

## MEDIUM TERM SERVICE & RESOURCE PLAN – SAVINGS DETAILS

### RESOURCES

2015-16 Saving £000	How saving to be achieved	Previously Reported Impact on Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
150	<p><b>ICT - Corporate</b></p> <p>Rationalisation of systems, improved procurement &amp; implementation of new ICT Strategy plus consolidation of budgets.</p> <p>This saving will apply across all departments and so is described as <b>corporate</b> even though will be led in the Resources Department.</p> <p>New centralised or federated staffing model required</p>	<p><i>This saving is the balance remaining from the initial £1 million Change Programme target (£350k delivered in 12/13), and includes savings arising from new ICT strategy.</i></p> <p><i>Delivery dependent upon ICT transferring in-house on 1 August 2013 &amp; then centralisation and rationalisation of all ICT spend from 1 April 2013.</i></p> <p><i>Reduced spend on ICT will mean ICT will be provided strictly to meet priority business needs</i></p> <p><i>The effective completion of this programme requires continued investment in the change from the relevant reserve and links to the capital programme.</i></p> <p><i>Link to Sirona ICT strategy to be evaluated</i></p>	<p>Budgets have been centralised across from all directorates on time. Currently monitoring spend against the centralised budget. It is envisaged that the full saving will be delivered. Centralisation of staffing partially complete. Returning the service in house has enabled a radical change in strategy which was required to deliver the savings.</p>
170	<p><b>Customer Services</b></p> <p>Business Development</p> <p>Stopping the business development service once the new way of working has been fully rolled out in 2015/16.</p>	<p><i>This is a year 3 savings from simply stopping a service development function on the basis it will have become business as usual - The Business Development Team in Customer Services supports the customer services change programme – removing this team will mean the programme comes to an end in 15/16 – the schedule suggests a one off source of resources in 15/16 may be needed to sustain the programme through that year and then stop.</i></p>	<p>15/16 will see the end of the original programme and will be funded by one off funding for invest to save projects. A new programme to improve the emphasis on prevention rather than reaction to customer demand (in all services) plus help customers help themselves with more 'channel shift' to the web, whilst still providing face to face services for those that need it in the improved one stop shops.</p>
100	<p><b>HR &amp; Payroll – delivery model</b></p> <p>New methods with less data inputting and more self service.</p>	<p><i>New model for HR/Payroll service delivery agreed, consistent with future function and size of the Council. Currently subject to finalising the business case.</i></p> <p><i>Savings are dependent upon insourcing of transactional and payroll functions from Mouchel and new software platform to support manager / employee self-service.</i></p> <p><i>Full implementation will take 2 years. Benefits will also include accurate &amp; up-to-date management information.</i></p>	<p>A project group has now been set up to move this forward. A new system is being implemented and is to be shared with North Somerset early in 15/16.</p>
17	<p><b>Customer Services</b></p> <p>New standardised and simplified customer contact arrangements</p>	<p><i>To be delivered as per Release 1 of customer services change plan.</i></p> <p><i>Face to face customer service options retained but self serve and web improved. Also affects e billing and document management,</i></p>	<p>On target, plans for delivery already in place</p>
19	<p><b>Libraries</b></p> <p>Customer Services Project within the Change Programme</p>	<p><i>Better customer service and lower processing costs</i></p>	<p>Transferred from Place Directorate. Detailed plan for achievement in place and savings realised from integration with customer services.</p>
20	<p><b>Property</b></p> <p>Print procurement and delivery efficiencies.</p>	<p><i>Business to be run at scaled back level to test viability of this approach.</i></p> <p><i>For more specialist work a new framework contract is in place.</i></p>	<p>Under review and targets being achieved</p>
<b>476</b>	<b>Sub Total - Change Programme Savings</b>		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
6	<p><b>Property</b></p> <p>Corporate Estate – efficiencies</p>	<p><i>Reductions in corporate estate budgets to deal with one off work.</i></p> <p><i>The main savings relate to workplaces and have already been accounted for as part of that project. Workplaces savings are accounted for corporately and have been substantial with 40%</i></p>	<p>On target, plans for delivery already in place.</p> <p>Workplaces still delivering as planned and on time.</p>
200	<p><b>Finance</b></p> <p>More savings in management of finance to reduce the service to a core service</p>	<p><i>A more rigorous risk based approach with less routine reporting and simplified budgets needed.</i></p> <p><i>Investment in finance has helped the Council keep on top of the financial challenges, this strength needs to be protected.</i></p>	<p>Detailed plan for achievement currently being worked on. This is a higher risk item.</p>
500	<p><b>Policy &amp; Partnerships + Property</b></p> <p><b>Community Use of Assets – Corporate Asset Consolidation</b></p>	<p><i>Review of use of Council owned operational assets, based in communities, to see which ones might be better run by the communities themselves, also which should be consolidated and which sold off. Also affected by the new statutory 'right to bid'.</i></p>	<p>Initial discussions regarding strategy for implementation suggest that delivery will <b>not be deliverable in 2015/16</b>. the idea is to create some pilots and link this to connecting communities work. <b>The overall budget estimates now allow for this.</b></p>

2015-16 Saving £000	How saving to be achieved	Previously Reported Impact on Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
	This saving will apply across all departments and so is described as <b>corporate</b> even though will be led in the Resources Department	<i>The review does not include the Councils main offices, which have been reviewed and are being rationalised as part of the workplaces programme.</i>	
<b>706</b>	<b>Sub Total - Other Cashable Efficiency Savings</b>		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2014 PDS Panel
200	<p><b>Property</b></p> <p><b>Commercial Estate</b></p> <p>Increased revenue income through investment in Commercial properties.</p> <p>The Council as a whole benefits from the income in this estate, which presently is a net £13M.</p>	<p><i>This arises from the potential to invest in properties with secure returns that exceed those available through usual treasury management opportunities.</i></p> <p><i>The acquisitions need to be linked to the enhancement of the Council's estate and to therefore achieve wider property objectives.</i></p> <p><i>One example of such an acquisition has already been achieved in the current financial year and represents an early move towards this target. A more diversified property portfolio and support for regeneration are possible additional benefits.</i></p> <p><i>Over the next three years, the capital borrowed to fund the acquisitions is intended to be repaid using new capital receipts to be generated from lease restructuring which has no significant impact upon existing revenue streams.</i></p>	<p>Dependant on market opportunities being available but a plan is in place.</p> <p>Target in 2014/15 and 2015/16 is likely to be achieved. The current years target for 2014/15 will partially slip into next year.</p>
62	<p><b>Improvement &amp; Performance - corporate</b></p> <p><b>Additional Advertising income</b></p> <p>This saving will apply across all departments and so is described as <b>corporate</b> even though will be led in the Resources Department</p>	<p><i>Income to be generated through increased advertising using the Council's web site and other means such as bus stops, traffic islands, and events.</i></p>	<p>While substantial progress has been made, including advertising in the website and a package of boards in car parks, further opportunities to generate income appear very limited. <b>This target will not be achieved and budgets allow for this</b></p>
500	<p><b>Finance - corporate</b></p> <p><b>Tourism Levy</b></p> <p>This saving is described as <b>corporate</b> and will be led in the Resources Department</p>	<p><i>There is potential to introduce some form of tourism levy so that the Council's day-to-day investment in tourism and visitors can continue to be supported.</i></p> <p><i>Any such levy would be subject to widespread consultation and appropriate due diligence.</i></p>	<p>Legal restrictions linked to consumer rights require an 'opt in' scheme (people opting to donate) so considered no longer viable as originally envisaged. <b>This target will not be achieved and budgets allow for this</b></p>
<b>762</b>	<b>Sub Total - Additional Income</b>		
2015-16 Saving £000	How saving to be achieved	Impact to Service Delivery	Strategic Directors Update on Saving Proposal for November 2013 PDS Panel
45	<p><b>Policy &amp; Partnerships</b></p> <p>Partnership Delivery</p> <p>Commissioned services and local events budgets</p>	<p><i>Savings relate to</i></p> <p><i>1 Removal of dedicated budgets for local initiatives and events. Currently £19k used to complement local projects, including Christmas events and some co-ordination of local partnership activity. Budget has been reduced over the years and communities have been assisted in obtaining funding from other sources such as Ward Councillors Initiative</i></p> <p><i>2 Savings from Christmas lighting budget in first year leading to ending of this budget at end of current contract. Budget currently £81k will reduce by £11k in year one, Year 2 and 3 savings assume that we have been able to generate income to fund Christmas Lights</i></p> <p><i>3 Saving from community safety budgets which will be achieved through continuing the change programme the Partnership began last year in the light of the advent of PCCs. Saving proposed £30k from a £40k budget set up in the 2012/13 budget to provide some flexibility in the transitional period</i></p> <p><i>These savings coupled with savings delivered in 2012/3 leaves the service commissioning in 2013/14, local Healthwatch (new statutory responsibility) £72k, the reducing Christmas lights budget £70k, a contract on Voluntary and Community Sector support £65k, Street Marshalls work with the BID £21k, the Councils contribution to the Student Community Partnership £18k and some capacity to support some work with Equalities groups £40k</i></p>	<p>2015/16 delivery plans require further work but 2014/15 well advanced and deliverable.</p>
<b>45</b>	<b>Sub Total - Reduced Service Levels</b>		
<b>1,989</b>	<b>TOTAL SAVINGS</b>		