

Appendix 3

There are three council Scrutiny Committees – Community Planning and Development; Learning, Caring and Leisure; and, Street Scene, Regeneration and Safety. The following appendix includes the first two pages given to all three committees, in reports presented to the committees on the 30th January concerning the 2013/2014 Budget and the Five Year Medium Term Financial Plan. These opening pages cover the description of the purpose, author, wards, summary, proposal, action by, and timetable; plus a statement of the background to the reports.

The remainder of the Appendix include detailed financial tables relating to proposed budget allocations which were also provided for the committees to consider, and as related to their areas of scrutiny – that is, bearing in mind that interests between committees often overlap.

Purpose To provide the Scrutiny Committee with the opportunity to comment upon the draft budget options and Medium Term Financial Plan.

Author Assistant Head of Finance,
Overview & Scrutiny Officer.

Ward All Wards

Summary The Cabinet at the meeting held on 18 December 2012 agreed the Medium Term Financial Plan and draft budget investments and savings options as the basis for consultation with the Council's stakeholders. They will be finalised in the Cabinet meeting on 18th February after receiving consultation feedback. The minutes of this meeting, on this item, will be included in Cabinet papers as the formal feedback from this Scrutiny Committee

Proposal The Committee is requested to provide comments to Cabinet upon the draft budget investment and saving options and Medium Term Financial Plan.

Action by Assistant Head of Finance
Scrutiny & Overview officer

Timetable Immediate

This report was prepared after consultation with:

- Head of Law and Standards - Monitoring Officer
- Head of Finance - Chief Financial Officer
- Head of Human Resources, Policy and Performance

Background

Context for Budget Preparations

1. At its July meeting, Cabinet received a report on the Medium Term Financial Plan (MTFP) and the key messages within that report, mainly based on work from the Local Government Association (LGA), were that Local Government would experience a significant gap between revenue funding and spending from 2013 to 2020 due to reducing Revenue Support Grant and increasing demands on services. Further work commissioned by the Welsh Local Government Association has confirmed the future funding pressure in Wales over the medium term, arising from reducing revenue support grant, even at the most optimistic assumption levels.
2. The Council received the provisional local government finance settlement from WG on 16th October and a detailed analysis of this was included in the November Cabinet paper on the MTFP. The final settlement was received on 11th December. Whilst the Council received some new money in the settlement, this has to cover all the Council's general price increases and budget pressures. Clearly, in line with previous years, whilst the increase is welcome, it does not meet the Council's rising costs and therefore savings in the base budget are required to balance the budget.
3. A significant issue within the overall budget position is the continuing WG promise of protecting schools' funding. In that respect, the funding promise gives schools a minimum 2.08% increase in funding on a cash basis. In addition to this, the draft budget position also recognises changes to school pupil numbers. Like most other Councils, Newport is experiencing significant strain on Social Services budgets and has to recognise and deal with demographic and service demand pressures.
4. In terms of Council Tax, no assumption for the level of the 2013/14 Council Tax has been made at this time, though it is clear that given the significant financial challenges the Council faces, the current level of resources are insufficient to cover spending needs. Council Tax remains a significant part of the financial equation in relation to providing services in Newport and Cabinet will recommend a final budget and Council Tax to Council on the 18th February, following consultation feedback.
5. Pay and contract inflation is included within the MTFP summary shown in Appendix One to this report and the key assumptions in it were included in detail in the November Cabinet paper on the MTFP.
6. Significantly, the Cabinet has recognised the imperative of developing a medium term approach to dealing with the Council's financial challenges. Appendix One is a summary of the Council's 5 year MTFP and whilst it will inevitably develop and change as assumptions are updated and confirmed and future years budget investments are not firm commitments at this time, it provides a framework for the strategic and transformational service changes required to meet the challenges shown, including:
 - Reviewing where and how the Council deals with its customers, maximising our investment in the F2F centre and on line capability.

- Challenging suppliers and services in all areas on the volume and cost of services provided
 - Maximising revenue streams
 - Reviewing how services are delivered
 - Developing partnerships and collaborations for the delivery of services
7. Within this medium term approach, the Council is still required to approve an annual budget and Council Tax level. In the context of a minimum level of general reserves and no other unallocated reserves at this time, the MTFP must be able to produce a balanced budget each year over its five year term once Council Tax is factored in.
7. Appendix two shows the list of service investments and savings related to this Committee's portfolio, which form a part of the Medium Term Financial Plan. The Committee is invited to comment on the proposals, which will be included in the formal consultation feedback to Cabinet, via the minutes to this meeting. The financial position, over the medium term and next year in particular is very challenging and there is little scope to stop any of the saving proposals without an alternative being available – the Committee are asked to be mindful of this fact in their feedback. In addition, any further suggestions for savings or further reviews would also be useful.

Links to Council Policies and Priorities

The overall aim of the budget and medium term plan is to ensure resource allocation is based on priorities and protects as far as is possible, services to the public. The investment and saving options shown in Appendix 1 & 2 to this report contribute to this aim

Options Considered/Available

There are few options available as the Council is required to consult on its budget options and therefore the Committee should contribute to this via constructive and useful feedback.

Preferred choice and reasons

See above

Comments of Chief Financial Officer

The options contained in these proposals will have significant impact on budgets over the next 5 years and the development of a 5 year plan is welcomed, in the context of delivering a sustainable financial position over these challenging years.

Consultation on these proposals is required so that Cabinet can make an informed decision on the Council's budget and Council Tax in 2013/14 in particular and medium term budget proposals thereafter.

Comments of Monitoring Officer

There are no direct legal issues arising from the report at this stage as the detailed budget options are in draft for consultation. In accordance with the Constitution, the Cabinet's budget options are subject to consultation and the final budget must be set by full Council in February 2013.

Some of the individual proposals will have legal issues in terms of their detailed implementation and these will need to be addressed at that time.

Staffing Implications-: Comments of Head of People and Transformation

The budget options outlined in the report will have a direct impact on employees across the Council, including schools. Changes to structures and staffing will be required to make the necessary savings. This transformation agenda will be supported through Human Resources and the Business Improvement and Development team, ensuring that the Council's services are financially sustainable into the future, and continue to deliver high quality services to Newport's citizens. The change

programme will need to incorporate meaningful consultation with trade unions and affected employees, and this is an ongoing process.

The Council will aim to minimise the impact of the budget on employees across our services, and a number of actions are currently being undertaken to assist in this e.g. restrictions on recruitment, reduction in use of agency staffing and overtime and greater opportunities for early/flexible retirement and reduced working arrangements. However, given the scale of the challenges facing the Council over the next 3 years, it has to be recognised that the Council cannot rule out having to make further redundancies. All employees directly affected will be supported by the provisions of the Council's "Job Security Policy", which aims to minimise compulsory redundancies and retain employees in our employment wherever possible.

Local issues

None

Table presented to all committees

MEDIUM TERM FINANCIAL PLAN 2013/14 - 2017/18

	2013/14	2014/15	2015/16	2016/17	2017/18	
<u>Planning pressures</u>						
Inflation	4,200	3,622	3,643	3,703	3,795	18,963
Social Care Demographics	870	1,143	750	620	660	4,043
Social Care - Frailty	440	110	0	0	0	550
School demographics	209	150	500	500	600	1,959
Waste Disposal/Treatment	0	0	0	-1,501	-35	-1,536
Capital Programme / PFI	982	1,412	84	31	76	2,585
Single Status/Living Wage	0	1,044	0	0	0	1,044
Pension Revaluation	0	1,260	0	0	0	1,260
TOTAL 'PLANNING' PRESSURES	<u>6,701</u>	<u>8,741</u>	<u>4,977</u>	<u>3,353</u>	<u>5,096</u>	<u>28,868</u>
OTHER PRESSURES	<u>8,556</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>10,556</u>
INCREASE IN REVENUE SUPPORT GRANT	6,391	1,246	418	418	3,761	12,234
TAX INCREASE TO COVER NON COLLECTION ON LOCAL REBATE SYSTEM	489	0	0	0	0	489
GAP	<u>8,377</u>	<u>7,995</u>	<u>5,059</u>	<u>3,435</u>	<u>1,836</u>	<u>26,701</u>
Savings/Strategic Programmes	7,025	7,126	3,223	547	542	18,463
Balance (before Council Tax)	1,352	869	1,836	2,888	1,294	8,238

Tables presented to Scrutiny Committee – Community Planning and Development

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>ADULTS SOCIAL SERVICES</u>					
<p><u>Adults - Reprovion of New Willows</u></p> <p>Closure by 15/16. 100% staffing reduction. 10.39 FTE's To close a residential respite service provided for adults with a learning disability. Re-provide respite options for individuals by utilising adult placement options and offering direct payments to individuals Offering real choice for individuals who can purchase respite options in alternative ways, eg holiday breaks. Supports more flexible care and support models</p>	124	124			
<p><u>Adults - Reprovion of Ringland Resource Unit Management Action</u></p> <p>reducing 60% of current staffing cost - 5.4 FTE's x 60% = 3.2 FTE(there will be potential VR cost) Currently two resource units operate as part of adult with learning disability day services. The support provided can be provided in alternative ways. Individuals can access centres at Brynglas and Ringwood but utilise those venues as resource/drop in centres. Individuals can utilise direct payments to support community based day opportunities, providing more flexible option. Saving achieved by closure these day service satellite centres.</p>	108				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p><u>Adults - Re provision of Baneswell Management Action</u> reducing 70% of current staffing cost 3.8 FTE's x 70% = 2.7 FTE(there will be potential VR cost) Individuals can access centres at Brynglas and Ringwood but utilise those venues as resource/drop in centres. Individuals can utilise direct payments to support community based day opportunities, providing more flexible option. Saving achieved by closure these day service satellite centres.</p>	78				
<p><u>Adults - LD Ordinary Residence Cases Management Action</u> These are 2 cases where support is provided out of county. The individuals wish to remain living in that area and are therefore making a decision to become ordinarily resident in that area. The management of that package of support will transfer to that area.</p>	88				
<p><u>Adults - Extra care redesigned to care only contracts</u> Reduction of 9 staff per scheme. 36 staff on 24 hr contracts. 23 FTE's To provide care only from the Council operated home care service within 4 Linc extracare schemes To work in partnership to redesign model of support in extracare – to ensure distinct roles for Landlord support, supporting people, and direct care Year one saving has been reduced by reduced SPG of £92k</p>	187	279			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>Adults - Family Aide Reversion</u>					
Reduction of unit cost from £28.73 to £14.53 with external provision. Using an average no of hrs per week of 330. Current hrs 791 in Adults 204 in Children's Reduction of 665 hrs = 18 FTE Close current council operated family aide service and re provide with alternative third sector/not for profit provider Promote direct payments to fund individual packages for day support as alternative to family aide	122	122			
<u>R & S - Savings arising from implementation of full ABACUS system</u>					
The new system would result in efficiencies within the team. Less manual input needed. Based on 2 x scale 3's and 2.9 x scale 2's	46	46			
Day Care Services (Shopping)	50	25			
<u>Mental Health Care Provision Joint Funding</u>					
The Gwent wide mental health strategy clearly describes a vision for the future of the service in Gwent and South Powys. In order for this to be achieved a significant structure of consultation has been identified on a Gwent wide basis. Clearly one of the first steps in this process is the need to look at an Integrated		200			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Commissioning and Staffing structure with shared levels of responsibility across statutory agencies					
<p><u>Reablement and Telecare</u> First year of saving was originally £30k however this will be used to pay for Telecare post. Use of the Just Checking system to delay entry to residential or right size domiciliary care packages being reviewed. The assessment tool would also identify potential for telecare. Also includes savings in relation to the medication prompts</p> <p><u>Alternative Provision of residential educational placements</u> Create alternative solutions for younger adults to support individual development and learning. Create solutions that are not based on residential and education service models provided 'out of county' Individual and their support network (including family) feel assured of a quality service provided bespoke and closer to Newport. Change a service option for 5 individuals in 2015/16 Improved transition pathways and options for individuals</p> <p><u>Close Home and replace with Extra Care Scheme</u> Closure of council operated care home for older people. Replacement of residential service with Extracare facility. Reduces residential care purchases by offering real alternative model. Provides more independent living for older people. Will result in cost in first year</p>		70	208		
	-54	124	729		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Will also result in Reduction in residential purchasing base in 15/16 additional £357k saving based on 12 clients going to the new extra care provision @ ave weekly package cost of £572					
<p><u>LD Services / Group Living</u> To challenge contracts where Council funding 24 hour residential and also funding day care placements. To reduce residential/supported living fees where this is identified (applying contractual position)</p> <p><u>Kensington Court Social Enterprise</u> It has been recognised for a long time that existing day services may encourage dependency on statutory services and that the development of a model that both empowers and encourage recovery needs to be developed and supported. This model of care supports the development of a social enterprise for one of the components of care provision within Kensington Court, the catering facility will become a social enterprise in partnership with the third sector organisation Growing Space. This development will lead to the catering service becoming self sufficient during 2014/15</p> <p><u>Newton Consortium Contract</u> Savings arising from :- Reablement (Full-year effect of 12/13 cases in 13/14) £220k High Cost Placements (Full-year effect of 12/13 cases in 13/14)</p>	50	80 45			
	458				

LIST OF SAVINGS	13/14 £000	14/15 £000	15/16 £000	16/17 £000	17/18 £000
£238k					

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>CORPORATE SERVICES</u>					
Revenues and Benefits- More efficient provision of the revenues and benefits service to the public whilst maintaining the level of service provided. Better collection rates on local taxation. More efficient delivery of mail and print facilities - Part of Customer Services Efficiency Review to be signed off by CMH&A Nov 2012	364	167			
Training - Training budgets across the Council are underspending at the end of September by £173k. It is proposed to freeze this budget and re-allocate it more effectively in the following ways : - Enable HoS to bid for a proportion of that money for specific training need (£70k) - Re-invest £50k in centralised provision to develop a centralised training provision that ensures that the maximum amount of learning and development takes place to sustain organisational performance, develop a blended learning strategy and action plans for E learning, face to face and on the job learning, development of E learning to encompass IT, Health and Safety and Behavioural training, develop E learning training design within service areas and within the central team, and work based coaching provision.- Remove £50k from the training budget across the Council as a permanent saving	50	50	0		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Shared services Collaboration projects to be prioritised To seek to redesign the delivery model of appropriate services based on a model of shared service and collaboration. The services to be included within the reviews are inclusive of those in the Simpson Review</p>	120	620	550		
<p>CI&S specifically : To seek to redesign the delivery model of appropriate services based on a model of shared service and collaboration. The services to be included within this review are yet to be finalised, but will include elements of the IT service, Information Governance, Information Sharing and GIS.</p>		300	300		
<p>Senior Management Review This review has been completed and implemented from November 2012.</p>	49				
<p>Centralise Marketing Budget More effective use of existing marketing channels and resources and increased use of digital channels such as web and social media. The move to this alternative service delivery will be phased over the next three years to deliver savings of 20% (2013/14), 10% (2014/15) and 5% (2015/16).</p>	77	31	14		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Partnership Further saving as a result of the recent centralisation of Partnership working across the Council</p>	27				
<p>Neighbourhood Allowance - There is no annual commitment for these monies as funding is requested and dealt with on an annual basis. The spend is entirely discretionary and proposed it be reduced by 1/3 - to £1,000 per Councillor - £50,000 total budget</p>	25				
<p>Mayoralty To reduce the discretionary expenditure under the Mayoralty budget by £30,000 and to focus on civic rather than charitable events. The current budgetary provision includes £33,000 for the Mayoralty, £21,000 for Mayoral events and £33,000 for running the two cars. In addition, a further £29,000 is spent on civic events. The Mayoral budget has been traditionally under-spent with a succession of Mayors reducing the level of events that they host in order to raise funds for the Mayor's Charity and the numbers of private functions.</p>	30				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Municipal Elections Budgets can be re-aligned to ensure that sufficient funding is available in 2017 for the next Local Election	23				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>ENVIRONMENT & REGENERATION</u>					
Regional housing services (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		
Environmental health - collaboration (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		
Trading standards - collaboration (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		
It would be possible to externalise part or all of the Housing Service - Work will continue on developing the business case in this area to establish potential for efficiency savings		TBC			
Regionalisation of emergency planning services (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		
Collaborative planning services (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
CROSS CUTTING					
Customer Services Review - CC					
<ul style="list-style-type: none"> Reducing the opening hours of the contact centre – Change opening hours to 6pm on weekdays and not opening on a Saturday. The Contact centre is currently open until 8pm on weekdays and 9am-1pm on Saturdays. This would require buy in from key services, such as Leisure, that are open at these times. Introduce an automated switchboard - to handle all 'switchboard type' calls received by the contact centre. Further re-structure to create savings 	105				
Channel Shift - CC					
Increased numbers of customers use self-service facilities (primarily the website) for Council transactions. This "shift" will result in a reduction in the number of calls taken by the Contact Centre or face to face visits. Allowing for a reduction in the number of staff required in these areas.	52	39	42		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Forced channel shift - CC Customers will only have access to certain services through self-service facilities (primarily the website). These services will not be available through face to face or the telephone. If someone calls the CCC or visits the Information Station to access one of these services they will be directed to the web site. This "shift" will result in a reduction in the number of calls taken by the Contact Centre or face to face visits. Allowing for a reduction in the number of staff required in these areas. The first services to be "shifted" in this way will be Leisure Bookings, Library Renewals and Job Application Forms.</p>	24	24			
<p>Reduction in repeat calls A reduction in repeat calls/avoidable contact due to a streamlining of processes in the back office. It is envisaged that the streamlining process will provide greater automation resulting in a reduction in the number of staff needed to administer services both in the "back office" and front line in the Contact Centre and Face to Face.</p>	25	100	31		

LIST OF SAVINGS	13/14 £000	14/15 £000	15/16 £000	16/17 £000	17/18 £000
<p>To cease or reduce discretionary services provided by C&IS.</p> <p>Scope of services:</p> <ul style="list-style-type: none"> • Print room • E-Access Development • Corporate Spatial Data Unit – Gazetteer Management (in-part) • Corporate Spatial Data Unit – GIS Service • Information Sharing (in-part) • IT Training <p>As discretionary services it is theoretically possible to cease these services completely. However, in most cases it is unlikely that complete removal would be possible and figures assume a 30% reduction in current budgets</p>		130	172		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Procurement To deliver savings from a combination of revenue and capital spending reductions by managing prices, demand and standardising specification of goods and services procured by the Council. To implement and role out electronic procurement across the Council to capture management information to identify subsequent procurement opportunities. To minimise the cost of the Procure to Pay function by reducing administrative costs. To reduce invoice volumes to limit the administrative burden on services</p>	773	530	310		
<p>All Wales joint procurement initiative (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings</p>		TBC			
<p>HR Pay Development (I trent) - Phase 4 of Transactional HR as a result of extending self service resulting in less manual input.</p>	120	70	70		
<p>Administrative Review (Wider review) - Standardisation of Admin function and posts across the Authority based on a consistent support ratio.</p>	100	100			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Income Generation and new standard Concessions policy (Fees Charges)</p> <p>Review of all Fees and Charges currently under the discretion of the Council with a view to a target increase in the overall budgeted service income of 5% above inflationary increases in base budget planning. The target of £450k is for the Council as a whole. A decision needs to be made whether this target is co-ordinated centrally or whether this saving needs to be determined and included in individual service area MTRP's. In addition, we will look at implementing a standard Council Concessions policy.</p>	450				
<p>Review of Agency/Sickness/Overtime- Performance Board reports indicate a potential saving of 10% on Overtime payments, however the implementation of Pay and Grading in 2014 will impact on overtime rates and levels. It is therefore proposed to defer this saving until 2014/15 when the position will be clearer. Work on reducing Agency and Sickness is on-going but is not expected to deliver savings in 2013/14. Agency and Sickness are not directly budgeted for although clearly are funded within services from other sources.</p>	100	287			

LIST OF SAVINGS	13/14 £000	14/15 £000	15/16 £000	16/17 £000	17/18 £000
<p>Council Insurance Claims</p> <p>To reduce the Council's risk exposure and insurance claims liabilities by 5%. Current costs are approximately £1 million per annum and a 5% reduction in liability would save £50,000. (Since May 2012, these claims are being re-charged to the individual service areas and the residual insurance fund is only covering the run off of existing claims). Therefore, any savings would be within service area budgets.</p>	20				

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>ADULTS SOCIAL SERVICES</u>					
<i>(1) Demographic / Demand issues</i>					
<u>Adults - Demographic Growth</u>	0	302	308	314	320
The demographic pressure for 2013/14 has been reduced due to reduction in residential and nursing placements and a reduction in no residential packages. This will be achieved by delivering on-going reductions to this area as per the 2012/13 trend.					
<u>Adults - Learning Disability Transitions</u>	845	816	442	306	340
There are 15 individuals that will require support packages of varying types in 2013/14 that are identified in transitional planning from children to adult services.					
<u>Adults - Frailty Contribution to Pooled Budget from savings accrued</u>	440	110	0	0	0
Contribution required by the Gwent Frailty Project in order to fund the investment in the project to transform services. This is a long-term project that is eventually expected to deliver savings in future years, though none have been achieved to date.					
<u>Adults - Pressure arising from projected budget overspend in 12/13</u>	2,142				
(£3.375 million projected overspend in September, less items separately recorded in the 12/13 bud pressure column)					

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<i>(2) Grant funded services bought into core funding</i>					
<u>LD resettlement grant bought into revenue settlement</u>	385				
<i>(4) All others</i>					
<u>Adults - Unachieved ABHB savings from 12-13</u> A £150k saving was put forward in the 12-13 MTRP to come from shared posts with ABHB. This did not materialise. This pressure can then be reduced by £50k for Penhow staff savings. Plus further reduction of £36k due to efficiencies being made on OT Teams	64				
<u>Adults - OP Residential Homes</u> There was a savings target identified for 2012/13. This has not been achieved as terms and conditions could not be harmonised during council job evaluation process. Next year it's assumed the £200k saving will be achieved against the original £400k	200				
<u>Adults - Overstatement of Admin savings in the 11-12 MTRP</u>	452				
<u>R & S - Overstatement of Admin savings in the 11-12 MTRP</u>	102				
<i>(2) Reduction in specific grants / Grant funded services bought into core funding</i>					

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Blue badges grant bought into revenue grant	21				
<i>(3) New Legislation / external policy obligations</i>					
(4) All others					

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
CORPORATE SERVICES	£000	£000	£000	£000	£000

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
CORPORATE SERVICES	£000	£000	£000	£000	£000
<p>Auto enrolment in Pension scheme Newport's staging date will be somewhere between 1st April and 30th June 2013. Staff earning over £8,105 will automatically be enrolled into a pension scheme for one month and will then have the ability to opt out of the scheme. Assuming all classes of employee currently not in a pension scheme stayed enrolled the maximum employers contribution (LGPS existing scheme) will cost £1.618m per annum. However it is assumed for budget purposes that only permanent staff will potentially stay in the scheme and that there will be minimal take up from Casual, Fixed Term, Seasonal, Sessional, and Temporary staff. It is not possible to assess how many permanent staff will remain in the pension scheme but it is felt prudent to make budget provision for 50% of this potential cost which equates to £0.507m.</p>	507				

LIST OF INVESTMENTS	13/14	14/15	15/16	16/17	17/18
CORPORATE SERVICES	£000	£000	£000	£000	£000
<p>Living Wage This proposal is gaining support in central government to increase the minimum wages to £7.20 per hours (LIVING WAGE LEVEL). At present the Council has 1,644 staff earning below this level. The worst case scenario is an additional cost of Basic Pay £884k, NI £95k and Pension £65k . It is expected that the Pay and Grading Review will address the issue of lower graded staff</p>		1,044			
<p>Real Time Information Two additional modules are required for iTrent. These are not offered as part of the statutory obligations and the supplier is claiming that clients must purchase at a cost of £10k per annum.</p> <p>Occupational Health contract - Changing requirements to occupational health support and the requirement to retender the contract , indicate that the cost of this provision will increase by £15k.</p> <p>Registration Service/Mansion House business rates - The level of business rates at the Mansion House have been assessed and are higher than the current budget.</p>	10				
	15				
	8				

Tables presented to Scrutiny Committee – Learning, Caring and Leisure

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Education					
SEN Transport Review - Residual balance of savings from review undertaken in 2012/2013	15				
Education Achievement Service (EAS). The saving arising from the creation of the EAS in a full financial year from 2013/2014 is anticipated to be £150k. The savings however are not all contained within the Education Budget however, and values of £12.5k will be required from Human Resources, and £60k from the Civic Centre Budget as savings are made through a reduction in apportionable costs to the Education Service. Although the full value of £150k has been inserted into the MTFP the actual savings value to Education is after taking account of the cross service savings £77.5k	150				
Under 5's Review. A review is currently being undertaken of the Under 5's provision within the City. The review is anticipated to be completed by	23				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
the end of November 2012. To date savings can be assumed for 2013/2014 of £23k from the Childcare budget from the withdrawal of grant to NCMA Cymru. the savings will currently show against Education, however from 2013/2014 this particular budget will transfer over to the management of CLL.					
All Wales student finance. (Compact) The WG longer term aim of centralising the function of administering Student Finances will give rise to a saving of £70k when implemented. Newport already collaborates on this activity with all administration being undertaken through Cardiff City Council via a Service Level Agreement.			70		
ALN/SEN collaboration. Collaborative work is currently being undertaken with one neighbouring Council, and further work is continuing on collaborative work across all five Councils within the South East Wales Consortium in a similar vein to that of the EAS. It would be anticipated at this stage that the collaborative work will continue with the one authority which would give potential rise to shared posts, which in turn would give rise to salary savings within Newport in future years.		25	10	10	10

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Out of City ALN Placements - the development of a specialist ASD school provision within the City will potentially lead to pupils being brought back from OOC placements, and the avoidance of costs to OOC establishments, as in house provision will be more efficient. This is dependent upon 21st Century Schools Funding, for which we are awaiting dates when funding can be drawn down. An amount of £1m will be delivered from the 21st century schools programme once approved and £2.8m from Invest to Save funds approved by Cabinet in July 2010. The saving represents that saved following the opening of the new school, and after taking account of the running costs of the new school. Cabinet Member reports are currently being developed on these proposals.</p>		186	134		
<p>Gwent Music Service. The service would be required to become self-financing in terms of any contribution from Newport City Council, though schools would still have the option of subsidising fees themselves. This would give rise to Central Education savings of</p>	292				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>£292k. The impact of the decision may be felt by Schools and individual pupils parents as the costs of Music Tuition may rise within the City, and some services currently provided by the service may be reduced or withdrawn. The Service may also have to reconfigure its management structure in view of the decision which may give rise to potential redundancy costs within the Music Service. These costs, if any cannot yet be assessed until Newport's and any other constituent Councils contributions are all known.</p>					
<p>Gwent Outdoor Education Service. The service would be required to become self-financing in terms of any contribution from Newport City Council. This would give rise to Central Education savings of £79k. The impact of the decision may be felt by Schools and individual pupils parents as the costs of Outdoor Activities may rise within the City, although there are other providers of these type of services. The Service may also have to reconfigure its structure in view of the decision which may give rise to potential redundancy costs within the Service. These costs, if any cannot yet be assessed until Newport's and any other constituent Councils contributions are all known. Monmouthshire CC have previously</p>	79				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
suggested that the withdrawal of the contribution may lead to the closure of the Talybont Centre, which is currently owned by Newport CC. The Centre was refurbished in 2004 through the use of grant funding from the BIG lottery Fund, which a proportion of which may be required to be repaid if the Centre closes. This will not be known until such time as any closure is confirmed and negotiations held with the grantor. Withdrawal may also be subject to a 6 month notice period, which if it is the case will need to be absorbed by the Education Service.					
Home to School Transport. The removal of the discretionary home to school transport distance of 3 miles entitlement back down to the statutory limit of 2 miles will give rise to savings from 1st September 2013. The savings will be staggered over a number of financial years as the new policy will only be applied to new pupils entering the schools only.	41	60	60	60	60
<u>Children's Social Services</u>					

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>C & F Savings due to reducing no of children in care Our finance team have helped to define unit costs for placing children in care have been calculated and our strategic aim of 'safely' reducing the number of children in care will produce savings in placements and other costs.</p>		210	204	198	193
<p>C & F Adoption There is a national strategy to speed up the process of adoption and to ensure that a greater proportion of children in care end up with an adoptive placement. We believe that there will therefore be an increasing pressure on adoption allowances</p>		25			
<p>C&F - OOA Residential The Bryngals residential unit and new fostering services arising from the children in care (placements) transformation programme have provided suitable alternative placements for children in care who would otherwise have been placed in independent out of authority agency placements.</p>	25				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>C&F - LAC Contact</p> <p>Reducing numbers of children in care proceedings as a result of our transformation programme for care management has led to a reduction in court ordered contact for children in care</p>	25				
<p>C&F - Children's Management Development Fund</p> <p>Current year efficiencies identified so surplus budget can be offered as saving</p>	50				
<p>C&F -Review of Residence Orders & Guardianship Orders</p> <p>All carers currently receiving payment under the above categories are to be paid WAG recommended weekly allowance minus child benefit and/or child tax credit as appropriate. No fee to be paid to these carers (either per child fee or per carer skill-based fee) and only basic training and support provided as required for the child. If these carers wish to become general carers they will become eligible for</p>	50				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
enhanced training and support and be able to receive the child-based and carer skill-based fee.					
C&F - Income Generation The in-house review of fostering provision has identified capability for income generation. We already have a memorandum of understanding with SEWIC that permits inter-authority placements at unit cost plus 10%. For an average placement this amounts to around £6,800 per child per annum additional income. We have dedicated posts to drive forward this element of our business plan and these posts are funded through the additional income.	25	14	14	14	14
R & S - Savings arising from implementation of full ABACUS system The new system would result in efficiencies within the team. Less manual input needed. Based on 2 x scale 3's and 2.9 x scale 2's	46	46			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
C & F Savings informed by Disabled Children's Transformation Savings will come from shared resources and collaboration with TCBC.	30	15	15	15	15
<u>Continuing Learning and Leisure</u>					
Withdrawal of contribution to Duffryn Sports centre from Sport & Leisure management account (this was not required for 2010-11) - No budget will remain from 14/15 onwards	5				
Sport & Leisure - reduction in staffing as a result of management and staffing review	57				
Lodges - No significant revenue savings immediately but no longer affordable to maintain. Capital receipts available. Immediate savings on statutory inspections and repairs and maintenance. Asset sale potential	6				
Review staffing structure within the Partnership:15% of net budget	35				
National Trust achieving 100,000 visits per annum to Tredegar House resulting in NCC no longer needing			150		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
to fund the shortfall of £150k					
Additional income from room hire at CLL venues for learning purposes following closure of Bryn Glas House/ Charles Street. Transfer learning to each library which has a learning room as well as other venues		42			
Reduction in staff related cost requirements across CLL due to fewer staff employed	40				
Underwood Leisure Centre - Withdrawal of service provision and closure of facility. Seek expressions of interest from interested parties to take on lease	58				
Cease operation of daytime service at the Active Living Centre with no public access. Savings relate to the removal of management service during daytime. Proposal that school will take on the management for their own use	49				
Play Area Upgrades - Seek volunteer support, grants and sponsorship to fund investment in play in addition to \$106 monies	100				
Theatre & Arts - Transform the structure to focus on driving more activity, people and income into the	150	60			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Riverfront through restructuring the Education, Arts Development and Events teams to only deliver activity which relates back to the Riverfront as the hub of creative activity					
Rationalisation of library service and learning including dual use of facilities. This is based on the 21st Century library review. If all recommendations in rationalisation put in place staffing would be reduced. These savings would include the closure of one community learning venue i.e. Charles Street. This will result in single staffing at specific sites	61		29		
Relocation and transformation of central library and central museum, youth information shop into a reconfigured Newport Centre sports hall, central rooms which are underutilised.		700			
Reduction in book stock in libraries - aligned to closure of 2 branches. This will still maintain the Welsh Public Libraries standard for book stock. However we will need to increase Book Express service and e-books to compensate for reduction in fixed library provision	10				
Transfer of St Julian's library to unstaffed library within the Community Learning Centre aligned to	57				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
closure of Bryn Glas House					
Closure of Maindee Library (within 2 miles of Central Library)	45	0			
Closure of Stow Hill Libraries (within 2 miles of Central Library)	13				
Transfer Caerleon Library to Town Hall. Dependent upon successful grant application to CYMAL		19			
Transfer Pill Library to unstaffed library provision within learning venue (same location)	26				
Libraries - Regional collaborative working in respect of bibliographical services. Commencement of feasibility study of a shared bibliographic service with Blaenau Gwent	30	38			
Stop delivering temporary exhibitions programme at the museum. The Riverfront will become the focus for temporary exhibitions	40				
Newport Medieval Ship - Part year reduction in the budget as conservation will be completed in October 2014 and a further saving in 15/16 when the conserved timber will need to be disposed of or stored by another museum/ responsible body.	40	105	145		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
There may be an opportunity for earlier savings if a lease arrangement can be arranged with a third party organisation to take over and the project be relocated to a smaller space. Discussions with WG/national organisation about the project					
Sport & Leisure service management - Leisure Trust. NNDR and tax benefit as a result of moving to new delivery model		500			
Tender of Caerleon Golf to external provider for fee	25				
Closure of squash court complex at NISV - savings likely on utilities/ rates but awaiting decision around centralisation of premise budgets before this can be quantified. This will also reduce future R&M liability. Savings on statutory inspections/ R&M	24	TBC			
Closure of Newport Stadium - request operator expressions of interest. This site is not currently staffed unless there is a booking that covers the staff costs, savings will result from premises costs of a third party being responsible for all R&M and also grounds maintenance.(There would be an additional saving for StreetScene of not maintaining the pitch)		50			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Reduction in number of Youth worker posts and related reduction in hours of youth work delivery	85	TBC			
Further rationalisation of staffing and premises to be reviewed		243			
Additional income from new and more profitable products e.g. enhanced gym provision	2				
Occupational health relocating to Newport Centre for agreed fee	12				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>Cross Cutting</u>					
Income Generation and new standard Concessions policy (Fees Charges) Review of all Fees and Charges currently under the discretion of the Council with a view to a target increase in the overall budgeted service income of 5% above inflationary increases in base budget planning. The target of £450k is for the Council as a whole. A decision needs to be made whether this target is co-ordinated centrally or whether this saving needs to be determined and included in individual service area MTRP's. In addition, we will look at implementing a standard Council Concessions policy.	450				
Review of Agency/Sickness/Overtime- Performance Board reports indicate a potential saving of 10% on Overtime payments, however the implementation of Pay and Grading in 2014 will impact on overtime rates and levels. It is therefore proposed to defer this saving until 2014/15 when the position will be clearer. Work on reducing Agency and Sickness is on-going but is not expected to deliver savings in 2013/14. Agency and Sickness are not directly budgeted for although clearly are funded within services from other sources.	100	287			

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>EDUCATION</u>					
<i>(1) Demographic / Demand issues</i>					
Primary School Demographics - net increase between Primary and Nursery Pupils of 310 additional Pupils for 2013/2014. The following four years show an average rise each year of 300 pupils into the system from current information held. Figures will need to be confirmed each year for the following financial year as data is updated.	559	500	500	500	500
Secondary School Demographics - net decrease of 147 pupils for Secondary for 2013/2014. (Similar decrease anticipated in 14/15, then static numbers for 15/16 & 16/17, then increase of approx 40 for 17/18) Figures will need to be confirmed each year for the following financial year as data is updated	-350	-350	0	0	100
<i>(2) Reduction in specific grants / Grant funded services bought</i>					

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<i>into core funding</i>					
Post 16 SEN Schools and Out of County	1,399				
Post 16 SEN Mainstream Grant - The grant transfers into RSG from 2013/2014.	359				
Schools Based Counselling Grant - The grant transfers into RSG from 2013/2014.	206				
Appetite for Life Grant - The grant transfers into RSG from 2013/2014.	108				
Schools breakfast Club Grants	20				
(4) All others					

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Post 16 SEN Out Of County & Special School Grant - The grant transfers into RSG from 13/14 and therefore all Out of County Placements will form part of base Education Budgets. The value of the grant transferring into the Council is £1.399m, which includes for the teaching of Post 16 pupils at Maes Ebbw Special School. The value of current placement costs & the cost of Educating the pupils at Maes Ebbw exceeds the current available budgets following the grant transfer into the RSG by a value of £500k in 2013/2014. The pressure takes no account of any additional placements that may have to be made in 2013/2014, and covers only known placements.	500				

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p>Schools Breakfast Clubs Grant - The grant transfers into RSG from 2013/2014. The value of the grant transferring into the Council is £20k. The value of the current breakfast clubs running within 3 City Schools is circa £21k, with another 4 potential schools being brought into the scheme through the current grant system before the end of the financial year. The development of breakfast clubs within another 20 schools is to be targeted within 2013/2014. The annual costs associated with the number of schools anticipated to be running in 2013/2014 is considered to be £285k. Broken down over £21k for those currently running, £35k for those anticipated coming on board by the end of 2012/2013, and £230k for those potentially coming on board in 2013/2014. WG have indicated they are in the process of writing Statutory Guidance with regard to Breakfast Clubs, although it is not a Statutory requirement at the moment. However it is included as part of the future Schools Standards Bill - which makes provision for the primary school breakfast scheme.</p>	151	115			

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
	13/14	14/15	15/16	16/17	17/18
<u>SOCIAL SERVICES</u>					
<i>(1) Demographic / Demand issues</i>					
C&F Direct Payments	25	25	0	0	0
Current budget is insufficient to deal with the number of DP cases.					
<i>(3) New Legislation / external policy obligations</i>					
Family Justice Review	120	30	50	30	10

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Social Work caseloads are very high in the LAC teams and well above the designated 'safe' limit set by Lord Laming. High caseloads mean that social workers create delay during care proceedings and this is no longer acceptable to the Court. The Family Justice Review has required local authorities to ensure that the majority of cases are taken through the court in a maximum of 26 weeks which requires a doubling of the rate of progress and new pre-proceedings protocols place considerable new responsibilities on social workers to complete all necessary assessments including expert assessments prior to commencement of proceedings. We also need the capacity in teams to double up the pace of our work (3 Sws and 0.5 psychologist and spot purchase budget)					
(4) All others					
C&F - Non Recourse to Public Funds Families who have come to the UK from Europe but who do not have an access to public funds have been increasing each year. They are then rendered homeless and without food or clothing support until their application has been processed. We have a duty of care to these families under Section 17 of the 1989 Children Act	50	50	50	50	50

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<p><u>C&F - Missing Children's Project</u></p> <p>A flagship project led by the Deputy Chief Constable of Gwent and a part on the Wales Government's Efficiency and Innovation Programme which requires partner funding of £50k p.a. It is aimed at protecting children from harm who put themselves at risk of sexual exploitation by running away from placements.</p>	50	0	0	0	0
<p>C&F - Serennu - Disabled Children's - Rent / Rates</p> <p>Since moving to the new Serennu premises we have agreed an annual rent contribution with the ABHB</p>	47	10	5	0	0
<p>C&F - Child Protection Allegations against Professionals</p> <p>There has been increasing numbers of allegations against professionals. The subsequent multi-agency strategy discussions are often complex and require several meetings during the process of investigation. There is a high risk to local authorities indicated by the recent inspection findings in Pembrokeshire and the particular interest of the Deputy Minister. To date these meetings have been chaired by Service Manager (Safeguarding and Quality Assurance). There is now a need to create a 1 FTE Team Manager to the statutory role of Local Authority Designated Officer (LADO).</p>	22	0	0	0	0

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
C&F - IFSS	225	0	0	0	0
Our IFST service is a flagship preventative programme that has led on our strategic priority to 'safely' reduce the number of children in care. As a result we have seen a 7% reduction against a national increase of 22%. Changes to the IFSS grant this year will mean that we will have approx 60% reduction in IFST services and C&F services will need to find approximately £225k to retain a significantly reduced but adequate level of service.					
R & S - Overstatement of Admin savings in the 11-12 MTRP	102				

Tables presented to Scrutiny Committee – Street Scene, Regeneration and Safety

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>STREETSCENE</u>					
<i>(1) Full year impact of 2012/13 savings:</i>					
Route optimisation of the refuse service took place part way through 2012/13 there will be additional savings in a full year. Post losses are agency staff	70				
<i>Savings in Landfill cost with PG commencing 1 April 2016</i>				1,501	35
The Economic Development Service will be reduced to a minimal service ,undertaking policy work, bidding for resources and inward investment enquiries.	108				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
WG have indicated that they are withdrawing their funding for Newport Unlimited from 1 April 2013. Some of the functions will need to be provided by the Council, but overall there should be a net saving.	187				
It would be possible to externalise part of the Property Services - Work will continue on developing the business case in this area to establish potential for efficiency savings	TBC	TBC	TBC		
The Council currently provides Business Grants this will be changed to repayable loans.	0	150			
A review has been undertaken of the Street Cleansing Fleet and it would be possible to reduce fleet numbers and running costs	90				
The car parking pricing structure regime could be changed to the first 3 hours for £1 compared to the current 2 hours free.	250				
Increases in recycling will result in less landfill tax being paid resulting in net savings	25				
Sponsorship of roundabouts will generate an income stream	15	10			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Increases in recycling have resulted in lower tonnages of waste being deposited at the Landfill Site. This will provide the opportunity to allow more commercial waste to be deposited generating additional income.	100	0	0	250	250
Charges will be made for filming on Council Property	5	5			
A permanent site has been found for Festival Clock resulting in a saving in storage costs	7				
Discussions are underway with a private welfare company to undertake the provision of toilets in the City. This should result in a reduction in the cost of providing the service in 2013/14. Further savings are likely when the city centre regeneration is implemented.	50		50		
We will rationalise and seek sponsorship for floral displays in the City	37				
The maintenance regime of art and public statues in the City will be reduced to essential maintenance.	30				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
The rising bollards will be lowered and switched off resulting in vehicle access to the City Centre.		22			
Chemical weedspraying of footways is proving to be ineffective and will be replaced by mechanical removal in the during routine maintenance.	30				
Regional development of highways and transport services (Compact)			TBC		
Joint working - highway engineering services (Compact) - Work will continue on developing the business case in this area to establish potential for efficiency savings			TBC		
It would be possible to provide part or all of the Street Scene Service via an arms length company. - Work will continue on developing the business case in this area to establish potential for efficiency savings		TBC	TBC		

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>CORPORATE</u>					
Finance - service review - Reduced manual compilation and handling of budget monitoring data. Concentration of resources on financial support and advice. A rationalised structure for supporting accountancy activities	50	100	50		
Tourist Information Centres Centralise the Council's Tourist Information service at the Caerleon Tourist Information Centre and reduce opening times to meet seasonal demand between April to September	35				
Twinning - Limited activity now takes place in this area. It was reduced last year on the basis that twinning would be "facilitated" rather than funded	10				
Internal Audit Restructure admin post deleted	20				

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>CROSS CUTTING</u>					
<p>Creditor/Accounts payable</p> <p>Reduce invoice processing workload by</p> <p>The procure to pay project will rationalise the supplier base of the Council</p> <p>The role out of electronic invoicing through the Xchange Wales procurement hub and the use of procurement cards will reduce invoice numbers for low value transactions</p> <p>Rationalisation of supplier numbers will enable further consolidation of invoices to take place</p>	30				
<p>Income Generation and new standard Concessions policy (Fees Charges)</p> <p>Review of all Fees and Charges currently under the discretion of the Council with a view to a target increase in the overall budgeted service income of 5% above inflationary increases in base budget planning. The target of £450k is for the Council as a whole. A decision needs to be made whether this target is co-ordinated centrally or whether this saving needs to be determined and included in individual service area MTRP's. In addition, we will look at implementing a standard Council Concessions policy.</p>	450				
<p>Review of Agency/Sickness/Overtime- Performance Board reports indicate a potential saving of 10% on Overtime payments, however the implementation of Pay and Grading in 2014 will impact on overtime rates and levels. It is therefore proposed to defer this saving until 2014/15 when the position will be clearer. Work on reducing</p>	100	287			

LIST OF SAVINGS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
Agency and Sickness is on-going but is not expected to deliver savings in 2013/14. Agency and Sickness are not directly budgeted for although clearly are funded within services from other sources.					
Space (Administrative Buildings) In line with the Strategic Asset Management Plan the Council will where possible, rationalise and dispose of administrative buildings (ie buildings used for back office services. Review current occupancy of the key admin buildings to reduce space taken by current occupants to allow further staff to move in, which will by in conjunction with the "My Workspace" agile working project.	250	100			
Re-modelling Service Delivery (operational buildings) Rationalise and dispose of surplus land and building asset from the current estate whilst ensuring that service delivery is maintained through the most efficient and effective customer channel.		750			
Transport - Fleet Review	60				

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>STREETSCENE</u>					
The Magistrates Court Service have moved out of the Civic Centre resulting in lost income.	100				
CCTV line costs and Super connected Cities Bid	100				

Shortfall on the Christmas Events Sponsorship.	40				
On going costs associated with sewage removal at Peterstone	50				
The closure of Cambrian and Market Square Car Parks will result in net lost income	55				

INVESTMENTS	13/14	14/15	15/16	16/17	17/18
	£000	£000	£000	£000	£000
<u>CORPORATE</u>					
<p>Capita Income Management System</p> <p>In order to prevent the Capita Income Management system becoming unsupported, the system requires regular upgrading. We believe this can be limited to an annual upgrade but timing of the issue of new releases and subsequent withdrawal of support for current releases may mean that two upgrades could occur in a year. The upgrades are performed by a Capita engineer in both test and live and require 4 days consultancy for each upgrade at a cost of £5,000 in total (based on current Capita rates). In previous years, these costs have been met from within the cashiers/Ctax revenue budget but this is no longer possible.</p>	10				
<p>Internal Audit</p> <p>Special Investigations post is required to undertake a variety of special projects. It is proposed to delete a lower graded post within the section which has been included in the savings proposals below.</p>	40				