

Summary of Proposed Budget By Group 2016-17

Appendix 2

	Chief Executive's £'000	Resources £'000	Commissioning £'000	Service Delivery £'000	Total £'000
2015-16 Budget	5,112	3,763	98,063	29,802	136,740
Reversal of One Off funding	(56)	205	(100)	(49)	0
2015-16 Base Budget	5,056	3,968	97,963	29,753	136,740
Changes in Funding (outside Formula Grant)	93	431	(216)	0	308
Inflation	74	2,071	1,315	435	3,895
Other Cost Pressures	45	2,783	5,005	770	8,603
Savings not directly impacting front-line services	(290)	(1,879)	(1,046)	(755)	(3,970)
Transformational and Service Changes	(150)	(611)	(6,236)	(1,597)	(8,594)
New Income	(393)	(50)	(153)	(1,160)	(1,756)
Net Changes set out in Appendix 4	(621)	2,745	(1,331)	(2,307)	(1,514)
2016-17 Budget	4,435	6,713	96,632	27,446	135,226

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

Appendix 3

	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	4	0	0	0	(30)	0	0	0	373
PF310 - Law & Democratic Services	3,714		3,714	93	42	49	(66)	45	(102)	0	(133)	0	3,642
PF400 - Localities	779		779	0	10	2	(2)	0	0	0	0	(150)	639
PF410 - People, Performance and Engagement	1,866	(56)	1,810	0	16	1	0	0	(108)	0	0	0	1,719
PF430 - Economy & Regeneration	(1,646)		(1,646)	0	5	24	(11)	0	(50)	0	(260)	0	(1,938)
Total for Chief Executive	5,112	(56)	5,056	93	77	76	(79)	45	(290)	0	(393)	(150)	4,435
PP002 - Resources													
PF200 - Finance & Change	4,811	(156)	4,655	0	38	89	(3)	0	(150)	0	(50)	0	4,579
PF240 - Corporate	(24,658)	424	(24,234)	431	1,155	624	0	2,064	(577)	(600)	0	(11)	(21,148)
PF240 - Corporate Contingency	507		507	0	0	0	0	0	0	0	0	0	507
PF240 - Debt Charges	10,140		10,140	0	0	0	0	500	0	0	0	0	10,640
PF250 - IT	5,678	(32)	5,646	0	6	79	0	0	(700)	0	0	0	5,031
PF660 - Business Services & Support	7,285	(31)	7,254	0	80	9	(6)	219	(452)	0	0	0	7,104
Total for Resources	3,763	205	3,968	431	1,279	801	(9)	2,783	(1,879)	(600)	(50)	(11)	6,713
PP005 - Commissioning													
PF500 - Management	576		576	0	6	0	0	0	0	0	0	0	582
PF510 - Children & Adults	63,338		63,338	0	39	985	(178)	2,900	(200)	(5,098)	(33)	(646)	61,107
PF520 - Skills & Attainment	2,212		2,212	(50)	39	17	(2)	0	(139)	0	0	(30)	2,047
PF540 - Public Health	10,575		10,575	0	22	54	(3)	0	(494)	0	0	(314)	9,840
PF600 - Children, Families and Community Health Services	20,932	(100)	20,832	0	154	187	(13)	2,105	(213)	(75)	(120)	(73)	22,784
PF630 - Housing Services	430		430	(166)	10	5	(7)	0	0	0	0	0	272
Total for Commissioning	98,063	(100)	97,963	(216)	270	1,248	(203)	5,005	(1,046)	(5,173)	(153)	(1,063)	96,632
PP006 - Service Delivery													
PF610 - Streetsmart	14,616		14,616	0	67	98	(11)	400	(267)	(272)	(175)	(170)	14,286
PF640 - Infrastructure Assets Excluding HRA	11,353	(49)	11,304	0	91	319	(95)	320	(465)	(335)	(550)	(320)	10,269
PF650 - Planning & Regulatory	3,833		3,833	0	54	36	(124)	50	(23)	(500)	(435)	0	2,891
Total for Service Delivery	29,802	(49)	29,753	0	212	453	(230)	770	(755)	(1,107)	(1,160)	(490)	27,446
Total for General Fund	136,740	0	136,740	308	1,838	2,578	(521)	8,603	(3,970)	(6,880)	(1,756)	(1,714)	135,226

2016-17 Budget - Detailed Proposals

Appendix 4

Service Area - Funding

	Change Proposed in December 2015 £'000	Change Proposed in February 2016 £'000	Total Changes Proposed for 2016-17 £'000	Post Deletions 2016-17 (FTEs)	
Proposal				Filled	Vacant
Cost Pressures (positive numbers)					
Council Tax Freeze Grant rolled into Revenue Support Grant	0	861	861		
Care Act Grant rolled into Revenue Support Grant	0	916	916		
Public Health indicative grant reduction	0	774	774		
Education Services grant reduction	0	83	83		
Housing Benefit Admin grant reduction	0	93	93		
Additional Income (negative numbers)					
New Homes Bonus - use of 100% of on-going grant to fund base budget	(2,000)	68	(1,932)		
Home-line - removal of General Fund subsidy for control room staffing	(166)		(166)		
Housing Revenue Account (HRA) central support charges - review of cost drivers	(271)		(271)		
Outset Swindon - removal of £20k General Fund budget as being absorbed within existing team, plus inclusion of £30k HRA funding	(50)		(50)		
Total	(3,237)	3,545	308	0.0	0.0

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Delivery

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'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		100		
Reduction in income generated from recyclates during 2015/16 is expected to continue based on the current market trends.	100	200	300		
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		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		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		200		
Culture & Communities Change Programme - see separate page for Change Programme detail	(750)	(150)	(900)		
Other Savings (negative numbers)					

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Delivery

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Fuel savings based on current usage and forecasts in 2015/16 for the existing vehicle fleet due to falling oil prices.	(70)	(45)	(115)		
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.	(500)		(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.	(200)		(200)		
Reduction in expenditure budget aligned to a more targeted approach to road safety campaign programmes	(100)		(100)		
Income arising from the enforcement of the Public Spaces Protection Order introduced in November 2015 with a particular focus on environmental offences such as anti-social behaviour, littering, graffiti/petty vandalism and dog fouling.	0	(127)	(127)		
An increase in planning income, net of additional resources required to meet the increase in planning application numbers and associated planning service workstreams.	(100)	(50)	(150)		
Further opportunities to generate income from licensing activities.	0	(10)	(10)		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Delivery

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Explore partnership opportunities to operate the Shopmobility service	0	(20)	(20)		
Additional car parking income from Penalty charge notices due to increased enforcement activities.	0	(50)	(50)		
Future funding for bus services to be based on social need criteria - part year saving.	0	(100)	(100)		
Review of community transport service provision in order to achieve value for money whilst minimising impact on the service users.	0	(100)	(100)		
Joint working with Wiltshire Council to identify efficiencies in the cost of running the Wiltshire History Centre. SBC's contribution will reduce in 16/17. There will be no impact on the level of service currently provided	0	(23)	(23)		
Canteen Subsidy Reduction - review operations to explore options to reduce the net running cost of the service.		(30)	(30)		
Total	(1,150)	(505)	(1,655)	0.0	0.0

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Vulnerable People

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Adults - Learning Disability Care Packages - increased demand through number of young adults	1,300		1,300		
Adults - Older People Care Packages - increased demand through growth in population, clients living longer and more complex health needs.	1,700	(100)	1,600		
Children and Families Placements - Increase in complex needs of clients and increasing prices through national demand for placements.	1,500	(100)	1,400		
Children and Families - Agency Staff to cover vacant social care posts	530		530		
Upgrade of SWIFT ICT platform to Cloud in accordance with SBC ICT strategy	140		140		
Children's sexual exploitation team net of funding from Police and Crime Commissioner.	139	(33)	106		
Children's Services - 4G cards to ensure efficiency of workforce and ability to achieve mobile working.	45		45		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Vulnerable People

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Children's Services - closure of Children's Nursery due to significant building improvement costs required and resulting loss of operating surplus	37	(13)	24		
Adult Social Care Change Programme - see separate page for Change Programme detail	(4,500)	0	(4,500)		
Other Savings (negative numbers)					
Public Health - review of sexual health and substance misuse contracts	(380)	(20)	(400)		
Public Health - review of staffing structure and grades including reduction of intelligence officer posts from three to two by consolidating some work with duties within the Communications Team.	(94)		(94)		1.0
Public Health - reshaping of stop smoking services to ensure a targeted approach.	(100)	(135)	(235)		
Public Health - review of Public Health programmes	0	(45)	(45)		
Public Protection - service changes for pest control (previously agreed by Cabinet) and staff restructure	(34)		(34)		1.0

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Vulnerable People

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Children and Families - additional income from traded services	(68)		(68)		
Children and Families - Troubled Families - additional 'payments by results' income achieved as a result of improved outcomes.	(100)		(100)		
Children and Families - workforce development efficiency savings and deletion of part time vacant post	(14)		(14)		0.4
Children and Families - Education Welfare Offices - additional penalty income based on previous years actual income received.	(20)		(20)		
Children and Families - Restructure of Early Help Management - part year savings from restructure completed in 15/16	(37)		(37)		
Children & Families - Efficiency saving on travel costs.	(14)		(14)		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Vulnerable People

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Children and Families - reduction in legal fees	(35)		(35)		
Children and Families - Reduction of two social work posts (currently agency) through implementation of Swindon Multi-Agency Safeguarding Hub (MASH). Reductions achieved from 1st Oct 2016.	(75)		(75)		2.0
Children and Families - Renegotiation of Children's early help contracts completed in 2015/16	(5)		(5)		
Children and Families - Efficiency in provision of disabled children's care packages	(40)		(40)		
Education - realignment of roles within Looked after Children's education team (LACEs)	(40)		(40)		1.0
Adults - renegotiation of Supporting People Contracts	(105)	(245)	(350)		
Adults - efficiency through effective commissioning of voluntary sector contracts.	(118)	(65)	(183)		
Adults - Saving on the contribution to Localities projects as this work is now funded via the transformation award and on-going funding will be dependent on success of the projects.	0	(65)	(65)		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Vulnerable People

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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.	(46)		(46)		
Adults - Income from deferred payment scheme (to cover costs incurred).	(33)		(33)		
Adult Social Care Transport Contracts - re-procurement of transport contracts. New contracts commenced on 1st September 2015.	(200)		(200)		
Children and Families - Children's Centres services to be insourced to Swindon Borough Council and targeted support provided to those service users who are most vulnerable.	(600)		(600)	27.0	
Children & Families – consultation on future funding options for Children's safeguarding advisors.	0	(73)	(73)	2.0	
Education – reduction in Early Years training budget that is used to provide training for early years providers, savings from Music Service, and a number of small savings across all other budget areas	0	(40)	(40)		
Total	(1,267)	(934)	(2,201)	29.0	5.4

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Corporate, Resources and Economy

Proposal	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
	£'000	£'000	£'000	Filled	Vacant
Cost Pressures (positive numbers)					
Pay Inflation (at 1%)	1,636	200	1,836		
Contract Inflation (at average of 1.5% but some specific areas are different)	2,360	535	2,895		
Income inflation (at 3%)	(430)	(90)	(520)		
Negative inflation on utilities as a result of falling prices in 2015	(316)		(316)		
Pensions - increase in contribution to fund deficit and impact of employer's contribution increase from 17.4% to 18.4%	1,000		1,000		
National Insurance Contributions (NIC) - cost pressure arising from employers NICs following legislative changes to replace the current state pension and state second pension with a single tier state pension. As a result the employers Class 1 NICs will increase by 3.4%.	1,064		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		500		
Reduction in Legal income due to loss of some externally funded work.	45		45		
HR & Payroll - loss of traded services income from schools	23		23		
Change Programmes - See separate page for Change Programme detail:-					
Parishes Change Programme	(300)	(72)	(372)		
Waterside Change Programme	(770)	(45)	(815)		
People Change Programme	(197)	(7)	(204)		
ICT Change Programme	(700)	0	(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.	(56)	(21)	(77)		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Corporate, Resources and Economy

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Reduction in Finance staffing costs achieved through a review of work across the team enabling the deletion of 4 posts.	(150)		(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).	(50)		(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.	(200)	(100)	(300)	3.0	11.0
Restructure in Internal Audit.	(30)		(30)	1.0	
Law and Democratic Services - minor restructures across the department.	(31)		(31)		1.0
Law and Democratic Services - back office savings such as printing and postage.	(21)		(21)		
Law and Democratic Services - additional Crematorium income.	(133)		(133)		
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.	(150)		(150)	2.5	4.2
Capita Revenues and Benefits contract savings as a result of a reduction in benefits caseload volumes.	(50)		(50)		
Government grant reduction passported to parishes through a small reduction in the Council Tax Support grant paid to them.	(11)		(11)		
Revenue Repairs & Maintenance - reduction on annual allowance as existing budget not fully spent.	(50)		(50)		

2016-17 Budget - Detailed Proposals

Appendix 4 ctd

Service Area - Corporate, Resources and Economy

Proposal	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
	£'000	£'000	£'000	Filled	Vacant
PFI contract review - renegotiation of the financing elements of the schools PFI contract to reduce the on-going cost to the Council and Schools.	(500)		(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.	(45)		(45)		
Removal of funding to In Swindon for a support officer to manage the Big Screen.	(20)		(20)		
Reduction in Arts Grants agreed with individual organisations.	(10)		(10)		
Strategic Growth budget - miscellaneous savings	(14)		(14)		
Revenue surplus from Common Farm Solar Farm proposal	(70)		(70)		
Additional commercial rent from the buy out of Thamesdown Transport Depot	(190)		(190)		
Targeting savings from new Adult Social Care operating model and reduced care costs to be held centrally until new operating model in place with the savings met from other in-year proposals if not forthcoming until 2017-18.	0	(500)	(500)		
Total	2,634	(600)	2,034	6.5	20.2

2016-17 Budget - Detailed Proposals
Service Area - Change Programme Detail

Appendix 4 ctd

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	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.	(135)	(7)	(142)	4.0	1.0
Reductions in costs of printing and postage related to payslips as employees will receive payslips electronically.	(10)		(10)		
Software licensing costs for new self serve modules in iTrent.	56		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.	(108)		(108)		
	(197)	(7)	(204)		
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	(4,500)		(4,500)		
	(4,500)	0	(4,500)		
Parishes Change Programme					
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.	(100)		(100)		
Further transfer of grounds and street cleaning services to existing parish councils with effect from 1st April 2016.	(200)	(72)	(272)		
	(300)	(72)	(372)		

2016-17 Budget - Detailed Proposals
Service Area - Change Programme Detail

Appendix 4 ctd

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Waterside Change Programme					
Stores and Purchasing – improved value for money on Waterside related purchasing and reduced material costs through more effective and compliant processes	(245)	95	(150)		
Fleet – Productivity improvement through use of better technology and more efficient processes	0	(20)	(20)		1.0
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.	(170)		(170)	6.5	(mainly agency)
Fleet - Reductions in number of repairs and cost of parts through the improvements in driving standards and newer fleet.	(40)		(40)		
Fleet - Better value for money related purchasing for tyres and parts	(20)		(20)		
Fleet - Reduced number of hire vehicles	(60)		(60)		
Waste service – work has been commissioned, using route optimisation software, to review the existing waste service. Efficiencies are anticipated to result in a saving of £140k.	0	(140)	(140)		
Highways - Street Lighting electricity cost reductions due to a review of updated energy efficient stock.	(100)		(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.	(50)		(50)		

2016-17 Budget - Detailed Proposals
Service Area - Change Programme Detail

Appendix 4 ctd

	Change Proposed in December 2015	Change Proposed in February 2016	Total Changes Proposed for 2016-17	Post Deletions 2016-17 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Highways maintenance – investment in a specialist highway maintenance vehicle has created an efficiency in the resources required to deliver highway patching works.	(65)		(65)		3.0
	(770)	(45)	(815)		
ICT Change Programme	0				
Difference between 2015-16 and 2016-17 operational IT costs linked to the insourcing of services from Capita early in 2016	(700)		(700)		
	(700)	0	(700)		
Culture & Community Assets Change Programme					
Net income from the introduction of car parking charges at Lydiard Park and House – consultation to be held around charging structure to meet this income target		(275)	(275)		
Further reduction in the overall subsidy for Lydiard House and Park as part of an objective for the facility to become sustainable without Council financial support		(100)	(100)		
Net income from the introduction of car parking charges at Coate Water country park – consultation to be held around charging structure to meet this income target		(125)	(125)		
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 as part of an over-arching strategy to make services more	(200)	(100)	(300)		
Complete the transfer of the Highworth Recreation Centre to be managed by an external operator for a sustainable future without a financial contribution from the Council. Decision to discontinue subsidy taken by Cabinet on 25th June 2014	(100)		(100)		
	(750)	(150)	(900)		
Total	(7,217)	(274)	(7,491)	10.5	6.0