

FALKIRK COUNCIL

Subject: GENERAL FUND REVENUE BUDGET FRAMEWORK 2016/17 – 2018/19
Meeting: FALKIRK COUNCIL
Date: 7 October 2015
Author: CHIEF EXECUTIVE & DIRECTOR OF CORPORATE & HOUSING SERVICES

1. INTRODUCTION

- 1.1 The primary purpose of this report is to progress the General Fund Revenue Budget process in a proactive manner, having particular regard to the extremely challenging projected gaps in financial years 2016/17 (£18m) and 2017/18 (£15m). A summarised timeline is presented at Appendix 1.
- 1.2 The report firstly, however, gives context at both the national level in terms of grant funding and then provides an overview of Falkirk Council's financial position.
- 1.3 Whilst the focus of this report is on the General Fund Revenue Budget, it should not be forgotten that parallel workstreams are progressing the other elements of the Council's overall budget position in terms of:-
- a) General Services Capital Programme
 - b) HRA – Revenue
 - c) HRA – Capital
 - d) Falkirk Community Trust (FCT)
 - e) Adult Health & Social Care Integration

It is anticipated that these items along with the Revenue Budget, will be presented to a Council meeting in late February.

2. BACKGROUND

- 2.1 A broad Budget framework was presented to the Executive on 9 June 2015. Some of the content of that report is repeated in this paper.
- 2.2 It is helpful to document the evolution of the Revenue Budget process in recent years:-
- Agreement of a two year Budget (the latter year provisional) within a three year Budget framework
 - Preliminary consideration of the Budget position by Council in Autumn
 - Development of the Equality & Poverty Impact Assessment (EPIA) process
 - Public engagement via several channels

- 2.3 The Thematic classification of savings options and the introduction of a separate Integration Joint Board to deal with adult care are current developments which will feature later in this report. The Community Empowerment (Scotland) Act 2015 makes provision for the Scottish Ministers to introduce regulations on participatory budgeting but the implication for the Council's budget process will need to await the regulations and associated guidance.
- 2.4 The restructuring recently approved by Council will require Service budgets to be reshaped.
- 2.5 In due course Parliament's consideration of the deliberations of the Commission for Local Tax Reforms will have the potential to lead to significant changes in local taxation during our medium term framework.

3. THE CENTRAL GOVERNMENT POSITION – GRANT

- 3.1 The most significant element in the "Budget mix" is revenue support grant from the Scottish Government. By way of illustration, for 2015/16 the grant was £282m and represented 84% of the Council's net expenditure of £335m. We have assumed a reduction of 0.9% in 2016/17 and 2% in 2017/18. Clearly, even a small percentage movement from these assumptions will convert to a large cash sum.
- 3.2 Following the General Election, the spectrum of possible fiscal stances has narrowed to one where there will be significant cuts in unprotected service areas, one of which is local government. It is anticipated that these will be most severe in 16/17 and 17/18, but with the proportions between the two years unknown. The Westminster Government has indicated that their Spending Review will be announced in late November.
- 3.3 The outcome of the Spending Review will then be transferred to Scotland via Barnett (which may itself change) where the Scottish Government will need to determine its spending priorities between the main spending blocks, notably local government and health. The slice allocated for local government will then be fed into the grant distribution formula leading to council specific grant figures. These may be available in late December, but more probably in January.
- 3.4 This will clearly give a very compressed period before the February Council agenda needs to be ready. Consequently, the Council will need to be prepared for fleet footed adjusting action if the grant assumptions are notably different from the estimated position.
- 3.5 It is to be hoped that the above process will lead to robust grant figures for individual Councils being made available for more than one year to facilitate medium term financial planning.

4. FALKIRK COUNCIL'S FINANCIAL POSITION

- 4.1 The Council's financial position for 2015/16 as at 31 July was reported to the Executive on 18 August. This showed that net expenditure in aggregate was forecast to be broadly in line with the approved Budget. Significant overspends were, however, forecast in Social Work - Childrens Services (£1.8m) and Adult (£0.8m). A £2m contingency was built into the 2015/16 Budget to cover these pressures in Social Work but this is proving insufficient.
- 4.2 Work is currently in progress to present an updated financial picture to the October meeting of the Executive. This work is showing that, whilst the budget position in aggregate has not moved significantly, that is not the case with Social Work.

- 4.3 Based on the last report to the Executive, the estimated position on Reserves at 31/03/16 is summarised below:-

	£'m
General Fund Reserves	8.264
Repairs & Renewals	4.337
<u>Earmarked Reserves:</u>	
Devolved Schools Management	2.198
Economic Development	0.883
Central Energy Efficiency	0.456
Insurance	4.826
Spend to Save	2.304
TOTAL	23.268

Members will recall that a review of the Reserves Strategy was reported to and approved by the Executive in January 2014. The General Fund Reserve balance has significantly reduced but still sits within the approved strategy range of £6.6m - £10m. The update report to October Executive will further consider the position with the Earmarked Funds and the Repairs & Renewals Fund. Further comment on reserves is made at para 5.1.5.

5. BUDGET FRAMEWORK 2016/17 – 2018/19

5.1 Regulatory Considerations

- 5.1.1 Each Council is legally required to approve an annual balanced Budget and set a council tax and this is required to be done by 11 March in the preceding financial year.
- 5.1.2 In practice, it is now more common for Councils to operate within a framework beyond one year, usually two or three years. The main drivers for this are:
- a) It better accommodates a more strategic approach
 - b) It allows more time for due process to be undertaken prior to the Budget decision meeting. In particular, this relates to progression of Equality and Poverty Impact Assessments (EPIA) of savings proposals and any necessary consultation including those of a statutory nature.

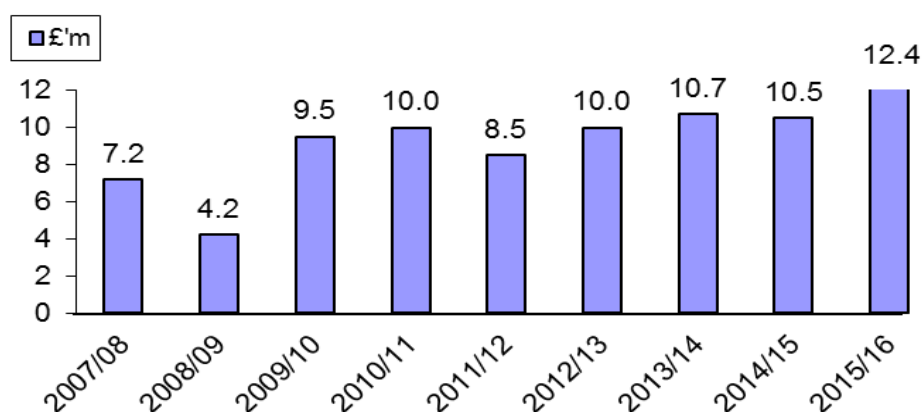
This is an approach which finds favour with Audit Scotland.

- 5.1.3 Every Council is also legally required to “make arrangements for the proper administration of their financial affairs”. The Chief Finance Officer holds this (Section 95) responsibility for Falkirk Council. A key element of this responsibility is securing a balanced and timeous Budget.
- 5.1.4 There is an expectation by both the Scottish Government and Audit Scotland that, going forward, budgets will be much more integrative in nature, in terms of an interface with Community Planning Partners with a joint focus on the priorities in the Single Outcome Agreement (SOA). This is reflected in practice in the Joint Resourcing Agenda and the integration of Adult Health and Social Care.

- 5.1.5 Audit Scotland in their annual report on the 2014/15 Accounts have again highlighted that the use of reserves to fund annual recurring expenditure is not sustainable and not consistent with the Council's reserves strategy. Recognising this, the General Fund Reserve was not harnessed in 2015/16 and nor it is proposed to do so in either 16/17 or 17/18. As noted at Section 4, this reserve is significantly below its previous level and faces ongoing pressure from potential overspend.
- 5.1.6 It is expected that the Council Tax freeze will continue for 2016/17. Failure to adhere to this would result in a significant penalty for the Council.

5.2 The Budget Gap

- 5.2.1 The profile of budget gaps the Council has had to deal with in recent years is set out in the chart below.



As this table shows, the Council has had to identify aggregate savings of £83m over the last 9 years. Average savings since 2009/10 have been over £10m p.a.

- 5.2.2 It will be evident that the further we move along this timeline of Budget Gaps, the more challenging the task of bridging them becomes. This is reinforced by the estimated gaps for the next 3 financial years:-

	£'m
16/17	18.4
17/18	15.2
18/19	11.4
TOTAL	45.0

What is very clear is that delivering savings of this scale will require significant contraction in service delivery and reduction in staffing. This needs to be conveyed, albeit sensitively, to stakeholders notably the general public, service users and staff/trade unions. This is considered in subsequent sections.

- 5.2.3 Members are reminded that the future Budget gaps quoted above are estimates and predicated on a wide range of assumptions, notably that of grant as highlighted at para 3.1.

- 5.2.4 The Council agreed a provisional Budget for 2016/17 in February 2015. The savings thereby agreed are presented again at Appendix 2. There are, however, several elements where work is still required, as noted below, and expanded on in subsequent paras:-

	£m	
Replacement of Teacher savings option	1.7	para 5.2.5
Workforce Savings	1.5	para 5.2.6
Service Configuration/Transformation	2.0	para 5.2.7
Agreed Savings which have become problematic	?	para 5.2.8

- 5.2.5 Savings of £1.7m were assumed from a reduction in teachers but, in the event, the Scottish Government took action to require Councils to maintain teacher numbers. Consistent with Recommendation 12.1(d) in the February Budget report to Council, it is the responsibility of the Director of Children's Services to come forward with alternative proposals to plug this gap. These are set out below:-

- Saving of £1m by reducing the number of Support for Learning Assistants involved in general school and classroom duties. This will be achieved as far as possible through voluntary severance and removal of temporary posts
- The recruitment of additional permanent teachers has created efficiencies in the management of teachers supply costs, resulting in savings of £0.100m
- Reducing staff training budgets by £0.060m
- Restructuring the management and support costs within Children's Services, achieving savings of £0.270m
- Reviewing the family support service with the aim of achieving savings of £0.300m

The above savings will be subject to the Council's EPIA process and any other necessary consultations.

- 5.2.6 With respect to Workforce savings, negotiations are well advanced with Trade Unions and it is anticipated that firm proposals to achieve £1.5m will be brought before Members as part of the Budget process.
- 5.2.7 Provision was made for £2m savings from corporate business transformation projects i.e. those business transformation projects not directly linked to a specific service which are included in respective Service budget savings options. Corporate business transformation savings will be derived from the service redesign agreed by Members earlier this year, the creation of the business and transaction team which will provide a single managed structure and consistent processes across admin/ clerical and support services, the introduction of mobile and flexible working practices and other channel shift opportunities and finally from procurement savings.
- 5.2.8 There is the potential for some previously agreed 2016/17 savings, with the lapse of time, to prove problematic. The anticipated savings by Social Work from the Rowans is a case in point. Information on the implementation of the Council's decision in relation to the Rowans will be reported to Scrutiny Committee in October. To the extent other examples emerge, consistent with para 5.2.5 above, Services will be expected to bring forward an alternative for approval by Members.

5.3 2017/18 Budget Savings Options

- 5.3.1 The benefits of adopting a proactive approach over a time horizon beyond one year has already been highlighted in this report. It is difficult to imagine how Budget Gaps of the magnitude forecast for 17/18 (£15.2m) can be managed effectively, if tackling them is only started in the year in question.
- 5.3.2 Consequently, it is proposed that Council gives authority to officers to progress any required consultations and workstreams relating to savings options identified by officers whether arising from statute or as part of the EPIA process. It is clear that it is Members who will finally take the decisions on savings options, but these decisions will be better informed having this information sitting behind the option. The legal position on the equality element makes this an important consideration. Moreover, savings options need only be selected by Members consistent with the size of the updated Budget Gap (following the grant announcement) i.e. if that is reduced then only the requisite level of savings options require to be approved.
- 5.3.3 The savings options identified by Officers at this stage in the process (further options are likely to be identified) are set out at Appendix 3. As noted at para 2.3 these have been arranged by Theme rather than by the traditional Service format, albeit the references allow the Service to be identified:-

C&HS - Corporate & Housing Services
SW - Adult Social Work
CS - Children's Services
DV - Development Services

They are also ordered by value within each Theme.

Hopefully Members will find this revised approach helpful.

It is recognised that for many of these options, there are alternatives to the Theme selected, but it is suggested that the identification of the savings option, rather than the particular Theme, is what is important.

- 5.3.4 From these Theme options, together with proposals which will be brought forward later, including those relating to grants to External Organisations/Fairer Falkirk Fund, Members will need to select options which will bridge the estimated gap of £15.2m in 2017/18. The costed savings in the appendix total £15.4m and with an expected FTE staffing impact of 250 FTE. Members should also note that the existing savings Falkirk Community Trust have been asked to make over the three years from 2015/16 are £2.1m, which is an average of £700k p.a. and with an additional £500k in 2016/17. An option open to Members would be to seek further savings from staff terms and conditions beyond the £1.5m mentioned at para 5.2.6, although it must be noted that it will become increasingly difficult to reach an agreement with Trade Unions on further reductions in this area.

- 5.3.5 Some areas of savings options are not yet specifically identified in Appendix 3 because further work is required.
- 5.3.6 There is a discrete category of savings in this appendix which relates to as yet Uncosted Options. This reflects that these options will require a significant input of limited officer resources and in consequence Members are invited to consider which ones they would wish to be worked up.
- 5.3.7 Officers have concentrated on discretionary areas of spend in identifying savings options, but where there is potential with statutory provision this has been pursued.

5.4. Engagement with Stakeholders

- 5.4.1 Following today's meeting, information will be made available to the public about the savings options the Council is considering. This will inform people at an early stage about the general approach to the budget, including information about the financial challenges facing the Council and about specific savings under the agreed themes. A range of channels will be used, including the Council's website and Falkirk Council News. The people will also be engaged via Community Councils. The purpose of this activity is to engage with the public around the budget and help them understand the context in which difficult decisions will have to be made.
- 5.4.2 Equality and Poverty Impact Assessments (EPIA) are an important aspect of the Council's budget process and involve assessing the impact that any changes to services will have on the citizens of Falkirk and taking steps to mitigate this if required. These assessments will be taken forward by Services and will involve engagement with service users for each of the budget savings proposals. In line with guidance the EPIA process will seek to identify impacts and any mitigation that can be brought to bear to reduce potential impacts. The outcomes of these exercises will be fed into the budget process so that Members are fully informed about the potential impact before any final decisions are made in February 2016.
- 5.4.3 A similar programme of consultation will take place for employees and Trade Unions to that used during 2014/15. This will include the following key elements:
- A letter to be issued to employees both prior to and following consideration of this report by Members;
 - A meeting with Trade Unions both prior to and following consideration of this report by Members;
 - All employees being offered the opportunity to attend a briefing session with their Manager during October to November, to allow Managers to explain the status of the options and what they may mean for different employee groups. Employees will also be given the opportunity to ask any questions. Managers will be provided with a script for this purpose, tailored to meet the needs of their teams and to ensure a consistent message is delivered across the workforce.

- 5.4.4 It should be stressed that meetings with Trade Unions will be on-going throughout this process and further letters will be issued to employees at appropriate stages. Managers will also be asked to maintain channels of communication with employees to ensure they are kept advised of progress and have appropriate opportunities to ask questions.

5.5 Adult Health & Social Care Integration

- 5.5.1 This injects a substantial new dynamic into the Budget process, particularly in the context of a climate of financial constraint. The new Integration Joint Board (IJB) will take over responsibility for adult social care from April 2016. The Board needs to prepare a Strategic Plan which will have a three year financial element. The preparation of this will place demands and strains in terms of the interplay between the IJB, Health Board & Council relating to governance processes and differing financial pressures. And, this will all need to be achieved within a compressed time frame.
- 5.5.2 Work is currently underway as part of the Due Diligence process to confirm the budgets for the Council's functions which are required to be in scope and also importantly the robustness of the breakdown of the Health Board's budget between the two IJBs within its area. The Transitional Board requested, and received at its meeting in September, a provisional indication of its funding resources:-

	£m
Forth Valley Health Board	126
Falkirk Council	61
TOTAL	187

- 5.5.3 The approved Integration Scheme sets out the methods for determining the amount to be paid by the parties (Council & Health Board) to the IJB and the determination of the Set Aside budget (essentially the share of hospital resources). The Scheme recognises, "that a degree of flexibility and pragmatism will be required in the first year, in particular, to implement change of this magnitude and complexity".
- 5.5.4 It will be inevitable that in the first year of the new IJB, focus will necessarily be directed to ensuring continuity and "steady state" before turning its attention to Service transformation. Consequently, it is anticipated that the IJB will need to progress any adult Social Work savings options the Council agrees for 2016/17.
- 5.5.5 The approved Integration Scheme provides for a slightly different Budget methodology for 2017/18 and subsequent financial years - "The Integration Joint Board business case shall be presented to the Parties for consideration against their other priorities and negotiation of their contributions". One can see parallels with the manner in which Falkirk Community Trust submits its Business Case to the Council in November. It is important to bear in mind that decisions about service provision in adult social care (other than charging) will rest with the IJB rather than the Council, subject to the Council determining the overall annual payment to the IJB. Consequently the savings proposed by the Council may not be taken forward by the IJB.

5.6 Best Value Report

- 5.6.1 The Audit Scotland Best Value report, which appears on this agenda, makes some suggestions which are relevant to the Budget process.
- 5.6.2 The first of these relates to the potential for a cross party Working Group. Reference is made to this in the report on the Best Value Report which is also included in the agenda for this meeting.
- 5.6.3 The other relates to the financial planning horizons. Currently, the Council works with a two year Budget within a three year framework, which in turn sits within a five year medium term picture. It is proposed that this latter element will be developed. An outline 10 year plan will also be developed, linking with the Council's Corporate Plan and the Community Plan. As a cautionary note with respect to longer term planning, attention is drawn to para 3.3 where the Council is unlikely to know until January what its major resource is for a financial year which starts in April.

6. CONCLUSIONS

- 6.1 The report sets out the framework for progressing Revenue Budgets for both 2016/17 and 2017/18. This framework recognises the evolution of the process, the Council's financial position and, critically, highlights that the grant position will not be known until probably January. The importance of engagement with stakeholders is also recognised.
- 6.2 It is demonstrated that work is progressing to ensure that there will be a balanced Budget position for 2016/17. A range of savings options for 2017/18 are presented with a view to them being worked up, including EPIAs, so that Members will have the necessary information to inform their decision making. It is inevitable that savings of this magnitude will have a material impact on the Council's service delivery capacity, internally as well as externally.

7. RECOMMENDATIONS

7.1 Council is invited to:

- (i) Note the Revenue Budget Framework for 2016/17 – 2018/19
- (ii) Approve the replacement Children's Services savings per para 5.2.5 subject to the Council's EPIA process and any other necessary consultation
- (iii) Note the progression of the Equality & Poverty Impact Assessments and approve the necessary consultations and workflows set out in the report to facilitate the preparation of a 2 year Budget.

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CHIEF EXECUTIVE

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**DIRECTOR OF CORPORATE &
HOUSING SERVICES**

Date: 22 September 2015
Ref: AAC071015
Contact Officer: Bryan Smail

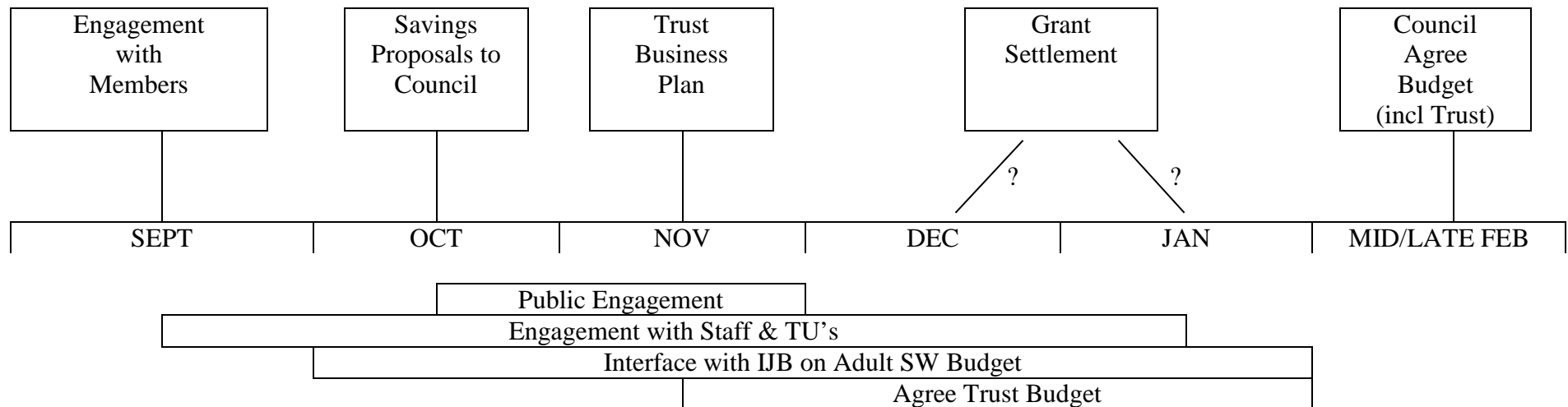
LIST OF BACKGROUND PAPERS

1. Budget Working Paper Files.

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506300 and ask for Bryan Smail.

APPENDIX 1

BUDGET TIMELINE



Summary of 2015/16 -2016/17 Proposed Savings Options**Education Services**

No	Description	2015/16 Saving £'000	2016/17 Saving £'000	2 Yr Savings £'000	2Year FTE
1	Reduce level of support for learning assistants by efficiencies	100	200	300	21.0
2	Home to School Transport - Change to Statutory Minimum of 2/3 miles		250	250	
3	Early Years - Review management structures in nursery schools and sessionalise Heathrigg	75	70	145	3.0
4	Early Years - Full year effect of price increase in 2014/15 for baby provision	17		17	
5	Reduce level of provision of Speech and Language therapy	50		50	
6	Review of Options to Reduce Primary School Teaching Hours (From 25 to 22.5 hrs/wk)		1,191	1,191	54.0
7	Remove discretionary teacher allocations in primary and secondary schools		542	542	25.5
8	Review curricular choices and move to a more standardised provision in secondary schools		100	100	2.0
9	Psychological Services - Reduce number of Psychologists	50		50	1.0
10	Relocation of Bo'ness CLD Office	10		10	
11	Review existing Community Learning and Development provision and reduce service in non-statutory areas	150	520	670	35.0
12	Community Halls - Usage levels in all 22 community halls will be assessed and options considered around the halls that are least used, including options for closure or community transfer.	20	190	210	
13	Central Support Staff (Management, Admin and Clerical) - Reduce number of staff	200	200	400	12.0
14	Relocate staff from Camelon Education Centre to Sealock House	50		50	
15	Reduce building cleaning frequency and specification	200	165	365	16.2
16	Review of PPP/NPDO contractual arrangements e.g. contract specification reductions and refinancing	750	200	950	4.0

Summary of 2015/16 -2016/17 Proposed Savings Options

Education Services

<u>No</u>	<u>Description</u>	<u>2015/16 Saving £'000</u>	<u>2016/17 Saving £'000</u>	<u>2 Yr Savings £'000</u>	<u>2Year FTE</u>
17	Reduce schools per capita budgets	50	50	100	
18	Promote use of parental contracts instead of taxis	5		5	
19	Schools Catering - Increase increase price by 20% over 3 years. (15p/10p/10p)	100	100	200	
20	Reduce the number of meal choices in primary and secondary schools		80	80	
21	School Lets: Increase charges by 3% (Aligned to Falkirk Community Trust charges)	4	4	8	
22	School Lets Charges: Full year effect of price increase in 2014/15	40		40	
23	Childcare Fees : Increase by 5% pa	15	15	30	
24	Breakfast Clubs: Increase charges by 5p	5		5	
25	Reorganise school library service and provide a decentralised service within each secondary school		225	225	10.0
26	Additional Funding Grants - Savings	100	200	300	
27	Transport from Travelling People Site - stop discretionary provision & move to statutory distance entitlement.	10		10	
28	Musical Tuition Service - Reduce the number of instruments that are offered for curricular tuition in line with demand and increase group tuition delivery.	30	20	50	0.5
		2,031	4,322	6,353	184.2

% of Adjusted Net Revenue Budget

1.60%

3.40%

Summary of 2015/16 -2016/17 Proposed Savings Options
Social Work Services

No	Description	<u>2015/16</u> <u>Saving</u> <u>£'000</u>	<u>2016/17</u> <u>Saving</u> <u>£'000</u>	<u>2 Yr</u> <u>Savings</u> <u>£'000</u>	<u>2 Year</u> <u>FTE</u>
1	Increase existing non residential charges and charging caps in line with inflation	34	34	68	
2	Introduce charges for day care for older people at a rate of £5 per week	28	1	29	
3	Reduce frequency of cleaning to buildings	16		16	1.0
4	Introduce eligibility criteria for transport accompanied by changes for transport provided	50		50	
5	Inflationary uplift in income for services funded by NHS Forth Valley	100	100	200	
6	No inflationary uplift for supporting people expenditure	200	200	400	
7	Home Care - Shift the balance of internal/external provision towards a greater proportion of external provision	37	38	75	4.0
8	Redesign of employment services to people with a disability and potential closure of ASSET		102	102	12.0
9	Potential reduction of existing buildings based day services in response to anticipated increase in demand for packages of self directed support with built in efficiencies of 20%		230	230	33.0
10	Switch existing shopping service to an alternative reduced service being commissioned through the voluntary sector	65	60	125	10.5
11	Review Caledonia Clubhouse and Services provided by FDAMH with a view to achieving efficiency savings of 20%		35	35	
12	Inflationary uplift in charges for Older People's homes	35		35	
13	Property savings from reduced rates	60		60	
14	Property savings from ending leases		20	20	
15	Close Rowans short break service and purchase equivalent number of places externally		100	100	10.3
16	Redesign of care home provision with closure of Oakbank and reprovision of Summerford		300	300	64.0

Summary of 2015/16 -2016/17 Proposed Savings Options
Social Work Services

No	Description	<u>2015/16</u> <u>Saving</u> <u>£'000</u>	<u>2016/17</u> <u>Saving</u> <u>£'000</u>	<u>2 Yr</u> <u>Savings</u> <u>£'000</u>	<u>2 Year</u> <u>FTE</u>
17	Reprofiled Eligibility Criteria for adult social care with a focus on provision for people whose needs are critical or substantial	400	500	900	
18	Joint working with the NHS		101	101	
		1,025	1,821	2,846	134.8

% of Adjusted Net Revenue Budget

0.90% 1.60%

Summary of 2015/16 -2016/17 Proposed Savings Options
Development Services

No	Description	<u>2015/16</u> <u>Saving</u> <u>£'000</u>	<u>2016/17</u> <u>Saving</u> <u>£'000</u>	<u>2 Yr</u> <u>Savings</u> <u>£'000</u>	<u>2 Year</u> <u>FTE</u>
1	Reduce overtime	30	30	60	
2	Reduction in supplies and services	100	50	150	
3	Removal of 14/15 year old travel concessions	74		74	
4	Reduce revenue expenditure on flooding, compensated by an increase in capital expenditure	316		316	
5	Reduce revenue expenditure on roads, compensated by an increase in capital expenditure	158		158	
6	Economic Development - reduction in service provision in areas of Business Property, Growth & Investment and the Employment Training Unit	100	400	500	
7	Savings from changing the residual waste collection from fortnightly to 3-weekly	164	127	291	
8	Savings from changing the residual waste collection from 3-weekly to 4-weekly		400	400	
9	Increase car parking charges by 30p	82		82	
10	Youth Employment - removal of additional funding element introduced in 2012/13	250	250	500	
11	Reduce staff costs by 8% across the service	500	500	1,000	25.0
12	Increase in planning application fees	25		25	
13	Allow for administration costs for external funding applications	55		55	
14	Street naming and numbering (new charges to developers/householders)	7		7	
15	Reduce bus subsidies for unprofitable bus routes	183	25	208	
		2,044	1,782	3,826	25.0

% of Adjusted Net Revenue Budget

4.25% 3.71%

Summary of 2015/16 -2016/17 Proposed Savings Options
Corporate & Neighbourhood Services

No	Description	2015/16 Saving £'000	2016/17 Saving £'000	2 Yr Savings £'000	2 Year FTE
1	Savings from the sign factory as a result of the partnership with Haven.	470		470	
2	Public Conveniences - Closure of APC's excluding Blackness		112	112	
3	Bereavement Services - increase charges	100	50	150	
4	Review of Fleet Services	255		255	
5	Refuse Collection - Charge for bins in new housing developments	10	5	15	
6	Community Safety Team - Reduce level of patrol	100		100	4.0
7	Review the introduction of a charge for the Garden Aid Scheme		250	250	
8	Pest Control - introduce charges for all residents	39		39	
9	Refuse Collection - introduce charges for all Special Uplifts	227		227	3.0
10	Property savings from rates	22		22	
11	Savings from deleting vacant posts	30		30	
12	Reduction in supplies and services	10		10	
13	Trade Waste - reduce crew sizes to 2 staff	50		50	2.0
14	Street Cleaning: Litter picking - Reducing the number of teams/squads and reducing the frequency of the current litter picking cycles	200		200	8.0
15	Street Cleaning - Mechanical Sweeping - review sweeping cycles	100		100	2.0
16	Grounds Maintenance - Grass Cutting Operations - reduce grass cutting frequencies	215	100	315	15.0

Summary of 2015/16 -2016/17 Proposed Savings Options
Corporate & Neighbourhood Services

No	Description	2015/16 Saving £'000	2016/17 Saving £'000	2 Yr Savings £'000	2 Year FTE
17	Grounds Maintenance - review weed control	100		100	2.0
18	Grounds Maintenance - Shrub Bed Maintenance and hedges - reduce level of maintenance	75		75	3.0
19	Grounds Maintenance - Reduce the size of the squads carrying out tree works	40		40	2.0
20	Grounds Maintenance: Summer Bedding - Reduce the number of annual flower beds and revert to grass areas. Reduce the overall number of hanging baskets displayed.	30		30	2.0
21	Reduce the budget for providing the Private Sector Housing Service	99		99	
22	Reduce third party payments through a Supported Accommodation Review	202		202	
23	Reducing administration costs associated with the Deposit Guarantee Scheme		56	56	
24	Increase the charges for the Small Repair Scheme		93	93	
25	Close staffed public conveniences		249	249	4.6
26	Reduce building cleaning costs	60		60	2.5
27	Reducing administration costs for managing the services provided by the Private Sector Team to owner/occupiers and landlords		100	100	2.0
28	Change frequency of brown bin collection to 4-weekly		200	200	3.0
29	Reduce the level of administration costs to building services functions		79	79	3.0
		2,434	1,294	3,728	58.1

% of Adjusted Net Revenue Budget

8.70%

4.63%

Summary of 2015/16 -2016/17 Proposed Savings Options
Central Support Services & Miscellaneous Services

<u>No</u>	<u>Description</u>	<u>2015/16</u> <u>Saving</u> <u>£'000</u>	<u>2016/17</u> <u>Saving</u> <u>£'000</u>	<u>2 Yr</u> <u>Savings</u> <u>£'000</u>	<u>2 Year</u> <u>FTE</u>
1	Budget for making a surplus within Printworks	25		25	
2	Reduce Council Tax Bad Debt Provision	300		300	
3	Increase council tax collection rate to 98% from current 97.8%	100		100	
4	Reduce pension costs to reflect current staffing profile.	38		38	
5	Remove repairs and renewals provision for a former CRC property	20		20	
6	Generate additional income by targeting fraud across all areas, starting with council tax discount	40		40	
7	General expenditure savings and efficiencies	17		17	
8	Surcharge for use of credit cards to pay council bills	25		25	
9	Childrens Panel/Safeguarder - recovery of costs from constituent councils	20		20	
10	Savings from ending a lease for a town centre office space	104		104	
11	Savings for restructure of Payroll & HR Systems Support.	70		70	3.0
12	Customer First - remove one stop shop services, generating savings from efficiencies		191	191	7.0
13	HR Operations - changes to Occupational Health contract and reducing the specification		27	27	
14	Centralise the Registrars in one location		100	100	4.0
15	Staff reductions across Finance and Governance functions	234	91	325	10.0
16	HR Operations - Review of Health & Safety and Employee & Organisational Development		32	32	1.2

Summary of 2015/16 -2016/17 Proposed Savings Options
Central Support Services & Miscellaneous Services

<u>No</u>	<u>Description</u>	<u>2015/16</u> <u>Saving</u> <u>£'000</u>	<u>2016/17</u> <u>Saving</u> <u>£'000</u>	<u>2 Yr</u> <u>Savings</u> <u>£'000</u>	<u>2 Year</u> <u>FTE</u>
17	Policy, Technology & Improvement - review of operational arrangements	65	34	99	2.0
		1,058	475	1,533	27.2

% of Adjusted Net Revenue Budget

5.22% 2.35%

Overall Totals

8,592	9,694	18,286	429.3
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