

2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Portfolio: Economic & Community Regeneration

	Efficiency Savings								
Economic & Community Regeneration	Commissioning of Destination Management	Supporting Bath Tourism Plus to become self sustaining. This will be achieved by continuing to reduce the contract sum by 20/21 by working with BTP to ensure they become self sustaining. Note this saving was agreed at Council in February 2018.	150	200	350	M/H	0	None	Improved co-ordination of visitor economy activities for resident and visitors.
Economic & Community Regeneration	Housing	Service efficiency and additional grant income to off-set revenue costs. Note saving agreed at Council in February 2018	7		7	L	0	None	None
Economic & Community Regeneration	Reduction in grants	Reduction in contribution to the World Heritage Enhancement Fund. Note saving agreed at Council in February 2018.	5		5	L	0	None	None

Sub Total - Efficiency Savings

162	200	362
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	Income Generating Opportunities								
Economic & Community Regeneration	Heritage Services business plan	Continued progression of business plan in line with recent performance. A further £500k has been added to the target agreed at Council in February 2018.	1,000		1,000	M	0	None	To be managed through Heritage business plan.

Sub Total - Income Generating Opportunities

1,000	0	1,000
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Economic & Community Regeneration Total

1,162	200	1,362
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Portfolio: Transport & Environment

Partnership Transport & Environment									
Income Generating Opportunities									
Transport & Environment	Transport & Parking Services review	The revised Parking Strategy Review was completed and implemented part-way through 2018/19. The amount shown is the full year effect of that strategy and saving agreed at Council in February 2018.	229.3		229.3	H	0	None	This additional income reflects existing performance and targets, which are in line with proposals arising from the parking review. This is the full year impact of changes to parking charges implemented August 18.

Sub Total - Income Generating Opportunities

229.3		229.3
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	Service Redesign
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Transport & Environment	Network Management	Redesign consultations	30		30	M	0	None	The impacts upon front line delivery will be minimal, this service re-design is about ensuring the right staffing resources are in place for future business priorities and ways of working. Options, risk assessments, EIAs will be developed at the relevant time
Transport & Environment	Transport - moving people from A to B	Continuation of the saving plan outlined and agreed at Council in February 2018 and reprofiled to look at the opportunities to improve customer options whilst also being cost effective	0	500	500	M	0	Infrastructure improvements to facilitate delivery changes.	Service delivery is being changed and structure reviewed to enable more interaction with the customer e.g. moving to more personalised budgets in relation to SEN transport options.
Transport & Environment	Capitalisation of Pot Hole Repairs	CIPFA guidelines allow authorities to capitalise relevant works and associated staff time. Permanent pot hole repairs above 2 x 3 ms (approx.). This will be required to be delivered within existing capital scheme allocation ≤50 - 150≥ Subject to analysis of 17/18 spend on pot	50		50	L	None, other than capitalisation of some salaries	Minimum investment levels to ensure steady state on the network will be monitored	Reallocation of some scheme funding Impact assessment completed

Sub Total - Service Redesign

80	500	580
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Transport & Environment Total

309	500	809.3
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Portfolio: Development & Neighbourhoods

	Efficiency Savings								
Development & Neighbourhoods	Policy & Environment	Reduce funding to Avon Catchment. Note agreed at Council February 2018	3		3	L	None	None	
Development & Neighbourhoods	Parks & Bereavement Efficiencies	Reduction in vehicle fleet, increased operational efficiencies, partnership working and increased income generation throughout the parks & bereavement cost centre.	125		125	L	3 FTE posts deleted	Reduction in Vehicle Fleet	These proposals are based on service efficiencies and through benchmarking of charges
Development & Neighbourhoods	Various budget line savings across new Cash Limit	Savings are being taken from various budget lines across Building Control & Public Protection budgets	10		10	L	None	None	Minimal

Sub Total - Efficiency Savings

138	0	138
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	Income Generating Opportunities								
Development & Neighbourhoods	Neighbourhood Planning applications from Parish Councils	Saving was for 2 years only and therefore requires reversing 2019/20	-50		-50	L	0	None	Increased quality and support to Neighbourhood Plans would further enhance the relationships with communities and parishes.

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Development & Neighbourhoods	Determine Permitted Development applications	Planning applications that turn out to be PD are currently returned and refunded irrespective of how much work has been done on them. In future these applications will be validated and passed to a planning officer to determine, thereby keeping the fee	3.5		3.5	L	None	None	Minimal and some authorities already process in this way
Development & Neighbourhoods	Bath Casino Income share	Income from the Casino	95		95	L	None	None	None
Development & Neighbourhoods	S106 Planning Obligations Compliance Advice Service	Introduce a schedule of charges for seeking formal confirmation that planning obligations have been satisfied / discharged.	10		10	L	N/A	N/A	Minimal

Sub Total - Income Generating Opportunities

58.5		58.5
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	Service Redesign								
Development & Neighbourhoods	Refuse Collection	Increase in charges for the garden waste service. Note saving agreed as part of 2018 budget at Council now amended to reflect increased charges.	35		35	M	None	None	Amended saving to increase charges rather than reduce service
Development & Neighbourhoods	Waste Strategy	Greater reliance on online material with a reduction in hard copies. Saving already agreed as part of the 2018/19 budget at Council February 2018.	20		20	L	None	None	Impacts should be low as residents are used to the new service and require less support/enforcement
Development & Neighbourhoods	Cleansing	Cease funding Parish sweeping schemes. Agreed at Council February 2018.	80		80	L	None	None	Following a working group with parishes, a transitional funding scheme has been put in place to phase out the scheme.
Development & Neighbourhoods	Core Service Redesign	Highway, Traffic, Transportation, Waste, Parks, Cemeteries and Crematorium, Leisure services will be redesigned in consultation with internal/external partners and in accordance with the council's operating model.		200	200	M	Unknown at this time	Unknown at this time	These proposals will be worked up during 2019 and relevant options, risk assessments, EIAs completed at the relevant time

Sub Total - Service Redesign

135		335
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Development & Neighbourhoods Total

332	0	331.5
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Portfolio: Adult Care, Health & Wellbeing

Efficiency Savings									
Adult Care, Health & Wellbeing	Community Support Services	Reduce cost of Community Support services through: Re-defining requirements - new specification with focus on maximising independence and reduce longer-term dependency on funded care. Utilise Prime Provider/DPS arrangement to achieve contracting efficiencies. Agreed at Council February 2018	25		25	M	0	None	Improved outcomes for service users as they are able to access services that are focused on maximising their independence and not building unnecessary dependency.
Adult Care, Health & Wellbeing	Residential and nursing re-commission	Reduce the cost of care home placements through: a) Refinement of eligibility criteria and active promotion of community based alternatives that focus on maximising independence; b) Ensuring consistency and equity in care home fees by implementing a new commissioning and contracting model informed by Fair Price of Care exercise undertaken in 2016/17; & c) Design and implementation of a brokerage service.	25		25	M	0	None	The assessed level of need is aligned with the cost of meeting that need avoiding "over-prescription" and increased dependency. Improved consistency and equity between service user groups. Improved cost control supported by efficient payment processes achieves better value for money.

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Adult Care, Health & wellbeing	Purchased Care –Across Client Groups	<p>Accelerate existing transformation - Expedite existing savings plans and service transformation activities to realise benefits quickly through:-</p> <p>Process efficiencies including</p> <ul style="list-style-type: none"> • Review all social care packages to determine whether there is additional potential to reduce costs; • Review income collection processes and approach to increase income collection rate and reduce bad debts • Strengthen the monitoring and approval process of changes in package costs <p>Review service delivery approach including:</p> <ul style="list-style-type: none"> • Exploring the possibility of in-house care provision in response to challenging market conditions. • Review in and out of area placements – reduce the restrictions on where individuals receive their care package, • Care in the community v care in residential and nursing settings. <p>Agreed at Council February 2018</p>	1,271		1,271	H	0	None	Some initiatives are expected to improve service user experience and access to services whilst also achieving savings. For example, testing the "three conversations" approach to assessing need and support planning, which is being implemented by some other local authorities and is aimed at helping people lead independent lives. There may, in some instances, be a reduction in the range/type of services offered and the level of choice given to individuals, including the type of service put in place to meet their assessed/eligible need.
Adult Care, Health & Wellbeing	Food Policy	Remove the food policy role. Agreed at Council February 2018	40		40	L	1	None	Loss of key source of food policy and strategy work
Adult Care, Health & Wellbeing	Director of Public Health Award	Reduce Council contribution to DPH Award scheme and further explore options for recharging schools or redesigning the service. Agreed at Council February 2018	15		15	L	0	None	May result in less capacity to support schools and/or fewer schools participating in this health initiative.
Sub Total - Efficiency Savings			1,376		1,376				

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Growth Avoidance									
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Older People over 65	Fair Price of Care and modelling of alternative fee structures for care home placements has informed development of new commissioning and contracting approaches. However, this is in the context of increasing pressures arising from demographic change. Also in the context of market conditions, which are a significant constraint when negotiating and agreeing new contractual arrangements and fee structures and ensuring that the Council's statutory obligations are met. Very close links with the mobilisation, transition and transformation of community services (your care, your way), the establishment of the Prime Provider/Dynamic Purchasing System arrangements and the agreement of risk and gain share.	333		333	H	0	None	A strengthened focus on maximising independence by focusing on individuals' strengths, interests, abilities and networks is designed to improve outcomes for service users and reduce longer term dependency. Potential reduced access to their preferred care setting for some service users and carers as the Council balances the views, preferences and wishes of the individual with ensuring that the assessed level of need is aligned with the cost of meeting that need, avoiding "over prescription" and building increased dependency.
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Mental Health over 65		190		190	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Learning Disabilities		348		348	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - Mental Health Adults of Working Age		75		75	H	0	None	
Adult Care, Health & Wellbeing	Adult Social Care Demographic Growth - People with Physical Disabilities		46		46	H	0	None	
Sub Total - Growth Avoidance			992	0	992				

Service Redesign									
Adult Care, Health & Wellbeing	Public Health grant reduction	Redesign and reduction in Public Health work to absorb reduction in Grant funding. Agreed at Council February 2018	222		222	M	0	None	This would have to be delivered through further prioritisation of which local preventative initiatives and campaigns can be supported; stopping the test purchasing and intelligence gathering on illegal tobacco sales; reductions in office costs and reductions in contracted spend for health checks and other commissioned services
Sub Total - Service Redesign			222	0	222				

Adult Care, Health & Wellbeing Total			2,590	0	2,590				
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Portfolio: Children & Young People

Efficiency Savings									
Children & Young People	SIAS /School Improvement & Achievement	Requirement for service will significantly reduce as Academisation increases. Also option to absorb admin roles within a corporate team / shared service. Agreed at Council February 2018	50		50	M	1	None	Capacity reduced to minimum statutory duty of monitoring school standards, admissions, place planning and sufficiency and champion for disadvantaged children including FSM and LAC
Sub Total - Efficiency Savings			50	0	50				

Service Redesign									
Children & Young People	Redesign Youth Connect Service	This saving reflects year 2 of a saving agreed at Council in February 2018 and is the full year impact of the changes made last year. The service has been redesigned and restructured, resulting in a reduction in staffing from October 2018. An in principal decision has been made by Cabinet to establish a Staff Mutual to allow the service to become independent and potentially enhance the available offer by enabling and encouraging other organisations (eg Town Councils) to take greater responsibility for local activities for young people.	300		300	L	No further reductions	There is ongoing work to transfer the future management of 3 Youth Service buildings	Changes to service already implemented in 2018.
Children & Young People	Capital & Organisation	By reducing the staffing structure of the team as the number of schools convert to academies. Agreed at Council February 2018	40		40	L	1 fte	Nil	Limited impact as responsibility for delivery of some aspects of team will transfer to academies
Children & Young People	Music Service	Explore options to combine back office support for the services across other local authorities (conversations already underway) and/or ensure charges to schools and parents enable full cost recovery to remove Council subsidy. Agreed at Council February 2018		40	40	H	None anticipated	Nil	The Music Service through its grant from Arts Council is responsible for providing support to low income families. Need to ensure this is not jeopardised by any changes in service delivery or charging.

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Children & Young People	Childrens Equipment	Use of DFGs for Equipment	28	-28	0	H	An all age Community Equipment review is currently underway to support the re-procurement of the service in 2019.		TTThe council is required to ensure the Children with SEND have their needs accessed and met. The opportunity exists to cover this through capital grant for 2019/20. For 2020/21, it has been assumed that the revenue budget would be reinstated, pending the outcome of the Community Equipment review and re-procurement
Sub Total - Service Redesign			368	12	380				
Total Children & Young People			418	12	430				

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Portfolio: Transformation & Customer Services

Efficiency Savings									
Transformation & Customer Services	Consolidation of Marketing and Communication function	As well as being held within the corporate communications team, there are also budgets for marketing and communications dispersed across teams in the council. This proposal seeks savings through more co-ordinated use of these resources. Approved at Council February 2018	60		60	M	Since the initial proposal was drawn up further work has taken place on project scope and on analysing staffing and non staffing budgets. The saving in 18/19 encompasses 1 FTE reduction. Further developments in this project envisage more co-ordinated working between communications staff across the organisation rather than significant structural changes, although this will be reviewed	Minimal	Savings resulting from new customer focused, more agile and digital ways of working resulting in real business improvements for customers and staff across the organisation facilitated and supported by a joined up multi-disciplinary transformation/change team.
Transformation & Customer Services	Consolidation of Performance / Intelligence function	A budget and staffing review and consolidation of relevant functions, followed by zero-based-budgeting exercise and development of new operating model.	250		250	M	5-10	None	Low
Transformation & Customer Services	Corporate Travel	Further reductions on the Council's spend relating to employee travel, including the so-called "grey fleet". This will build on savings already achieved through the implementation of previous phases of the Corporate Travel Plan. Savings will be delivered through further development of our "business travel hierarchy". In particular, there will be a managed increase in the proportion of operational miles undertaken through use of pool cars.	50		50	M	No impact on FTE- wider staff impacts summarised below.	This will make better and more efficient use of Council assets	The proposal aims to improve efficiency of service delivery through delivery of smarter ways of working
Transformation & Customer Services	Registrations	Increase number of registered venues for weddings/ ceremonies. Cross-selling and upselling of event packages. Estimated 10% increase in income.	9		9	L	0	None	This does require additional work but should be managed within existing resources
Transformation & Customer Services	Training	Training spend across all service areas will be centralised under the Human Resource & Organisation Development budget from 1 April 2019 and savings will be realised as a result.	350		350	M	There will be less overall spend on training, but training will be more focused on corporate priorities and delivered differently, ensuring a consistent and aligned approach for all staff development needs.	None	With the effective use of online training and pooling of resources alongside directed training there should be limited impact to service delivery. Ensuring staff have the relevant knowledge and skills to complete their roles effectively should in the long term impact on staff wellbeing, engagement and reduced absence which is currently an invisible cost.

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Transformation & Customer Services	De Minimis level of work for the Chairman's office	<p>Introducing a De Minimis model for the Chairman's role, which will involve the Chair taking part only in the following activities:</p> <ul style="list-style-type: none"> Chairing Council meetings Community awards Citizenship Ceremonies Memorial Ceremonies (WW1, WW2 etc.) Royal or dignitary visits Any local or national significant events (planned or unplanned) 	40		40	L	0.75 FTE	None	<p>Very little impact on service delivery.</p> <p>The proposal seeks to focus the role of the Chairman around core activities of the position and the Council such as chairing the formal Council meetings and items of Civic importance</p>
Sub Total - Efficiency Savings			759	0	759				

Income Generating Opportunities									
Transformation & Customer Services	Communications Hub & CCTV Income Generation	Approach the external market to use the spare capacity in our 24/7 Operation, including CCTV monitoring, Radio monitoring, Lone Worker Support, and Alarm Monitoring. Note Approved by Council in February 2018	50		50	H	0	None	<p>Community benefits from increased security for those that use the service.</p> <p>Continuation of savings from 17/18 and 18/19.</p>
Transformation & Customer Services	Energy services for B&NES	The Council to let concession type contract and in partnership with local community enterprise, to deliver a 100% local green energy tariff for local residents and a fairer option for low income households and those with pre-payment meter. Provides income through customer referral fees. Note approved by Council in February 2018"	15		15	M	None	None	<p>Our Local Green Tariff enables residents to buy locally produced green energy, cutting local carbon emissions and stimulating the market. Provides a fairer deal for lower income, vulnerable and fuel poor households through separate Fairer power tariff</p>
Sub Total - Income Generating Opportunities			65	0	65				

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Service Redesign									
Transformation & Customer Services	Modern Libraries and Customer Services review	Continue to implement new ways of working to provide effective and efficient Library and Information Centres in our main urban areas to deliver our statutory universal offer to the community. Work with local communities delivering local library services to ensure they are sustainable and supported to deliver the service that their community needs. A new mobile library will be introduced in 2019 and routes constantly reviewed to ensure they meet community needs.	350	350	700	M	Staff reductions have been made by not filling vacant positions through natural attrition as a result of introducing more efficient ways of working and supporting technology. This will be continued where appropriate especially as the focus changes of front line services is impacted by the continued reduction in Housing Benefit work and growth in support of digital skills for Universal Credit and other initiatives	None	We will see an increased focus on the new digital agenda; helping people to access online resources and gain appropriate skills; with a focus on children and families and developing skills for the economy Access to 3 million books across Libraries West will be maintained and the delivery of our universal offers In rural areas the impacts will dependent upon local community solutions in an increasing number of vibrant community hubs.
Transformation & Customer Services	Staffing reduction in Strategy & Performance	As a result of further consolidation of policy functions the numbers of posts in the service will be further reduced. Note already agreed at Council in February 2018.	60		60	M	3-4	None	Previously agreed staff reductions from a corporate approach to functions delivered by this service.
Transformation & Customer Services	Service redesign/digital business improvement	Savings resulting from new customer focused, more agile and digital ways of working resulting in real business improvements for customers and staff across the organisation facilitated and supported by a joined up multi-disciplinary transformation/change team.	750		750	H	To be confirmed	Not known	Not known
Sub Total - Service Redesign			1,160	350	1,510				
Transformation & Customer Services Total			1,984	350	2,334				

Portfolio: Finance & Efficiency

Efficiency Savings									
Finance & Efficiency	Finance – Income and Debt Transactional Services	To consolidate the approach to income collection and debt recovery services across the Council. Note already agreed at Council February 2018 and reprofiled		10	10	M	0	None	Further alignment of practices and recovery between departments
Finance & Efficiency	Property Management	Closer working with the recently appointed Private Sector retail advisor to reduce voids and increase rental growth through active management of the commercial estate. Note already agreed at Council February 2018	300		300	H	tba	Greater efficiency within the Commercial Estate	N/A

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Finance & Efficiency	IT Supply chain efficiencies and technology changes	Reducing spend through re-procurement and / or by changing some of the technologies we are using. Note already agreed at Council February 2018	112		112	L	0	None	Ongoing efficiency programme following insourcing of IT service and centralisation of IT spend
Finance & Efficiency	Procurement Savings	Review of all contractual and non-contractual spend.	388	1,500	1,888	M	None	None	Additional support will be provided to assist with delivery
Finance & Efficiency	Reduction in Pension Requirement	This saving is due a reduction in employer pension contributions for staff who were previously employed by B&NES	90		90	L	None	None	None
Finance & Efficiency	Salary Turnover Savings	The saving will be achieved through each Director managing vacancies within their staffing budget	250		250	L	Possible delay in recruitment	None	Possible impact but the overall saving target should be manageable at less than 1% of payroll costs
Sub Total - Efficiency Savings			1,140	1,510	2,650				

Income Generating Opportunities									
Finance & Efficiency	Property development company	<ul style="list-style-type: none"> To generate Revenue Income for the Council To hold, manage and operate market housing for private short-term lettings. To sell market housing for investment Provision of other market housing related activity Deliver and manage other commercial and property developments. To deliver long term capital appreciation. Note already agreed at Council February 2018	280	270	550	M	0	Release of Council land and assets for development opportunities	This Council owned company ADL is now redeveloping the former Riverside offices in Keynsham and creating a pipeline of other development sites.
Finance & Efficiency	Commercial Estate	Active commercial property investment approach targeted at acquisitions in line with the Council's commercial estate strategy - which has been refreshed to include properties beyond B&NES boundaries and mainly in the WoE devolution area - and non retail investments. Note already agreed at Council February 2018	25		25	H	0	Increase in the Councils commercial holdings	An annual investment strategy will be developed to support the approach in line with emerging government guidance. Improved diversification of types of property holdings of the estate will be a benefit. This is the continuation of a new approach already proving successful and enables key services such as social care to be protected from the income generated.
Finance & Efficiency	City Deal Tier 3 Income	Recognition of projected Tier 3 income stream achieved from Business Rate growth in the Enterprise Area as part of the City Deal agreement. Note already agreed at Council February 2018 but a further £100k now achievable.	160		160	L	0	None	None

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Finance & Efficiency	Office Accommodation	As staffing levels reduce due to current financial pressures, rent out vacated office accommodation esp. Lewis House. Note already agreed at Council February 2018 but reprofiled.	300	300	600	H	Staff will possibly need to relocate. No staffing reductions as a direct impact of this project	Bringing current corporate office accommodation into commercial use	Enables corporate estate to continue to be used as now with 3:2 desk ratios and (flexible) smarter working but also new income from space that becomes surplus.
Finance & Efficiency	Diversification and Longer Term Investment - Treasury Management	The Council has a successful strategy of using cash balances to minimise borrowing. The introduction of MIFID requires the council to retain a core investment balance of £10m to be able to comply with meeting the requirements needed for professional status. It is proposed that we diversify this £10m from short-term investments into longer term funds such as the CCLA (a property fund with a nationwide portfolio) and other combined funds.	200		200	L	None – but we will need to ensure we retain staff in this area to actively manage the investments	None	Additional investment income target of £250k net of funding required to maintain existing level of treasury management resourcing £50k.
Sub Total - Income Generating Opportunities			965	570	1,535				

Service Redesign

Finance & Efficiency	Establishment of Internal Audit Trading Company	As part of the natural evolution of the Audit West Partnership with North Somerset Council to establish the organisation as a local authority controlled trading (Ltd) company. Also possibly extend the partnership. Note already agreed at Council February 2018.	20		20	M	0	None	Possible TUPE implications - transfer of staff into B&NES owned company. Business plan at draft stage and new ways of working being established with partners inc. Devon and North Somerset
Finance & Efficiency	Parish Grants - Local Council Tax Support Scheme	Phased withdrawal / reduction in the Local Council Tax Support grant the Council currently makes to Parish & Town Councils and the Charter Trustees. Note already agreed at Council February 2018	41		41	L	0	None	Parishes will need to allow for the impact on their budgets, precepts and associated Council Tax increase. This phased change is already in progress having previously been notified.
Finance & Efficiency	Finance - Changes to Service Provision	This will depend on the demands on the service in terms of the success in reducing the number of capital and revenue projects. Note already agreed at Council February 2018 but revised and reprofiled		100	100	M	2.5	None	
Sub Total - Service Redesign			61	100	161				

Refinancing

Finance & Efficiency	Minimum Revenue Provision	A change in the Council's Minimum Revenue Provision (MRP) policy to move to a straight line basis over a period up to 50 years or the equivalent asset life. Already approved and the last year of budget adjustment.	-160		-160	L	0	None	None
Sub Total - Refinancing			-160	0	-160				
Finance & Efficiency Total			2,006	2,180	4,186				

2019/20 Budget Savings & Income Generation Proposals

Portfolio	Savings Title	How to be achieved	19/20 Saving £000	20/21 Saving £000	2 year Savings Total	Risk to delivery of saving (H/M/L)	Impacts on staff - (incl no of posts deleted)	Impacts on property / assets etc	Impacts to service delivery
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Note: The items shaded grey are existing savings and income generation proposals from the 2018/19 - 2019/20 budget, these have been reviewed for the 19/20 budget report.

Portfolio: Leader

Service Redesign									
Leader	Legal Service review of external legal spend and use of business partnering	Review use of external legal advice corporately and use of business partnering. Note already agreed at Council February 2018	50		50	H	0	None	Improved value for money

Sub Total - Service Redesign

50	0	50
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Leader Total

50	0	50
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OVERALL SAVINGS

8,851	3,242	12,093
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