

DETAILED SCHEDULE OF SAVINGS PROPOSALS

No.	Savings Type	Efficiency Theme - A, B, C, D, E	Description of Saving	Is public consultation required? Yes/No	Additional Savings			Total Ongoing Saving	Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
					2017/18	2018/19	2019/20							
					£		£	£						
Managing Director: Richard Partington														
Business, Development & Employment														
1	Service Review/Redesign	B	Saving from early delivery 16/17 & 17/18 - i.e. overdelivery against 17/18 targets	No	297,537			297,537	Various	Savings from over delivery of 16/17 and 17/18 savings targets	Predominantly from over delivery of PIP income targets in 16/17 and 17/18	None	Significant benefits for other services including BIT, engineering, facility management to benefit through design and build and ongoing property management	Downturn in market, failure to achieve income targets due to voids. Investor market is strong - mitigate risk through robust business cases for investor. Opportunity to diversify and strengthen PIP
Total Business Development & Employment					297,537			297,537						
Finance & HR														
2	Staffing	B	Fundamental Service Review and Restructure across the whole of Finance & Human Resources	No	54,000	342,370	117,000	513,370	Pauline Harris/Tracey Smart/Julie Pugh/Sophie Lane/Sue Wilson	Reduction in staffing budgets is the only option to make savings. This will be achieved through a combination of service re-design and some service cuts. This includes more automation following the implementation of the new payroll system and maximising the use of Agresso by service Managers..	Limited directly but may be delays in responding to FOI and other requests and from debtors	The proposal will require a service area wide restructure and significant reduction in the number of employees. The restructure process includes a consultation period and every effort will be made to redeploy employees where possible.	Unable to provide as much support to as many services and projects and less "hands on" support to Managers. The level of service/support currently provided will reduce/change Finance support needs to be focussed on supporting business change and delivery of savings, managers will be more responsible for routine budget management.. Less HR advice will be available to support managers but will be focussed on the most challenging cases that pose the greatest risk of employment claims being brought against the Council. Collection rates for council tax and business rates income and sales ledger debt will have to be closely monitored to ensure that savings on staff costs do not impact significantly on current reasonably good collection rates.	Care must be taken to ensure that the appropriate strategic financial control is maintained and external audit costs do not increase to offset the savings and the Council's reputation for sound financial management and financial support to key projects is not compromised too much. Careful re-design of processes is key to ensuring risks are mitigated. There is an increased likelihood of late provision of information, such as FOI requests, and reduced opportunity to seek out additional income opportunities/support managers in new initiatives. Reduced HR support may impact on risks of employment tribunal/settlement costs if issues are not dealt with appropriately at an early stage. There is a risk that collection rates for debts may be impacted. To help mitigate a new HR/Payroll system will go live in 2017, resources will be aimed at highest risk/value added areas and managers will be encouraged to self-serve as much as possible with initial training and support provided.
3	Staffing	B	Reduction in PA support team budget	No	4,140			4,140	Ken Clarke	Residual budget following previous staffing changes	Nil	Nil	Nil	Nil
4	Income	C	Increased income from trading with schools	No	12,000			12,000	Tracey Smart	Income from additional work being done and anticipated for schools	Nil	Nil	Will represent a cost to school budgets.	There is already a high dependency on income from schools in the finance team. We will have to maintain high service standards and remain competitive if we are to retain and grow this income further.
5	Non-Staffing	D	Review of accounting policies including capitalisation of interest for projects which are not complete at year end and benefits from active treasury management	No	150,000			150,000	Pauline Harris	Review of accounting policies that may generate a revenue saving e.g. where capital projects are underway but not complete at year end our policy would be to capitalise the interest costs relating to any borrowing rather than making a charge to revenue.	Nil	Nil	Nil	Debt levels would be higher than if interest costs were charged to revenue account.
Total Finance & HR					220,140	342,370	117,000	679,510						
Cooperative Council														
6	Staffing	B	Staffing restructures in CPT and ODD to realign services to meet changing needs of organisation.	No	161,460			161,460	Jon Power/Rachael Jones	Restructure of Organisational and Delivery and Community Participation Teams in order to review services delivered by teams to support changing needs of the organisation, full savings to be delivered in 2017/18	Potential for positive impact on Community as increased resources to support community capacity building activity	Fundamental refocusing of roles and job descriptions, net change in number of posts increase of 0.47 FTE	None	None
7	Non-Staffing	E	Unallocated funding as result review corporate grants 2015, agreed in budget strategy 2016/17	Yes - completed	112,300			112,300	Rachael Jones	Review of corporate grants carried out 2015, saving relates to unallocated funding. Separate funding of £100k has been set aside for capacity building voluntary sector, proposed £95,300 unallocated from 2016/17 added to give fund of £195,300.	None	None	None	None
Total Cooperative Council					273,760			273,760						
TOTAL SAVINGS RICHARD PARTINGTON					791,437	342,370	117,000	1,250,807						
Director: Clive Jones														
Education & Corporate Parenting														
8	Service Review/Redesign	B	As part of changes to education funding arrangements, to seek agreement from schools to fund some services as part of a collective top-slice from school budgets in 2017/18	Yes - with schools	158,333	41,667		200,000		Opportunity arising as part of changes to the education funding arrangements.	To be confirmed following discussions with schools	To be confirmed following discussions with schools	To be confirmed following discussions with schools	To be confirmed following discussions with schools
9	Service Review/Redesign	B	Savings not delivered in 2017/18		(158,333)			(158,333)		N/A	N/A	N/A	N/A	N/A
Total Education & Corporate Parenting						41,667		41,667						
Legal, Procurement & Commissioning														
10	Staffing	E	Audit, IG & Insurance - Service Review	No	43,043	48,767	0	91,810	JE	Audit, Insurance & Information Governance Services Service reduction	Less oversight of the governance of the organisation	If the proposals as planned are delivered there will be no impact upon auditors (although the management of the team will transfer to Governance and the oversight of audit reports will be affected by the deletion of the Audit, IG, Insurance & Investigation Services SDM post - the most senior auditor).	Teams across the Council will have to take on more responsibility for ensuring compliance with processes and procedures. The ability of the audit team to support internal investigations will be affected as the team will be cut from 3fte to 1fte. Insurance services will lose capacity and will be reduced to 1fte. IG will lose capacity and will require teams to work on their own ombudsman complaints in the first instance. Teams will have to ensure compliance with IG procedures and implement legislative changes to IG processes in 18/19 which will be onerous	None
11	Non-Staffing	E	Audit, IG & Insurance - Cost Savings	No	6,730	0	0	6,730	JE	Savings - principally on training and development	None	Less well trained staff	None	None
12	Non-Staffing	E	Procurement & Brokerage - Cost Savings	No	2,000	3,000	0	5,000	SB	Savings - principally on training and development	None	Less well trained staff	None	None
13	Non-Staffing	B	SLA budget - Commissioning	No for 2017/18; may be required for 2019/20 saving	182,000	0	100,000	282,000	LT	In the first instance this has been identified as BCF spend and budget allocated from existing funding not currently allocated. Year 19/20 savings will come from a change in the way that the voluntary sector is funded	Support will be provided to enable the voluntary sector to secure sustainable alternative funding.	None identified yet	This could potentially put pressure on the demand for statutory services in children's and adults services	There needs to be a wider conversation about commissioning as part of longer term planning because these proposals significantly reduce capacity in the commissioning teams.
14	Non-Staffing	E	TAMHS grant - cease	No	7,132	0	0	7,132	LT	This service is no longer provided	None	None	None	None
Total Legal, Procurement & Commissioning					240,905	51,767	100,000	392,672						
TOTAL SAVINGS CLIVE JONES					240,905	93,434	100,000	434,339						
Director: Jonathan Rowe														
Customer & Neighbourhood Services														
15	Non-Staffing	B	Review of budgets across Customer services	No	5,000			5,000	Lee Higgins	this is a line by line review that will allow us to further reduce the remaining revenue budgets left in customer services	None	None	None	None
16	Non-Staffing	B	Reduction in mystery shopping budget as now undertaken in house	No	18,000			18,000	Lee Higgins	We have reduced our number of mystery shopper exercises and now use more 'volunteers' so we can reduce this budget accordingly with no major impact	Employ volunteers as mystery shoppers	None	Community Engagement Team still essential in helping to run this programme	None

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17	Staffing	B	Restructure of Customer Services and Benefits	No	158,240			158,240	Lee Higgins	The restructure proposals have already been launched so that this savings will be delivered early in the spirit of one restructure to help mitigate impact on morale of constant restructures	Will lead to more customers being nudged to use digital access channels for contact and longer term not providing face to face for some customers e.g. landlords. Channel shift should help to protect current performance levels in the contact centre	Structure already launched and out for consultation	No impact	Channel Shift essential along with promotion of all new digital access channels and some decisions not to offer face to face services where appropriate for some services
18	Non-Staffing	B	Retain the provision for enhanced winter maintenance services during significant Snow events as per winter maintenance policy, but to fund from contingency if events happen and not continue to fund from Revenue Budgets	No	45,000			45,000	Dave Hanley	Additional funding was provided for the enhanced level of winter maintenance for the last few years the winters have not been as harsh leading to a small underspend in the service. As a result the proposal is to remove the 'revenue' budget, still continue to provide the enhanced service and during a harsh winter if winter budgets are stretched the service will call on the corporate contingency pot for that year to continue the service.	None	None	None.	We have 244 Snow wardens who can be deployed (pending their individual availability) to assist and we will be working with Rachel Jones and her team to extend volunteering for both snow wardens, street champions and potentially to help with drainage and flooding
19	Non-Staffing	B	To retain the commitment to support partnership deployment of flood barriers, but to reduce revenue funds to equate with average costs experienced over recent years and to use corporate contingency if required during exceptional levels of rainfall.	No	20,000			20,000	Dave Hanley	The flood barriers in the Gorge have not been installed as frequently over the last 4 years and therefore we believe we can reduce the budget by 20K and still provide the level of resilience required in times of flooding	Limited impact based on the last 4 years of trend data looking at how often the flood barriers have had to be installed.	Reduced payments to staff who have to go out of hours to install and oversee the barriers while in operation	None	The councils corporate contingency budget will be accessed to ensure flood barriers are always implemented as required in times of unprecedented rainfall if current revenue budgets are spent
20	Non-Staffing	B	Removal of R & M budgets for bus shelters	No	30,000			30,000	Dom Proud	Following a line by line review Highway Services have a number of revenue budgets that are really for 'capital' related expenditure. As a result the proposal is to offer up the revenue budget saving and use the capital highways budgets to deliver this scheme.	None but may put strain on our capital programme	None	None	None
21	Non-Staffing	B	Removal of the revenue budget for traffic surveys budget and use capital as required	No	15,920			15,920	Dom Proud	Following a line by line review Highway Services have a number of revenue budgets that are really for 'capital' related expenditure. As a result the proposal is to offer up the revenue budget saving and use the capital highways budgets to deliver this scheme.	None but may put a strain on our capital programme	None	Impact on the Highways Capital Programme	None
22	Staffing	B	Restructure of Corporate Communications Team	No	37,000			37,000	Nigel Newman	This is a reduction in posts within the corporate comms team and reflects the 12% across the board savings required. We believe we can deliver this savings through more generic officers working in comms e.g. all working on social media, pr and internal comms	None	Yes would reduce in a reduction in posts within the comms team achieved by sharing the internal comms role across a wider group of staff through a move to more generic working	May impact on the ability to meet the full needs of internal services to market their offer	still being considered
Total Customer & Neighbourhood Services					329,160	-	-	329,160						
Commercial Services														
23	Income	C	Increase primary school meal prices from £2 to £2.30 over a 3 year period	Y (not strictly consultation but prior notification of price increase as part of annual review of Services for Schools)	40,000	40,000	40,000	120,000	Lorna Hicks (Stuart Davidson)	School meal price hasn't changed for paid meals for 3 years. Free School Meals are charged at £2.20 so an increased charge over a 2 year period would bring this in line by 18/19. A further increase to £2.30 by 2019/20 is considered reasonable, as a cost of £2.30 is comparable with other providers.	Could impact on families that are on the border of being unable to claim free school meals (FSM) and could result in a loss of paid meals served and parents electing for cheaper, less healthy options. Mitigation would involve continued promotion of FSM to try to increase uptake. Schools have already been notified of the first 10p increase for 2017/18 as part of wider discussions about prices for School Catering. Parents will be advised of the price increase along with the new menus in the Spring Term prior to implementation in April 2017.	No direct impact	None	None
24	Income	C	Extend swimming lesson programme	Y	15,500	8,500	0	24,000	Mark Moore (Stuart Davidson)	Based on current performance it is considered that there is potential to generate additional income from an expansion of the lesson programme.	The majority of the proposed expansion would not be controversial or lead to significant loss of public or club swimming. Consultation will only be required with specific groups who are affected by programme changes. Pool programmes are revised on a termly basis and any groups impacted upon will be written to and invited to a meeting to give them the opportunity to comment on proposed programme changes and put forward alternatives. This will be done on a site by site basis between January and March 2017 in advance of any changes being implemented after the Easter Holidays.	Additional staffing costs have been factored into the projections.	None	This saving is based upon income growth and assumes increased demand to fill additional spaces.
25	Income	C	Review of off-peak ice skating concessions (increase to half non-concessionary rate in 2017/18)	N in 17/18 (part of annual pricing review)	4,929	2,000	0	6,929	Mark Moore (Stuart Davidson)	Benchmarking suggests that our concessions policy is relatively generous. Increasing off-peak skating concessionary prices as proposed is again a comparatively generous concession, particularly as majority of other ice rinks are privately run and do not offer concessions at all. The impact of Club 2000 price review would only impact on Club 2000 members - to enable the club to be supported with this, it is proposed that this price increase does not take effect until 18/19.	Increasing off-peak skating concessionary prices would impact upon concessionary groups and may impact upon health inequalities. Free swimming for children and young people and adult concessionary swimming prices would not be affected. Leisure prices (including ice skating) are reviewed annually through existing delegated authority in consultation with the lead Cabinet member, they are not normally subject to separate public consultation. However, any price changes would be communicated widely to customers in advance of implementation and we would also actively promote the wide range of other leisure concessions available for local residents.	None	None	Decline in participation may reduce level of saving or remove benefit altogether
26	Income	C	Review ice rink hire fees	Y	12,800	7,200		20,000	Mark Moore (Stuart Davidson)	Benchmarking indicates that current Ice Skating lesson prices are cheap compared with other Ice Rinks, it is proposed to increase the charges by 10% in 2017/18 and a further 5% in 2018/19.	Impact limited to those who attend or deliver skating lessons. Leisure prices are reviewed annually through existing delegated authority in consultation with the lead Cabinet member, they are not normally subject to separate public consultation. However, in this case, there are some specific impacts on particular groups and therefore consultation will be carried out with both figure and dance instructors and ice skating customers before reviewing prices in the usual way as part of the annual price review. Affected groups would be notified of the proposed changes in January-February 2017 and invited to meet and share comments or alternative proposals.	None	None	Potential reduction in participation would impact upon level of saving but considered low risk.

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27	Income	C	Services for Schools price review to improve the profitability of services provided	Y (not strictly consultation but prior notification of price increase as part of annual review of Services for Schools)	82,000	33,000	33,000	148,000	Chris Goulson/Kirsty King/Stuart Davidson	Initial financial modelling suggests full costs are not always being recovered, therefore prices need to be increased - proposed target is £52k for Cleaning, £35k for Caretaking, £11k for ICT. An additional £50k saving on Primary School Catering budget (contingency) has also been identified, which can be delivered in 2017/18.	None	None	Will impact on schools' budgets, so price increases for these services will be phased in over 3 years to mitigate the impact to schools. Any loss of business from schools could have wider implications for other services, for example if a school decides to move to a new provider for all services. For all services except ICT, schools receive a bespoke written contract update clearly setting out planned price or service changes at least 3 months in advance of implementation. For 2017/18, this information will be sent out in December 2016. Schools then have time to vary or cancel their contract accordingly. For ICT, proposed prices for ICT support are set in consultation with the ICT Schools Governance Board, which includes representatives from a range of local schools. Prices for 2017/18 have already been agreed with the Governance Board.	None
28	Income	C	Improve profitability of Arthog/Arthog outreach	N	18,515	51,500	27,825	97,840	Jo Barnett (Stuart Davidson)	The saving in 2018/19 includes £25k relating to repayment of loan which ceases in 17/18 and this is the release of that element. The remaining saving relates to additional income target from 2017/18 onwards, as analysis of occupancy of Arthog shows that there is scope to increase profitability of the Centre, particularly at weekends.	Positive impact of more people participating in outdoor education activities.	Staffing will need to be increased to maximise occupancy of centre - target relates to net income	None	This saving is largely based upon income growth and assumes increased demand to maximise occupancy.
29	Non-Staffing	D	Additional reductions in black and white printing (build controls into re-tender of MFD) plus additional savings from colour printing in 17/18	N	87,000	30,000	30,000	147,000	Kirsty King	A £32k saving linked to reductions in colour printing was built into 2016/17 budgets, so an additional saving of £87k is proposed for 2017/18 based on us continuing to reduce costs by approx. £10k per month. For 2018/19 and 2019/20, proposal is to reduce black and white printing by an additional 15% in each year, based on current average monthly black and white printing cost of £16.6k.	None	None	None	Proposed reductions in black and white printing are challenging, however the new MFD contract will allow controls to be put in place to facilitate this if needed.
30	Staffing	D	Additional savings arising from 2016/17 review of cleaning specification and associated restructure	N	48,000			48,000	Kate Sumner (Stuart Davidson)	The review of cleaning specification and programme of building closures will achieve a saving of £48k over and above the £110k target.	None	Consulted upon as part of 2016/17 restructure.	None	None
31	Staffing	D	Deletion of 2 posts in biT and creation of 1 higher-level apprentice/graduate post	N	57,990			57,990	Chris Goulson	Saving to be achieved as a result of a VR request and a vacancy. Reduction in capacity can be accommodated due to reduction of BSF work.	None	None	None	None
32	Service Review/Redesign	D	Other savings already brought forward for 17/18 - over delivery against 17/18 targets	N - already consulted on	72,450			72,450	All SDMs in Commercial Services	N/A	N/A	N/A	N/A	N/A
33	Income	C	White label' partnership with established energy price comparison service	Y - market research will be needed	5,000	3,000		8,000	Toni Guest	Proposed model is to partner with an established provider to provide a TWC-branded energy price comparison service with commission being paid on conversions. Model includes legal and marketing costs and assumes 3% of residents participate (similar to that achieved by other local authorities).	This project would encourage local residents/organisations to switch providers and could result in cost reductions.	None/minimal - to be delivered within existing resources	None	Main risk is that participation is lower than anticipated and net income projections not achieved (marketing costs built into the model)
Total Commercial Services					444,184	175,200	130,825	750,209						
TOTAL SAVINGS JONATHAN ROWE					773,344	175,200	130,825	1,079,369						
OVERALL TOTAL SAVINGS					1,805,686	611,004	347,825	2,764,515						
PRESSURES					- 5,803,000	1,158,000	582,000	- 4,063,000						
					1,805,686	611,004	347,825	2,764,515						