

Summary of Proposed Budget for 2016-17 by Function (Department)

Appendix 6

	Budget 2015-16	Reverse One-offs	Base Budget 2015-16	Funding Changes	<-----Inflation----->			Other Costs Cost Pressure	<-----Savings & New Income----->				Draft Budget for 2016-17
					Inflation - Pay	Inflation - Contracts	Inflation - Income		Other Savings	Front Office Transform- ation	New Income	Service Changes	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PP001 - Chief Executive													
PF110 - Internal Audit	399		399	0				0	(30)	0	0	0	369
PF310 - Law & Democratic Services	3,714		3,714	0				45	(102)	0	(133)	0	3,524
PF400 - Localities	779		779	0				0	0	0	0	(150)	629
PF430 - Economy & Regeneration	(1,646)		(1,646)	0				0	(50)	0	(260)	0	(1,956)
Total for Chief Executive	3,246	0	3,246	0	0	0	0	45	(182)	0	(393)	(150)	2,566
PP002 - Resources													
PF200 - Finance & Change	4,785	(157)	4,628	0				0	0	0	(50)	(11)	4,567
PF240 - Corporate	(23,882)	630	(23,252)	(2,271)	1,636	2,044	(430)	1,564	(199)	0	(750)	0	(21,658)
PF240 - Corporate Contingency	507		507	0				500	(507)	0	0	0	500
PF240 - Debt Charges	10,140		10,140	0				1,000	0	0	0	0	11,140
PF250 - IT	5,705	(32)	5,673	0				0	(700)	0	0	0	4,973
PF410 - People, Performance and Engagement	1,934	(160)	1,774	0				0	(108)	0	0	0	1,666
PF660 - Business Services & Support	7,432	(132)	7,300	0				219	(345)	0	0	0	7,174
Total for Resources	6,621	149	6,770	(2,271)	1,636	2,044	(430)	3,283	(1,859)	0	(800)	(11)	8,362
PP005 - Commissioning													
PF500 - Management	576		576	0				0	0	0	0	0	576
PF510 - Children & Adults	63,338	(100)	63,238	0				3,000	(200)	(4,723)	(33)	(646)	60,636
PF520 - Skills & Attainment	2,123		2,123	(50)				0	(59)	0	0	(30)	1,984
PF540 - Public Health	9,724		9,724	0				0	(474)	0	0	(134)	9,116
PF600 - Children, Families and Community Health Services	20,932		20,932	0				2,251	(253)	(75)	(120)	0	22,735
PF630 - Housing Services	404		404	(166)				0	0	0	0	0	238
Total for Commissioning	97,097	(100)	96,997	(216)	0	0	0	5,251	(986)	(4,798)	(153)	(810)	95,285
PP006 - Service Delivery													
PF610 - Streetsmart	14,616		14,616	0				200	0	(300)	(50)	(170)	14,296
PF640 - Infrastructure Assets Excluding HRA	11,326	(49)	11,277	0				320	(370)	(450)	(500)	(100)	10,177
PF650 - Planning & Regulatory	3,834		3,834	0				50	0	(300)	(550)	0	3,034
Total for Service Delivery	29,776	(49)	29,727	0	0	0	0	570	(370)	(1,050)	(1,100)	(270)	27,507
Total for General Fund	136,740	0	136,740	(2,487)	1,636	2,044	(430)	9,149	(3,397)	(5,848)	(2,446)	(1,241)	133,720

Gap (3,722)

Forecast level of Resources 2016-17 129,998

2016-17 Budget - Detailed Proposals

Appendix 7

Service Area - Funding

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
None		0		
<u>Additional Income (negative numbers)</u>				
New Homes Bonus - use of 100% of on-going grant to fund base budget	N	(2,000)		
Targeted additional business rates income (SBC retained share)	N	(750)		
Home-line - removal of General Fund subsidy for control room staffing	N	(166)		
Housing Revenue Account (HRA) central support charges - review of cost drivers	N	(271)		
Outset Swindon - removal of £20k General Fund budget as being absorbed within existing team, plus inclusion of £30k HRA funding	N	(50)		
Total		(3,237)	0.0	0.0

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Delivery

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Cost Pressures (positive numbers)				
Additional waste disposal costs related to the anticipated increase in the number of properties within the Borough in 2016/17		100		
Reduction in income generated from recyclates during 2015/16 is expected to continue based on the current trends in markets.		100		
Additional net operating costs within the Heritage service area relating to current year shortfalls in income budgets and expenditure budget pressures which are expected to continue into 2016/17.		50		
Additional traffic management staff to minimise queuing time for residents during peak periods of activity at the Waterside facility between 1st April and 31st October each year		120		
Reduction in the level of recharges from the highways operations team to capital scheme budgets in line with the work programme expected for 2016/17.		200		
Culture & Communities Change Programme (target £1m by February 2016) - see separate page for Change Programme detail		(750)		

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Delivery

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Other Savings (negative numbers)</u>				
Fuel savings based on current usage and forecasts in 2015/16 for the existing vehicle fleet.	N	(70)		
Bus lane enforcement income. Current levels of income are in excess of the existing budget and it is proposed to roll out similar approaches in other areas of the Town. Any surpluses contribute to the costs of maintaining and improving the highway.	Y	(500)		
Target opportunities within the Home to School Transport service area for alternative service provision such as independent travel training and personalised travel budgets as well as efficiencies from tendering exercises.	Y	(200)		
Reduction in expenditure budget aligned to a more targeted approach to road safety campaign programmes	Y	(100)		
An increase in planning income, net of additional resources required to meet the increase in planning application numbers and associated planning service workstreams.	N	(100)		
Total		(1,150)	0.0	0.0

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Vulnerable People

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Adults - Learning Disability Care Packages - increased demand through number of young adults		1,300		
Adults - Older People Care Packages - increased demand through growth in population, clients living longer and more complex health needs.		1,700		
Children and Families Placements - Increase in complex needs of clients and increasing prices through national demand for placements.		1,500		
Children and Families - Agency Staff to cover vacant social care posts		530		
Upgrade of SWIFT ICT platform to Cloud in accordance with SBC ICT strategy		140		
Children's sexual exploitation team net of funding from Police and Crime Commissioner (£33k pa for 2 years).		139		
Children's Services 4G cards to ensure efficiency of workforce and ability to achieve mobile working.		45		
Children's Services - closure of Children's Nursery due to significant building improvement costs required and resulting loss of operating surplus	Y	37		
Adult Social Care Change Programme (target £5.5m by February 2016)- see separate page for Change Programme detail		(4,500)		
<u>Other Savings (negative numbers)</u>				
Public Health - review of sexual health and substance misuse contracts	N	(380)		

2016-17 Budget - Detailed Proposals
Service Area - Vulnerable People

Appendix 7 ctd

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Public Health - review of staffing structure and grades including reduction of intelligence officer posts from 3 to 2 by consolidating some work with duties within the Communications Team.	N	(94)		1.0
Public Health - reshaping of stop smoking services to ensure a targeted approach.	N	(100)		
Public Protection - service changes for pest control (previously agreed by Cabinet) and staff restructure	N	(34)		1.0
Children and Families - additional income from traded services	N	(68)		
Children and Families - Troubled Families - additional 'payments by results' income income achieved as a result of improved outcomes.	N - delivered	(100)		
Children and Families - workforce development efficiency savings and deletion of part time vacant post	N	(14)		0.4
Children and Families - Education Welfare Offices - additional penalty income based on previous years actual income received.	N	(20)		
Children and Families - Restructure of Early Help Management - part year savings from restructure completed in 15/16	N	(37)		
Children Health staff - renegotiation of travel costs to bring in line with rest of staff within SBC	Y	(14)		
Children and Families - reduction in legal fees	N	(35)		
Children and Families - Reduction of 2 social work posts (currently agency) through implementation of Swindon Multi-Agency Safeguarding Hub (MASH). Reductions achieved from 1st Oct 2016.	Y	(75)		2.0
Children and Families - Renegotiation of Children's early help contracts completed in 15/16	N	(5)		
Children and Families - Efficiency in provision of disabled children's care packages	N	(40)		

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Vulnerable People

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Education - realignment of roles within Looked after Children's education team (LACEs)	N	(40)		1.0
Adults - renegotiation of Supporting People Contracts	N	(105)		
Adults - efficiency through effective commissioning of voluntary sector contracts	N	(118)		
Adults - The current contract with Voluntary Action expires on 31/3/2016. The services include providing a volunteer centre service, support to small organisations, governance and funding support as well as representing the third sector. From 01/04/2016 Swindon Borough council is proposing to offer Voluntary Action a one year contract with a reduced budget focusing on support to small organisation, funding and representation.	Y	(46)		
Adults - Income from Deferred payment scheme (to cover costs incurred)	N	(33)		
Adult Social Care Transport Contracts - re-procurement of transport contracts. New contracts commenced on 1st September 2015.	N	(200)		
Children and Families - Children's Centres services to be insourced to SBC and targeted support provided to those service users who are most vulnerable.	Y	(600)	27.0	
Total		(1,267)	27.0	5.4

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Corporate, Resources and Economy

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Cost Pressures (positive numbers)				
Pay Inflation (at 1%)		1,636		
Contract Inflation (at average of 2% but some specific areas are different)		1,960		
Income inflation (at 3%)		(430)		
Negative inflation on utilities as a result of falling prices in 2015		(316)		
Inflation on contracts linked to increase in minimum wage		400		
Pensions - increase in contribution to fund deficit and impact of employer's contribution increase from 17.4% to 18.4%		1,000		
National Insurance Contributions (NIC) - cost pressure arising from employers NICs as a result of legislative changes requiring Local Authorities to calculate NICs before the superannuation deduction, currently this is calculated after.		1,064		
Debt Charges - cost of interest and debt repayment on investment through additions to the capital programme and reprofiling of debt from short to longer-term		500		
Contingency for other cost pressures that may arise between December 2015 and 1st April 2016 and changes between grant assumptions and actual grant settlement received from the Government		500		
Reduction in Legal income due to loss of some externally funded work.		45		
HR & Payroll - loss of traded services income from schools		23		
Change Programmes - See separate page for Change Programme detail:-				
Parishes Change Programme (target £0.5m by February 2016)		(300)		
Waterside Change Programme (target £1m by February 2016)		(770)		
People Change Programme		(197)		

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Corporate, Resources and Economy

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
ICT Change Programme (target £1m by February 2016)		(700)		
Other Savings (negative numbers)				
Budget reductions driven through a 2014-15 Out-turn versus 2015-16 Budget comparison. These savings cut across many service areas and do not impact service levels as the budgets are being realigned to actual expenditure levels	N	(56)		
Reduction in Finance staffing costs achieved through a review of work across the team enabling the deletion of 4 posts	N - delivered	(150)		4.0
Additional income from the management of Deputyship accounts by the Finance team on behalf of vulnerable people (contributes towards the cost of running the service)	N	(50)		
Business Support - review of the Customer & Business Services structures - removal of one management post and the consolidation of business support roles serving the campus and operational services. Savings will come from modernising practices, realigning work where best delivered and from stopping some tasks that are not in service of the Councils vision	Y	(200)		8.0
Restructure in Internal Audit	N - delivered	(30)	1.0	
Law and Democratic Services - minor restructures across the department	N - delivered	(31)		1.0
Law and Democratic Services - back office savings such as printing and postage	N	(21)		
Law and Democratic Services - additional Crematorium income	N	(133)		

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Corporate, Resources and Economy

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Discontinuation of Localities streetsmart hours and new locally prioritised highways schemes alongside a review of the purpose and regularity of Locality meetings and the scale of grants administered by the team. Savings will materialise from a net reduction in the operating costs of the Localities function through the deletion of vacant posts, rationalisation of grants and roles, operational savings within Streetsmart and Highways plus the generation of new income to offset the costs of the function.	Y	(150)	4.0	2.0
Capita Revenues and Benefits contract savings as a result of a reduction in benefits caseload volumes	N	(50)		
Government grant reduction passported to parishes through a small reduction in the Council Tax Support grant paid to them	N	(11)		
Revenue Repairs & Maintenance - reduction on annual allowance as existing budget not fully spent	N	(50)		
PFI contract review - renegotiation of the financing elements of the schools PFI contract to reduce the on-going cost to the Council and Schools	N	(500)		
Transfer of the Big Screen in the town centre to a private operator to manage thereby removing the annual subsidy paid by the Council	Y	(45)		
Removal of funding to In Swindon for a support officer to manage the Big Screen	Y	(20)		
Reduction in Arts Grants agreed with individual organisations	Y	(10)		
Strategic Growth budget - miscellaneous savings	N	(14)		
Revenue surplus from Common Farm Solar Farm proposal	N	(70)		
Additional commercial rent from the buy out of Thamesdown Transport Depot	N	(190)		
Total		2,634	5.0	15.0

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Change Programme Detail

Proposal	Consultation Required? Y/N	Total Changes Proposed for 2016-17 £'000	Post Deletions 2016-17 (FTEs)	
			Filled	Vacant
Change Programme Detail (negative numbers)				
People Change Programme				
Reductions in support staff across Human Resources administration and Business Support as managers and employees move to self-serve in iTrent.	Y	(135)	4.0	1.0
Reductions in costs of printing and postage related to payslips as employees will receive payslips electronically	N	(10)		
Software licensing costs for new self serve modules in iTrent	N	56		
New operating model for the provision of Learning and Development across the Council which will deliver improved outcomes for service areas as well as efficiency savings	Y	(108)		
		(197)		
Adult Care Change Programme				
Reshaping care package costs - Learning Disabilities working with parents, carers and service users in managing expectations. Older People - working with hospital & discharge teams to ensure appropriate levels of care to maintain independence as much as possible	N	(4,500)		
		(4,500)		
Parishes Change Programme (target £0.5m by February 2016)				
Full-year impact of pilot service transfers that became effective from 1st April 2015 involving the transfer of services to Haydon Wick, Highworth, Nythe and Wroughton Town and Parish Councils	N - delivered	(100)		
Further transfer of grounds and street cleaning services to existing parish councils with effect from 1st April 2016	Y	(200)		
		(300)		
Waterside Change Programme (target £1m by February 2016)				

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Change Programme Detail

Proposal	Consultation Required? Y/N	Total Changes Proposed for 2016-17 £'000	Post Deletions 2016-17 (FTEs)	
			Filled	Vacant
Stores and Purchasing – improved value for money on Waterside related purchasing and reduced material costs through more effective and compliant processes	N	(245)		
Streetsmart - a number of service changes within the grounds maintenance and street cleaning service areas; 1. Reduction in service standards within grounds maintenance; 2. Consult with bowls clubs to explore an agreed approach to remove the subsidy incurred by SBC relating to this work; 3. Stop purchasing bedding plants and roadside beds for the winter period; 4. Litter picking and bin emptying - maintain current standard on main routes but reduce standard elsewhere; 5. Public conveniences - remove dedicated resources from remaining sites; 6. Fly tipping – review dedicated resources and develop enforcement campaign; 7. Undertake a review of management structures within the service area where posts remain vacant.	Y	(170)	6.5	(mainly agency)
Fleet - Reductions in number of repairs and cost of parts through the improvements in driving standards and newer fleet.	N	(40)		
Fleet - Better value for money related purchasing for tyres and parts	N	(20)		
Fleet - Reduced number of hire vehicles	N	(60)		
Fleet – New procurement of horticultural vehicles	N	(20)		
Highways - Street Lighting electricity cost reductions due to a review of updated energy efficient stock	N	(100)		
Green waste service - a marketing campaign which will aim to increase the number of customers to 15,000 from the current level of 13,000	N	(50)		
Highways maintenance – investment in a specialist highway maintenance vehicle has created an efficiency in the resources required to deliver highway patching works	N	(65)		3.0
		(770)		
ICT Change Programme				
Difference between 2015-16 and 2016-17 operational IT costs linked to the insourcing of services from Capita early in 2016	Y	(700)		

2016-17 Budget - Detailed Proposals

Appendix 7 ctd

Service Area - Change Programme Detail

		Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
		(700)		
Culture & Community Assets Change Programme (target £1m by February 2016)				
The next phase of the Leisure and Culture Change Programme includes proposals relating to the charitable / commercial partnership opportunities at Lydiard House and Park, exploring opportunities at other country parks and the introduction of car park charges across all country parks.	Y	(450)		
Reviewing service delivery options and assets within local areas where services are provided in multiple locations. This review includes all services operated from local buildings including community assets and libraries	Y	(200)		
Complete the transfer of the Highworth Recreation Centre to be managed by an external operator for a sustainable future. Decision to discontinue subsidy taken by Cabinet on 25th June 2014.	N	(100)		
		(750)		
Total		(7,217)	10.5	5.0