

Summary of Proposed Budget By Group 2017-18

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	Chief Executive's £'000	Resources £'000	Economy £'000	Children Services £'000	Adult Services £'000	Communities & Place £'000	Total £'000
2016-17 Budget	4,226	4,658	(855)	26,392	72,581	28,224	135,226
Reversal of One Off funding		(82)				82	
2016-17 Base Budget	4,226	4,576	(855)	26,392	72,581	28,306	135,226
Changes in Funding (outside Formula Grant)		(4,151)		(60)			(4,211)
Inflation	(30)	393	(3)	432	2,365	500	3,657
Other Cost Pressures	261	5,013	80	2,262	4,365	3,360	15,341
Savings not directly impacting front-line services	(221)	(1,196)	(16)	(173)	(450)	(20)	(2,076)
Transformational and Service Changes	(435)	(626)	(30)	(148)	(2,550)	(3,983)	(7,772)
New Income	(30)	(226)	(570)	(20)		(3,740)	(4,586)
Net Changes	(455)	(793)	(539)	2,293	3,730	(3,883)	353
2017-18 Budget	3,771	3,783	(1,394)	28,685	76,311	24,423	135,579
Gap							471

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Service Area - Funding

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Estimated reduction in specific grants (incl Public Health and Education Services Support Grant)	1,887		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	(38)		(38)		
Total	1,849		1,849		

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Service Area - Communities and Place

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'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	0	2,600		
Shortfall in Private Sector Leasing Income	100	0	100		
Renewable Energy support post - to work on the client side to fast track Council decision-making and income opportunities around renewable energy.	70	0	70		
Waste Disposal - Increased waste tonnage as a result of household growth	160	0	160		
SEN transport - pressure reflects increased number of children to be transported to schools in 2016/17 as well as recognising additional education provision in 2017/18	0	500	500		

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	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Change Programme Savings					
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.	(2,600)	0	(2,600)	TBC - subject to Cabinet approval	TBC - subject to Cabinet approval
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.	(800)	0	(800)	TBC - subject to Cabinet approval	TBC - subject to Cabinet approval
Commercialisation opportunity for the Council to build and sell small scale housing developments on Council-owned land. Whilst there is confidence in this figure being achievable there is a timing risk for 17-18	(3,000)	0	(3,000)		

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	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Other Savings (negative numbers)</u>					
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.	(150)	0	(150)	0.0	0.0
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.	(45)	0	(45)	0.0	0.0
Efficiencies within the waste & recycling service area by combining clinical, bulky and bin delivery resources	(25)	0	(25)	2.0	0.0
It is proposed that all public toilets outside of formal parks will be closed from April 2017 unless alternative funding sources can be identified. The final saving figure will be confirmed in the February Budget report.	(109)	0	(109)	2.6	0.0
Reshaping the opening hours of the Household Waste recycling centre to allow cost reductions.	(20)	0	(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.	0	0	0	0.0	0.0

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Service Area - Communities and Place

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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.	(160)	0	(160)	9.0	agency staff
Introduce car parking charges at Stanton Park following the trial at Lydiard House and Coate Water Country Park. Tariffs are recommended to be set at the same level as Coate Water. The estimated income figure shown is net of associated costs.	0	(25)	(25)	0.0	0.0
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.	(500)	0	(500)	0.0	0.0
Reduction in facility management costs (cleaning, security etc.) through identified saving on current contracts	(20)	0	(20)	0.0	0.0

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	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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.	(20)	0	(20)	0.0	0.0
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.	(40)	0	(40)	3.0	0.0
Extension of the current programme of bus lane enforcement measures at identified sites to support bus priority measures and to contribute towards service costs.	(20)	0	(20)	0.0	0.0
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	(69)	0	(69)	0.0	0.0
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.	(120)	0	(120)	0.0	0.0

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Service Area - Communities and Place

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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	0	(20)	(20)	TBC - subject to Cabinet approval	TBC - subject to Cabinet approval
Total	(4,768)	455	(4,313)	16.6	0.0

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Service Area - Adults

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'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	500	3,000		
Demand pressures - learning disability services increasing client numbers transitioning from Childrens services	1,300	0	1,300		
Regulated Services Manager post to manage the Care Quality Commission registered services previously provided by SEQOL	0	65	65		
		0	0		
<u>Other Savings (negative numbers)</u>					
Reintegration / retendering of services insourced from SEQOL	(250)	0	(250)		
Supporting People - financial impact of work already completed to review and reprocure contracts requirements and support provider to access other income sources.	(200)	0	(200)		

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Service Area - Adults

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Reduction in Public Health services in line with the estimated reduction in specific grant plus containing inflationary pressures	(371)	0	(371)		
On-going review of care packages mainly across Learning Disabilities to ensure effective use of universal services and packages of care that support the needs of clients	(2,179)	0	(2,179)		
Release of budget for revenue costs linked to implementation of a replacement for Swift. The implementation has been delayed and the revenue implications will need to be considered as part of the implementation.	0	(140)	(140)		
Total	800	425	1,225	0.0	0.0

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Service Area - Children

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Increased demand for Children's placements including those for disabled children.	1,500	(400)	1,100		
Additional social workers to ensure suitable caseload levels to enable the delivery of an effective quality service as case work increases	650	0	650		
Special Education reforms additional case load from production of Education Health & Care Plans	100	0	100		
School Improvement funding to support schools that are rated as Requires Improvement by OFSTED, (currently 5 secondary schools in Swindon fall into the category)	0	200	200		
Family Centres - Contracts for 2 years have delivered successful outcomes through Family centres at Highworth and Abbey Meads (Butterflies). It is therefore recommended to continue these contracts with the intention of working with the providers to source external income sources over a period of time. £150k will be provided for Butterflies and £25k for Highworth.	0	212	212		

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Service Area - Children

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Other Savings (negative numbers)					
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	0	0	0		
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	0	0	0		
Reduction in front door assessments by 200 per annum through effective Multi Agency working (MASH) enabling the reduction of 1 social work post	(44)	0	(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)	(75)	0	(75)		
Music service to be self-funded through grant funding, trading with schools and parental contributions.	(25)	0	(25)		
Training offer to early years providers to be reviewed and income expectation increased	(10)	0	(10)		

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Service Area - Children

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Advisory service to schools to be provided from within school improvement team	(19)	0	(19)		
School improvement post funded by Dedicated Schools Grant (DSG)	(20)	0	(20)		
Increased income expectation for Governor Services team	(10)	0	(10)		
Early years post funded by Dedicated Schools Grant (DSG)	(15)	0	(15)		
Education Welfare - increasing the penalty charge income budget to reflect current levels of income being achieved.	(10)	0	(10)		
Youth Service Provision - a report will be going to the February Cabinet for a decision to be made on the level of service provision. Final figure will be updated in the February report based on the decision taken.	0	(136)	(136)		
Total	1,985	(124)	1,861	0.0	1.0

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Service Area - Economy

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
<u>Cost Pressures (positive numbers)</u>					
Loss of income on Carfax Street Medical Centre offset by increase in MECA rent	80	0	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	(50)	0	(50)	0.0	0.0
Consolidation of catering provision across the Borough to generate additional commercial opportunities	(30)	0	(30)	0.0	0.0
Commercialisation of some Building Control services to generate new income within the team	(20)	0	(20)	0.0	0.0
Reduction in the adult learning grant contribution from the Economy &	(16)	0	(16)		
Income from Commercial Investment Strategy	0	(500)	(500)		
Total	(36)	(500)	(536)	0.0	0.0

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Service Area - Corporate & Enabling

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Cost Pressures (positive numbers)					
Pay Inflation (at 1% for most), impact of the minimum wage and incremental pay increases	1,670	(500)	1,170		
Contract Inflation (at average of 1.5% but some specific areas are different)	2,720	300	3,020		
Income inflation (at average of 5%)	(533)	0	(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	0	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	0	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	0	250		

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Service Area - Corporate & Enabling

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Increased costs of the cremator maintenance contract at Kingsdown Crematorium	80	0	80		
Increased costs of legal support to Adult and Children Services.	28	0	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	0	153		
Increase in Microsoft Enterprise licence costs. This figure will be refined when the detail of the new charging model is available.	80	0	80		
Contingency to mitigate increased costs pressures arising before February 2017, a worse than forecast settlement from Central Government and risks in the 2017-18 budget.	500	2,000	2,500		

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	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Increase in levy paid to Central Government in relation to Business Rates growth	0	338	338		
<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	(500)	0	(500)		
Reorganisation of work across Committee Services resulting in a reduction of 2 posts	(80)	0	(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.	(86)	0	(86)		

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	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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.	(32)	0	(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.	(126)	0	(126)	2.5	
Reduction in Debt Charges costs through an MRP review to extend the period of capital loan repayments, use of capital receipts to repay debt.	(500)	(5,000)	(5,500)		
Mobile phones contract re-procurement - part-year saving	(35)	0	(35)		

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Proposal	£'000	£'000	£'000	Filled	Vacant
Redesign of services across the People, Performance and Engagement function.	(175)	0	(175)	4.0	2.0
Internal Audit savings from staffing and non-salary budgets.	(25)	0	(25)	1.0	
Finance Team staff saving following a reorganisation of roles within the team.	(80)	0	(80)		1.0
Revenues and Benefits Capita contract savings linked to a reduction in council tax inspectors, reduced benefits claims and call volumes	(116)	0	(116)		
Procurement savings from a review of terms and contract management arrangements for a number of HR related contracts	(48)	0	(48)		
Customer & Business Services - Review and redesign of specialist support roles across Customer and Business Services.	(70)	0	(70)	2.0	

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Service Area - Corporate & Enabling

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
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.	(30)	0	(30)		
Remove Council Tax Empty & Unfurnished discount of 50%	(420)	0	(420)		
Reduce Council Tax Structural Alterations discount to 25% discount for a maximum of 3 months	(15)	0	(15)		
Review of staff car mileage to replace some mileage with more cost-effective pool cars, increase car sharing opportunities and review mileage rates and introduce staff car parking charges for Town Centre parking.	0	(226)	(226)		
Strategic Procurement Review delivering savings through contracts and contract management.	0	(500)	(500)		
Digitisation - review of back office processes to make them more efficient making use of technology and reducing paper.	0	(500)	(500)		

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Service Area - Corporate & Enabling

	Changes Approved By Cabinet in October 2016	Change Proposed in December 2016	Total Changes Proposed for 2017-18	Post Deletions 2017-18 (FTEs)	
Proposal	£'000	£'000	£'000	Filled	Vacant
Introduction of new and extended services within Cems & Crems including Trees of Remembrance and organist service.	0	(30)	(30)		
Total	4,385	(4,118)	267	9.5	5.0