | -170                           | -170                        | -170                        | 0                                | Complete   |  |
| 24AH25 | Learning Disability and Mental Health | To review the current Southwest Yorkshire Partnership NHS Foundation Trust (SWYPFT) and Kirklees Council's Community Mental Health Integration arrangements | -270                           |                             | -141                        | 129                              | May Slip   | Various elements on track but home care share may slip (work ongoing to review). Tracking methodology being worked up. |
| 24AH28 | Adult Social Care                     | Increasing the collection of social care income   | -2,627                         |                             | -427                        | 2,200                            | Slipped    | Ongoing review of income streams, processes, and levels of debt - likely underachievement (to be confirmed).           |
| 24EC18 | Culture and Visitor Economy           | Increase to Bereavement Fees and Charges  | -180                           |                             | -180                        | 0                                | On track   |  |
| 24EC20 | Culture and Visitor Economy           | Caretaking and Cleaning – Increased charges to schools  | -200                           |                             | -200                        | 0                                | On track   |  |
| 24EC21 | Culture and Visitor Economy           | Markets Vacancy Savings and Income Generation   | -248                           |                             | -248                        | 0                                | On track   |  |
| 24EC22 | Culture and Visitor Economy           | Changes to the creative Development offer   | -90                            |                             | -90                         | 0                                | Complete   |  |

# Savings Delivery Monitoring – Adults and Health (ALL Proposals)

| Ref    | Service Area                           | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|--------|--|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| 24EC24 | Culture and Visitor Economy            | Operational Review relating to Commercial Catering, Venues and Museums and Galleries       | -104                        |                          | -104                     | 0                             | On track   | Asset decision required re DRAM (DRAM Centre 37 may slip)  |
| 24EC27 | Culture and Visitor Economy            | Increase Commercial Income   | -140                        |                          | -140                     | 0                             | On track   |  |
| 24EC34 | Culture and Visitor Economy            | Increase School Meal Charges   | -503                        |                          | -503                     | 0                             | On track   |  |
| NEWAD1 | Communities and Access Services        | Integrated Community and Access model  | -147                        | -147                     | -147                     | 0                             | Complete   | Achieved - see also work ongoing re 24AH17   |
| NEWAD2 | Older people and Physical Disabilities | Work with an External Change Partner   | -3,240                      |                          | -2,176                   | 1,064                         | May Slip   | Work ongoing around Adults Transformation programme - possibility of partial slippage (to be determined as work progresses). Key workstreams now being implemented as of July. |
| NEWAD3 | Learning Disability and Mental Health  | Work with wider health and care system to properly reflect the cost and design of services | -378                        | -95                      | -378                     | 0                             | Complete   | Deemed as being complete - benefit to be realised throughout the year.   |
| NEWAD4 | Learning Disability and Mental Health  | Reviewing the respite offer for people with a learning disability                          | -189                        | -189                     | -189                     | 0                             | Complete   |  |

## Savings Delivery Monitoring – Adults and Health (ALL Proposals)

| Ref                            | Service Area       | Proposal Title                                  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions |
|--------------------------------|--------------------|---|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|----------------------------|
| NEWAD5                         | Adults Sufficiency | Mental Health Peer Support service pilot review | -26                         | -26                      | -26                      | 0                             | Complete   |                            |
| NEWAD11                        | Adults Sufficiency | Review of Stroke Support services               | -48                         | -48                      | -48                      | 0                             | Complete   |                            |
| <b>TOTAL ADULTS AND HEALTH</b> |                    |   | <b>-16,719</b>              | <b>-1,769</b>            | <b>-13,194</b>           | <b>3,525</b>                  |            |                            |



# Monthly Monitoring Place [Month 3]





## Savings Delivery Monitoring – Place (ALL Proposals)

| Ref    | Service Area                        | Proposal Title  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions              |
|--------|-------------------------------------|---|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| 24GR1  | Business and Economy                | Reduction in support to business  | -250                        |                          | -250                     | 0                             | On track   |   |
| 24GR2  | Employment and Skills               | Reduction in employment and Skills support to individuals and businesses                        | -248                        |                          | -248                     | 0                             | On track   |   |
| 24GR3  | Corporate Landlord and Capital      | Business rate savings from successful rating appeals in respect of museums and galleries        | -100                        |                          | -100                     | 0                             | On track   |   |
| 24GR5  | Corporate Landlord and Capital      | Asset Rationalisation   | -840                        |                          | -840                     | 0                             | On track   | Overspend reduction, pressure on NEWGR5 |
| 24GR6  | Major Projects                      | Increased additional external recharges for delivery of transport and infrastructure programmes | -250                        |                          | -250                     | 0                             | On track   |   |
| 24GR7  | Major Projects                      | Reduction of the Digital Infrastructure Team  | -200                        |                          | -200                     | 0                             | On track   |   |
| 24GR8  | Housing Solutions (Benefit Subsidy) | Potential rent increase for temporary accommodation   | -200                        |                          | 0                        | 200                           | Slipped    | Temporary Accommodation Review          |
| 24GR9  | Housing Solutions                   | Extending the trial of additional temporary accommodation                                       | -320                        |                          | -320                     | 0                             | May slip   |   |
| 24GR10 | Housing Growth                      | Reduction in Posts  | -94                         |                          | -94                      | 0                             | On track   |   |

## Savings Delivery Monitoring – Place (ALL Proposals)

| Ref    | Service Area                        | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions  |
|--------|-------------------------------------|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| 24GR11 | Development, Housing                | Increase of fees on Disabled Facilities Grants   | -370                        |                          | -370                     | 0                             | On track   |   |
| 24GR12 | Town Centre Programmes              | Readjustment of budget for capitalisation of staff and utilisation of external funding | -55                         |                          | -55                      | 0                             | On track   |   |
| 24GR13 | Development                         | One-off savings 24/25  | -298                        |                          | -266                     | 32                            | On track   | Pressure included in NEWGR5   |
| 24GR14 | Growth and Regeneration Directorate | Efficiencies / Directorate Wide  | -670                        |                          | -335                     | 335                           | Slipped    | Mitigations are a freeze on all Highway & SS revenue funded posts and a £50k future efficient saving from Highway revenue(this will have an impact on safety) |
| 24EC1a | Highways                            | Recharge Rate Increase   | -405                        |                          | -405                     | 0                             | On track   |   |
| 24EC1b | Highways                            | Reduction of Winter Service  | -550                        |                          | -550                     | 0                             | On track   |   |
| 24EC1c | Highways and Operational Services   | Removal of services relating to highways and operational services                      | -66                         |                          | -66                      | 0                             | On track   |   |
| 24EC2  | Highways                            | Additional Income Generation   | -770                        |                          | -770                     | 0                             | On track   |   |
| 24EC3  | Highways                            | Changes to Grading/Removal of Existing Revenue Funded Established Posts                | -130                        |                          | -130                     | 0                             | On track   |   |

## Savings Delivery Monitoring – Place (ALL Proposals)

| Ref    | Service Area             | Proposal Title  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|--------|--------------------------|---|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| 24EC5  | Operational Services     | Homes and Neighbourhoods Service Level Agreement Review   | -645                        |                          | -223                     | 422                           | Slipped    | Service Review concluding October. Mitigation of redundancy costs via deployment etc.. |
| 24EC6  | Operational Services     | Street Cleansing Review   | -250                        |                          | -250                     | 0                             | On track   |  |
| 24EC7  | Operational Services     | Waste Collection from unadopted roads   | -85                         |                          | -85                      | 0                             | On track   |  |
| 24EC9  | Operational Services     | Household Waste Recycling Centre Opening hours review   | -56                         |                          | -56                      | 0                             | On track   |  |
| 24EC10 | Operational Services     | Missed waste collection policy change   | -150                        |                          | -150                     | 0                             | On track   |  |
| 24EC13 | Operational Services     | Bulky Waste Charges Review  | -126                        |                          | -126                     | 0                             | On track   |  |
| 24EC29 | Operational Services     | Fee increases – Parking Services  | -1,004                      |                          | -1,004                   | 0                             | On track   | Pressure included in NEWEN5  |
| 24EC30 | Highways and Streetscene | Fleet Reductions  | -496                        |                          | -496                     | 0                             | On track   |  |
| 24EC31 | Highways and Streetscene | A review of capital recharge (staffing) rates whilst employed of both internal and external (grant) projects. | -695                        |                          | -695                     | 0                             | On track   |  |

## Savings Delivery Monitoring – Place (ALL Proposals)

| Ref                | Service Area             | Proposal Title              | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions  |
|--------------------|--------------------------|-----------------------------|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| NEWGR5             | Development              | Asset Rationalisation       | -1,350                      |                          | 0                        | 1,350                         | Slipped    | Use of flexible capital receipts being explored for transformational activities, essential only repairs, holding of vacancies           |
| NEWEN5             | Highways                 | Parking                     | -1,600                      |                          | -860                     | 740                           | Slipped    | Review of Residents Parking and charges in Districts; CEO recruitment ongoing again with a view to increasing fine income & enforcement |
| NEWEN7             | Highways and Streetscene | Waste Strategy efficiencies | -200                        |                          | -200                     | 0                             | On track   |   |
| <b>TOTAL PLACE</b> |                          |                             | <b>-12,473</b>              | <b>0</b>                 | <b>-9,394</b>            | <b>3,079</b>                  |            |   |

# Savings Delivery Monitoring – Housing Revenue Account (ALL Proposals)

| Ref              | Service Area                          | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|------------------|---------------------------------------|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| HRA1             | Housing Management and Partnerships   | Management Cost Savings HMP                            | -428                        |                          | -428                     | 0                             | On track   | The process is complete, some changes in April/May so shortfall will be picked up by natural wastage.  |
| HRA2             | Asset Development and Building Safety | Management cost savings AD&BS                          | -93                         | -93                      | -93                      | 0                             | Complete   | This has been achieved   |
| HRA3             | Property Services                     | Management Cost Savings – Property                     | -379                        | -244                     | -297                     | 82                            | May slip   | Amount of £82k paid for Union duties still a pressure  |
| HRA4             | Housing Management and Partnerships   | Recovery of service charges                            | -250                        | -27                      | -110                     | 140                           | May slip   | Initial assumption included GM but tenants not agreed. Savings achieved through Communal cleaning  |
| HRA5             | Housing Management and Partnerships   | Reduction in void rent loss                            | -255                        |                          | -255                     | 0                             | May slip   | Anticipated that savings will be seen from Q1 onwards  |
| HRA6             | Asset Development and Building Safety | Removal of waking watch Harold Wilson Court            | -416                        |                          | -640                     | -224                          | On track   | Waking watch no longer required at HWC and Buxton House so additional savings will be achieved possibly total £640k but this will be from M4 |
| HRA11            | Housing Management and Partnerships   | Maximising rental income when re-letting properties    | -300                        |                          | -300                     | 0                             | On track   | Will be achieved through relets  |
| HRA12            | Housing Management and Partnerships   | No longer funding Kirklees Better Outcomes Partnership | -1,000                      | -1,000                   | -1,000                   | 0                             | Complete   | This has been achieved   |
| <b>TOTAL HRA</b> |                                       |  | <b>-3,121</b>               | <b>-1,364</b>            | <b>-3,123</b>            | <b>-2</b>                     |            |  |

# Monthly Monitoring

## Corporate Strategy, Commissioning and Public Health

### [Month 3]



## Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

| Ref    | Service Area                        | Proposal Title  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000  | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions  |
|--------|-------------------------------------|---|-----------------------------|--------------------------|---------------------------|-------------------------------|------------|---|
| 24CS1  | Legal and Procurement               | Capitalising time allocated to work on capital related work | -400                        |                          | -400                      | 0                             | On track   | Continuation of 23/24 capital allocations.                                  |
| 24CS2  | Legal, Governance and Commissioning | Vacancy Management and Reviewing Fees and Charges           | -120                        |                          | -120                      | 0                             | On track   |   |
| 24CS4  | Welfare and Exchequer and Advice    | Advice Contract and Advice Provision                        | -250                        |                          | -250                      | 0                             | On track   | Service redesigns in progress, no budget issues anticipated at this stage.  |
| 24CS5  | Accountancy                         | Changes in Supplier Payment Terms                           | -460                        | -460                     | -460                      | 0                             | Complete   | Completed and being monitored within the overall treasury management budget |
| 24CS6  | Welfare and Exchequer               | Vacancy Management in Welfare and Exchequer Service         | -305                        |                          | -305                      | 0                             | On track   | Service redesigns in progress, no budget issues anticipated at this stage.  |
| 24CS7A | Welfare and Exchequer               | Council Tax Support   | -3,300<br>(not in totals)   |                          | -3,300<br>(not in totals) | 0                             | On track   | Implemented at start of financial year                                      |
| 24CS7B | Welfare and Exchequer               | Single Person Review (SPD) (Only non-CTR recipients)        | -937<br>(not in totals)     |                          | -937<br>(not in totals)   | 0                             | On track   | Work has commenced and will be monitored through the Collection Fund.       |
| 24CS8  | People Services                     | Review of People Services Operating Model                   | -298                        | -298                     | -298                      | 0                             | Complete   | Service review completed  |

## Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

| Ref     | Service Area                                | Proposal Title                                   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|---------|---|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| 24CS9   | People Services                             | Improvements and Changes to Agency Spend         | -750                        |                          | -750                     | 0                             | May slip   | Limit on extensions by 3 months unless exception, Risk is areas of new / unknown spend H&N /SEND, Deep dive into engineering. Collaborative procurement for new agency contract to be in place for April 2025. Risk remains the ability to reduce service budgets  |
| 24CS11  | Policy, Partnerships and Corporate Planning | Service Re-design                                | -110                        | -110                     | -110                     | 0                             | Complete   | Service review completed   |
| 24CS13  | IT  | Efficiencies relating to Information Technology  | -549                        |                          | -549                     | 0                             | On track   | Majority of savings implemented in 23/24 and will continue into 24/25. Significant culture change is required around reducing printing costs.  |
| 24CS16  | Public Health                               | PH Ring-Fenced Budget                            | -1,314                      |                          | -1,314                   | 0                             | On track   | Saving will be complete by end of June.  |
| 24CS17  | Democracy and Place Based Working           | Service Re-design                                | -88                         |                          | -88                      | 0                             | May slip   | Redesign delayed, but no significant variation is anticipated  |
| 24CS18D | People Services                             | Improvement to Overtime Costs across the Council | -340                        |                          | -340                     | 0                             | May slip   | Saving can be achieved through correct coding and application, HRBP's have info for cascading via SLT's. Implementing payroll audit actions, Learning guides being created for managers. Some increased spend in adults which will reduce as vacancies are filled. Ability to reduce service budgets is a risk |



## Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

| Ref      | Service Area                              | Proposal Title   | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/ Mitigating actions   |
|----------|---|--|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|--|
| 24CS20   | Democracy and Place Based Working         | Members Devolved Ward Budget   | -230                        |                          | -230                     | 0                             | On track   | Budget reductions actioned and communicated  |
| 24CS21   | Cross Directorate                         | Efficiencies – directorate wide  | -270                        |                          | -270                     | 0                             | On track   | Saving to be allocated but plans in place.   |
| 24EC14   | Climate Change and Environmental Strategy | School Transport Service Transformation  | -728                        |                          | -728                     | 0                             | May slip   | Post 16 changes to be implemented in September   |
| 24EC15   | Environmental Health                      | To increase income and decrease the headcount of the environmental health service by service review. | -54                         |                          | -54                      | 0                             | May slip   | Fees and charges to be reviewed and work ongoing on structure.   |
| 24EC17   | Public Protection                         | Directorate Programme Office Structure Review  | -150                        |                          | -150                     | 0                             | On track   | £50k moved to Place.   |
| 24EC19   | Climate Change and Environmental Strategy | Electric Vehicle Infrastructure Delivery – external funding used for salaries.                       | -50                         |                          | -50                      | 0                             | On track   | Funding agreed   |
| NEWCS3/4 | Finance                                   | Service reviews to be undertaken based on final 2023/24 outturn                                      | -467                        |                          | -467                     | 0                             | May Slip   | £367k W&E is dependent on HSF6 which has not yet been confirmed, and £100k Intelligence and performance income from schools. |

## Savings Delivery Monitoring – Corporate Strategy (ALL Proposals)

| Ref                             | Service Area                              | Proposal Title  | 24/25 budgeted savings £000 | 24/25 YTD Delivered £000 | 24/25 Latest Proj'n £000 | 24/25 Projected Variance £000 | RAG Rating | Update/<br>Mitigating actions   |
|---------------------------------|---|---|-----------------------------|--------------------------|--------------------------|-------------------------------|------------|---|
| NEWEN2                          | Climate Change and Environmental Strategy | Change to policy and operational delivery to reduce costs | -325                        |                          | -325                     | 0                             | May slip   | Reducing single use taxi's through merged routes, and increased use of personal travel budgets. |
| <b>TOTAL CORPORATE STRATEGY</b> |   |   | <b>-7,258</b>               | <b>-868</b>              | <b>-7,258</b>            | <b>0</b>                      |            |   |

# Accelerating Reform Fund: request for authorisation to distribute grant funding

## Brief summary

This report seeks authorisation for Kirklees Council to transfer Accelerating Reform Fund (ARF) funding to regional partners by way of grants. The regional partners are NHS West Yorkshire ICS and the other West Yorkshire Local Authorities.

## Background to the Accelerating Reform Fund

The Government announced the ARF in 2023. Funding is provided by the DHSC to West Yorkshire based on the ICS footprint. Each ICS footprint requires a lead Local Authority (not the ICS) to accept the funding on behalf of the region. Kirklees Council is the lead Local Authority for West Yorkshire and has accepted the ARF funding.

Kirklees Council will receive £1.57m on behalf of West Yorkshire. The funding is paid in two phases. The first phase of £613,669 was received in March 2024, the second phase of £957,962 will be received in August/September 2024. The funding can and will be rolled forward into future financial years.

The ARF mandates that the funding is spent on projects which achieve at least one of 12 priorities, must include support for unpaid carers, and must be agreed regionally by all West Yorkshire Local Authorities. Expressions of Interest for 2 projects that met this criteria were submitted by West Yorkshire to the DHSC in January 2024 to secure this funding. A West Yorkshire ARF Project Board has been established and the projects to be submitted to DHSC were agreed with support of regional Adult Social Care directors. The DHSC has accepted and agreed the projects and funding. The West Yorkshire ARF Project Board oversees the implementation of the projects including key decisions and the budget for West Yorkshire. As lead Local Authority Kirklees Council will need to account for this funding and provide the required reporting to the DHSC in a format yet to be circulated.

## Outlines of the projects

### 1. Carers Breaks

Expected outcome is carers able to pre book breaks in advance.

Approach is to increase use of:

- Care home bed capacity
- Private hospitality sector capacity and offer under corporate social responsibility

## **2. Online/Digital Support for carers**

Expected outcome is more carers engaged in online support and are successfully self-reliant.

- Create online carers support services across West Yorkshire with local information for each Place including advice, information, and guidance
- Online assessments
- Targeting and signposting carers who may not self-identify using their search criteria and social media
- Greater engagement with digitally and socially excluded groups

## **Grant transfer to partners**

In order for the West Yorkshire ARF Project Board to deliver these projects Kirklees Council will need to procure external services using delegated authority within the FPRs and additionally will need to transfer funding as grants to its regional partners for their use and for their procurement of external services. These partners include the NHS West Yorkshire ICS and the other West Yorkshire Local Authorities.

Analysis suggests that there is no clear delegated authority within the existing FPRs to make these grant transfers to our regional partners and a report to Cabinet is required for authorisation of this.

Internal advice has been:

- FPR 22.5 applies to the acceptance of this grant and there is delegated authority to accept the grant.
- Kirklees Council is the accountable party for the entire grant and is vulnerable therefore to any recovery of grant.
- Control arrangements with the other parties are important. These have to be proportionate, recognising that risk is low as the partners are trusted and the payments to the counterparties will be quite low in value.
- Kirklees Council needs a legal agreement that passes over all the responsibilities and liabilities in the grant agreement onward to the partners and which requires the partners to account for the spend and provide reporting as required.
- As there is use of local discretion in delivering the projects a Cabinet report is needed for authority to distribute these grants.

In addition to the above a detailed list of what the agreement with partners must cover has been drafted. This has been passed to Legal Services for comments and development of the agreement.

## Project Budget Tracker

| Description  | Total Grant | Received Mar 2024 | To be received Aug/Sept 2024 |  |
|--|-------------|-------------------|------------------------------|--|
| <b>Total funding for West Yorkshire consortium</b> | £1,571,631  | £613,669          | £957,962                     | To be received by Kirklees Council and distributed as below. |

| Description  | Total Cost        | Expected spend 24/25 | Expected spend 25/26 |   |
|--|-------------------|----------------------|----------------------|---|
| <b>Combined project costs</b>  |                   |                      |                      |   |
| Project Manager post for 2 years   | £140,000          | £70,000              | £70,000              | Transfer in each financial year to host partner.  |
| <b>Project 1- Carers Digital Support</b>   |                   |                      |                      |   |
| Carers enhanced digital offer. 2 years: 2024/25 and 2025/26  | £140,000          | £70,000              | £70,000              | Currently out for procurement. Payments will start during 2024/25. Invoices to be received by Kirklees Council.       |
| Carers UK- Employer for Carers. 2 years: 2024/25 and 2025/26   | £88,000           | £44,000              | £44,000              | Transfer in each financial year to NHS West Yorkshire ICS.  |
| Local digital tools, outreach, and digital inclusion projects to be led by each LA in its area. 2 years: 2024/25 and 2025/26 | £503,631          | to be confirmed      | to be confirmed      | To be transferred to each LA for use locally. Usage plans to be agreed at WY ARF Project Board.                       |
| <b>Project 2- Breaks for Carers</b>  |                   |                      |                      |   |
| Respite. 2 years: 2024/25 and 2025/26  | £350,000          | £175,000             | £175,000             | To be procured during 24/25. Will need to be transferred to the LA that undertakes the procurement (to be confirmed). |
| Care home beds provision. 1 year pilot   | £350,000          | to be confirmed      | to be confirmed      | Details to be confirmed. Will need to be transferred to the LA that undertakes the procurement (to be confirmed).     |
| <b>Total confirmed costs</b>   | <b>£1,571,631</b> | <b>£359,000</b>      | <b>£359,000</b>      |   |

## Governance

The ARF mandates that a consortium comprising all West Yorkshire local authorities is formed to agree and oversee the projects. The West Yorkshire ARF Project Board has been established to fulfil this requirement, meets monthly, and oversees:

- Project development and implementation
- Key decisions
- Overall budget
- Issues for escalation

Workstream leads have been identified and provide regular progress reporting to the Board.

The Board comprises members from the following:

- Kirklees Council
- NHS West Yorkshire Integrated Care Board
- Calderdale Council
- Wakefield Council
- Leeds City Council
- Bradford Council
- Carers Leeds
- Carers Wakefield & District
- Leeds Care Association

## **Recommendation**

That Cabinet agrees this report and in so doing provides authorisation for the grant transfers to the West Yorkshire ARF Project Board partners.