

Summary of Proposed Budget By Group 2017-18

Appendix 5

	Chief Executive's £'000	Resources £'000	Economy £'000	Children Services £'000	Adult Services £'000	Communities & Place £'000	Total £'000
2016-17 Budget	6,464	2,370	(1,287)	27,152	72,318	28,209	135,226
Reversal of One Off funding	(33)	(82)		33		82	
2016-17 Base Budget	6,431	2,288	(1,287)	27,185	72,318	28,291	135,226
Changes in Funding (outside Formula Grant)		849		(60)			789
Inflation	(7)	870	(3)	432	2,065	500	3,857
Other Cost Pressures	261	2,675	80	2,250	3,800	2,860	11,926
Savings not directly impacting front-line services	(444)	(333)	(16)	(37)	(450)	(20)	(1,300)
Transformational and Service Changes	(435)	(126)	(30)	(148)	(2,550)	(3,963)	(7,252)
New Income			(3,020)	(20)		(715)	(3,755)
Net Changes set out in Appendix 6	(625)	3,935	(2,989)	2,417	2,865	(1,338)	4,265
2017-18 Budget	5,806	6,223	(4,276)	29,602	75,183	26,953	139,491
Gap							4,721

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Appendix 6

Service Area - Funding

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Estimated reduction in specific grants (incl Public Health and Education Services Support Grant)		1,887		
<u>Additional Income (negative numbers)</u>				
Forecast increase in New Homes Bonus Grant from Central Government to reflect expected tax base in October 2016	N	(38)		
Total		1,849		

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Service Area - Communities and Place

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		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Impact of the June Cabinet decision to transfer waste disposal costs from Public Power Solutions (PPS) to the Council		2,600		
Shortfall in Private Sector Leasing Income		100		
Renewable Energy support post - to work on the client side to fast track Council decision-making and income opportunities around renewable energy.		70		
Increased waste tonnage as a result of household growth		160		
<u>Change Programme Savings</u>				
Saving as a result of the June Cabinet decision to withdraw Council funding for local services such as grounds maintenance and street cleaning from 2017-18. Savings in 2016-17 of £500k were achieved by withdrawing such services in currently Parished areas, which have subsequently been taken on by Parish Councils. The ability to achieve these savings whilst retaining services is subject to the Council decision on 10th November 2016 around the Community Governance Review.	Aug to Sept-16	(2,600)	TBC	TBC
Subject to Cabinet decision on Libraries Strategy - Community Assets and Libraries Change Programme - 2017-18 savings being targeted over and above the £300k in 2016-17. Consultation is currently underway on the future of the Libraries Service and this number will be finalised in December when the feedback from the consultation process has been considered and the proposal way forward confirmed	Aug to Sept-16	(800)	TBC	TBC

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Service Area - Communities and Place

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		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Commercialisation opportunity for the Council to build and sell small scale housing developments on Council-owned land.	As part of the planning process	(3,000)		
Other Savings (negative numbers)				
Increase in the current charge for the green waste service from £40 to £50 linked to an improved digital service through the use of in-cab technology and an automated payments method with the saving being net of higher disposal costs	Y	(150)		
Target the work of the Enviro-crime team to reduce the levels of littering and fly tipping. Increased income will reduce the net cost of the service.	N	(45)		
Efficiencies within the waste & recycling service area by combining clinical, bulky and bin delivery resources	Y	(25)	2.0	
It is proposed that all public toilets outside of formal parks will be closed from January 2017 unless alternative funding sources can be identified. The final saving figure will be confirmed in the February Budget report.	Y	(109)	2.6	
Reshaping the opening hours of the Household Waste recycling centre to allow cost reductions.	N	(20)	TBC	TBC
Work is being undertaken to reshape the Councils waste strategy which is expected to identify opportunities for future savings. The final Budget to be agreed by February.	Y			

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Service Area - Communities and Place

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		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Work is being undertaken to review staff car mileage to see whether targeted work can be undertaken to replace some mileage with more cost-effective pool cars and increase car sharing opportunities. The final Budget to be agreed by February is likely to include short-term savings opportunities from this work	Y			
Full-year impact of efficiency savings plus further cost reductions within the waste and recycling service due to the implementation of rounds based on route optimisation over and above the part year 16/17 saving of £140K.	N	(160)	TBC	TBC
Introduce car parking charges at other country parks following the trial at Lydiard House and Coate Water Country Park. Work is progressing to produce the proposed charges models and implementation dates for inclusion in the December budget report.	Y			
Transfer of garages from the HRA to the General Fund to reflect that over 50% are now private lets - net saving after appropriation of assets that are of benefit to the HRA from the General Fund in exchange for the reduction in garage income.	Y	(500)		
Reduction in facility management costs (cleaning, security etc.) through identified saving on current contracts	N	(20)		
Undertake a review of the current highways winter maintenance arrangements by benchmarking against those provided by other Local Authorities. A specific reserve is set aside in the event of severe winter weather and salt levels will be maintained at appropriate levels.	N	(20)		

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Service Area - Communities and Place

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		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Efficiencies within highways service area through the introduction of hand-held technology and a comparison of current service standards on the highway. Part year saving £40k - full year saving £80k. Health & safety standards will be maintained at appropriate levels.	N	(40)	3.0	
Extension of the current programme of bus lane enforcement measures at identified sites to support bus priority measures and to contribute towards service costs.	N	(20)		
Financial impact of the renegotiation of the Dial A Ride contract for the 2 years ending 31st August 2018 over and above the £100k saving achieved in 2016/17	Complete	(69)		
Updated bus strategy approved by the Cabinet in September, 2016 with details of services to be provided in the future. Savings to the general fund over and above the £100k in 2016/17. This figure will be updated in the final Budget to be agreed in February 2017.	Complete	(120)		
Street Lighting - work is progressing on a business case to invest in LED technology to reduce electricity costs. Further information will be included in the final Budget to be agreed in February 2017	N			
School Crossing Patrols - work is progressing on identifying new funding streams or reducing the number of patrolled crossings. Further information will be included in the final Budget to be agreed in February 2017	Y		TBD	
Total		(4,768)	7.6	

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Service Area - Adults

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Demand pressures - older people services. Increasing numbers of clients and increasingly complex social care needs		2,500		
Demand pressures - learning disability services increasing client numbers		1,300		
<u>Other Savings (negative numbers)</u>				
Reintegration / retendering of services insourced from SEQOL	N	(250)		
Supporting People - financial impact of work already completed to review and reprocure contracts requirements and support provider to access other income sources.	N	(200)		
Reduction in Public Health services in line with the estimated reduction in specific grant plus containing inflationary pressures	N	(371)		
On-going review of care packages across Learning Disabilities and Older People to ensure effective use of universal services and packages of care that support the needs of clients	N	(2,179)		
Total		800		

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Service Area - Children

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Increased demand for Children's placements including those for disabled children.		1,500		
Additional social workers to ensure suitable caseload levels to enable the delivery of an effective quality service as case work increases		650		
Special Education reforms additional case load from production of Education Health & Care Plans		100		
<u>Other Savings (negative numbers)</u>				
Work is progressing to try to convert 2 residential placements to in-house fostering which will generate a saving. The saving achieved will be updated in the final Budget to be agreed in February 2017	N			
Work is progressing to try to stop the need to use at least 10 independent fostering agency (IFA) placements and to use an additional 10 in-house fostering arrangements which will generate a saving. The saving achieved will be updated in the final Budget to be agreed in February 2017	N			
Reduction in front door assessments by 200 per annum through effective Multi Agency working (MASH) enabling the reduction of 1 social work post	N	(44)		1.0
Full-year impact of 2015-16 reduction of 2 agency staff from the Assessment and Child protection team due to effective multi agency working (MASH)	N	(75)		

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Service Area - Children

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Service to be self-funded through grant funding, trading with schools and parental contributions.	N	(25)		
Training offer to early years providers to be reviewed and income expectation increased	N	(10)		
Advisory service to schools to be provided from within school improvement team	N	(19)		
School improvement post funded by Dedicated Schools Grant (DSG)	N	(20)		
Increased income expectation for Governor Services team	N	(10)		
Early years post funded by Dedicated Schools Grant (DSG)	N	(15)		
Butterflies Family Centre contract renewed at reduced rate through achievement of other income sources. Current contract is £187k	Aug-16	(37)		
Education Welfare - increasing the penalty charge income budget to reflect current levels of income being achieved.	N	(10)		
Total		1,985		1.0

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Service Area - Economy

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>				
Loss of income on Carfax Street Medical Centre offset by increase in MECA rent		80		
<u>Other Savings (negative numbers)</u>				
A review of operations at the Steam Museum to increase commercial opportunities across the site and reduce costs. Targeted additional income of £100k as current income falling £50k short of budgeted level	Y - with staff	(50)		
Consolidation of catering provision across the Borough to generate additional commercial opportunities	Y - with staff	(30)		
Commercialisation of some Building Control services to generate new income within the team	N	(20)		
Review of the Wyvern Theatre contract (current budget £375k) to drive a net reduction in the contribution from the Council.	N			
Reduction in the adult learning grant contribution to the Economy & Skills budget	N	(16)		
Total		(36)		

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Service Area - Corporate & Enabling

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Cost Pressures (positive numbers)				
Pay Inflation (at 1% for most), impact of the minimum wage and incremental pay increases		1,670		
Contract Inflation (at average of 1.5% but some specific areas are different)		2,720		
Income inflation (at average of 5%)		(533)		
Pensions - increase in contribution to fund deficit and impact of employer's contribution increase from 18.4% to 19.4% plus pension costs associated with reshaping services		775		
Debt Charges - cost of interest and debt repayment on investment through additions to the capital programme and reprofiling of debt from short to long-term		1,000		
Apprenticeship Levy - work is being undertaken to identify existing apprenticeship posts that could be funded via the apprenticeship levy that would partly mitigate this cost and therefore this cost pressure may be reduced before the Final Budget is agreed in February 2017		250		
Increased costs of the cremator maintenance contract at Kingsdown Crematorium		80		
Increased costs of legal support to Adult and Children Services.		28		
Reduction in court costs income following the introduction of pre-summons interventions that reduce the number of individuals being taken to court over non-payment of council tax through more proactive collection methods but result in lower levels of court fees for the Council. This cost pressure is offset by an increase in the overall collection rate that will be reflected in the final Council Tax calculations to be agreed in February 2017.		153		
Increase in Microsoft Enterprise licence costs. This figure will be refined when the detail of the new charging model is available.		80		

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Service Area - Corporate & Enabling

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Contingency for increased costs pressures arising before February 2017 or a worse than forecast settlement from Central Government		500		
<u>Savings (negative numbers)</u>				
Use insurance reserve to partly meet the cost of insurance excess liabilities and remove the base budget. This will result in the level of reserves held to meet future liabilities being reduced over 3 years so that rather than holding funding to cover 2 years of maximum liabilities, funding for one year will be held instead	N	(500)		
Reorganisation of work across Committee Services resulting in a reduction of 2 posts	N	(80)		2.0
Print contract procurement savings of £125k less £39k investment in resource required to manage the multi-functional device (MFD) estate. The new print contract provides opportunities for further savings linked to behaviour change and digitalisation as this work develops.	N	(86)		
Redesign of ICT infrastructure to accommodate applications currently in the Capita Private Cloud (CPC). This work has been funded from the ICT reshaping reserve in order to deliver revenue savings from implementation. This saving may increase by the time the final Budget is approved in February 2017.	N	(32)		
Implementation of a Customer Portal to provide 24/7 self serve access for some Council services resulting in reduced staffing costs in Customer Services and a reduction in IT licencing costs. The cost of the technology, development work and dual running of systems is £254k and this project pays back in just under 2 years. The work has been funded from the ICT reshaping reserve in order to deliver revenue savings from implementation date.	Y	(126)	2.5	

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Service Area - Corporate & Enabling

		Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	Consultation Required? Y/N	£'000	Filled	Vacant
Reduction in Debt Charges costs through an MRP review to extend the period of capital loan repayments, use of capital receipts to repay debt and a review of the PFI contract. This saving may increase by the time the final Budget is approved in February 2017.	N	(500)		
Mobile phones contract re-procurement - part-year saving	N	(35)		
Redesign of services across the People, Performance and Engagement function. This saving may increase by the time the final Budget is approved in February 2017.	Y	(175)	4.0	2.0
Internal Audit savings from staffing and non-salary budgets.	Y - with staff	(25)	1.0	
Finance and Change Team staff saving following a reorganisation of roles within the team.	N	(80)		1.0
Revenues and Benefits Capita contract savings linked to a reduction in council tax inspectors (£25k, reduced benefits claims (£66k) and call volumes (£30k)	N	(116)		
Procurement savings from a review of terms and contract management arrangements for a number of HR related contracts	N	(48)		
Customer & Business Services - Review and redesign of specialist support roles across Customer and Business Services.	Y	(70)	2.0	
Customer Services - more cost effective recruitment and reductions in hours across the team. Also includes a contribution of £15k to a post to support maintenance of web content to support the success of promoting the use of on-line services.	N	(30)		
Remove Council Tax Empty & Unfurnished discount of 50%	Y	(420)		
Reduce Council Tax Structural Alterations discount to 25% discount for a maximum of 3 months	Y	(15)		
Total		4,385	9.5	5.0