

Appendix A (i)

INCOME GENERATION AND SAVINGS PROPOSALS

Managing Demand

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
MD 1	Corporate & Customer Transformation	Customer Services Channel Shift ¹		(250)		(250)
MD 2	Culture & Leisure	SLM Contract Renegotiation ¹		(300)		(300)
MD 3	Housing	Income Generation ¹		(125)	(125)	(250)
MD 4	Younger Adults	Learning Disability Commissioning ¹		(1,000)	(1,000)	(2,000)
MD 5	Children's Services	Prevention - Children ¹		(300)		(300)
	Sub Total			(1,975)	(1,125)	(3,100)

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.

Managing Demand -MD 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Corporate & Customer Transformation – Caroline Woolf	Provision of face to face, telephone and web customer contact services

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
AB2330 CRM	Expenditure	2,909,886	
	Income	-28,380	
	Non-Controllable	928,560	
AB2330 CRM Total		3,810,066	
Savings Last 4 Years – NB CST programme			
11/12 £1.3m	12/13 £2.3m	13/14 £2.6m	14/15 £2.6m
Main Savings Items Description			
<p>The savings up to £2.6m above have been delivered via a Council wide transformation programme, covering front and back office. New proposals are:-</p> <ul style="list-style-type: none"> Information Kiosk in Romford Town Centre- close Reduction in agency worker posts Channel Shift – reduce staffing to reflect customer channel shift to using the web and other value channels 			
What is protected within service	Change management		
	<ul style="list-style-type: none"> Services are still being added to customer services and capacity is required to facilitate that 		
	Front line service capacity		
	<ul style="list-style-type: none"> For some customers and services face to face and telephone contacts will always be a more appropriate way of doing business. We will aim to streamline the delivery of face to face and continue to optimise telephony technology. Therefore sufficient resource will be retained to deliver these. 		

Savings proposals				
Saving	Value of Saving and Year(s)			
Channel Shift The customer services strategy is based on a self- service model for those customers and areas where that is the most appropriate form of service delivery. This moves customers from the most expensive forms of communication (face to face followed by telephone) to the much more cost effective self serve model whereby they can transact with us online. This is similar to a retail online model and therefore many customers are already familiar with the concept. In order to assist customers move to online, we have kiosks in the PASCs where they can be assisted by staff and also access in libraries where help is available. In addition, many customers are already knowledgeable about	TOTAL (£250k)			
	15/16	16/17	17/18	18/19
			(£250k)	

Managing Demand -MD 1

Savings proposals									
Saving	Value of Saving and Year(s)								
<p>online communications or have families who can assist them. For those customers who are less able to adapt, the current channels will remain for the time being. However, we must endeavour to be digital by default as far as practicable and therefore to obtain better value for money for the Council.</p> <p>A recent review around digital inclusion has shown that we have less than 10% of the borough without access to the internet and that this percentage is falling quickly.</p> <p>The service currently has a channel shift target of 20% and this restructure will realise savings from that move.</p> <p>The PASC and Contact Centre currently occupies leased premises. It is proposed that as the service contracts it moves into mainstream council accommodation.</p>									
TOTAL SAVINGS BY YEAR	TOTAL £250k <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(£250k)</td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(£250k)	
15/16	16/17	17/18	18/19						
		(£250k)							

Number of FTE in area	Channel Shift 91
Anticipated reduction in FTE as a result of proposals	Channel shift c. 16 tbc These are current estimates and are subject to further review and consultation.

Managing Demand- MD 2

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Sports and Leisure Contract retendering

Current Budget Information

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
	AB1040 Indoor Sports & Recreation Total	
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
	AB1060 Queen's Theatre Total	
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
	AB1070 Historic Buildings Total	
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940
AB1105 My Place Centres	Expenditure	445,080
	Income	(183,600)

Managing Demand- MD 2

	Non-Controllable	56,270
AB1105 My Place Centres Total		317,750
AB1110 Supervision Management & Supp	Expenditure	165,630
	Non-Controllable	45,060
AB1110 Supervision Management & Supp Total		210,690
AB1125 Health and Wellbeing	Expenditure	109,840
	Non-Controllable	32,190
AB1125 Health and Wellbeing Total		142,030
AB1135 Policy, Marketing and Administration	Expenditure	290,920
	Non-Controllable	71,810
AB1135 Policy, Marketing and Administration Total		362,730
AB1160 Countryside Services	Expenditure	172,500
	Income	(14,380)
	Non-Controllable	38,460
AB1160 Countryside Services Total		196,580
AE2150 Music Services	Expenditure	652,330
	Income	(567,800)
	Non-Controllable	144,100
AE2150 Music Services Total		228,630
Grand Total		8,607,265
Savings Last 4 Years		
11/12: 0K	12/13: 50K	13/14: 265K
		14/15: 338K

Main Savings Items Description

- Re tender of the Sports and Leisure Management contract

Savings proposals

Saving	Value of Saving and Year(s)			
Re-tender of the Sports and Leisure management contract This is underway and will be let part way through 16/17. Opportunity to make savings given improved performance of the current contract and by facilitating a more commercial approach from Contractors. The saving proposal assumes the inclusion of RLD to achieve £200k of the savings.	TOTAL: (£300k)			
	15/16	16/17	17/18	18/19
			(£300k)	
TOTAL SAVINGS BY YEAR	TOTAL: (£300k)			
	15/16	16/17	17/18	18/19
			(£300k)	0

Reasons for recommending proposals

Re-tender of the Sports and Leisure management contract

- This is an opportunity to save money through the tendering of the sports and leisure management contract.

Managing Demand- MD 2

Identified Risks
<p>Retender of the Sports and leisure management contract</p> <ol style="list-style-type: none"> 1. RLD development is not on site and therefore income estimates are notional 2. Competition and / or the market for these services changes 3. Contract does not deliver savings

Number of FTE in area	Retender of the sports and leisure management contract : None in relation to leisure centres as TUPE applies.
Anticipated reduction in FTE as a result of proposals	Retender of the sports and leisure management contract: N/A These are current estimates and are subject to further review and consultation.

Managing Demand – MD 3

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Housing, Neil Stubbings; Learning and Achievement, Mary Phillips	Housing Income Generation

Current Budget Information		
Activity	Subjective	FY Revised Budget
AE7630 Borough Catering Total	Expenditure Total	5,316,970
	Income Total	-5,741,290
	Non-Controllable Total	769,420
AE7630 Borough Catering Total		345,100

NB. Private Sector Leasing - this service aims to cover its costs

Savings Last 4 Years			
11/12	£0k	12/13	£0k
Main Savings Items Description			
<ul style="list-style-type: none"> Private Sector Leasing (PSL) – Manage more properties and increase activities. Catering – Review the current operating and financial model. 			
What is protected within service	Private Sector Leasing <ul style="list-style-type: none"> N/A. Catering <ul style="list-style-type: none"> In-house service / staff. Current services for existing service users. 		

Savings proposals				
Saving	Value of Saving and Year(s)			
Private Sector Leasing There is scope to increase the activity in the private rented sector. We currently directly lease and manage 895 properties, and have a managing agent role in respect of a further 150 properties. To reduce the impact of housing need and ensure costs of housing activities are covered, we would look to increase the number of units we manage – which would also allow us to provide direct assistance for more residents to secure rented accommodation.	TOTAL: (£250k)			
	15/16	16/17	17/18	18/19
			(£125k)	(£125k)
TOTAL SAVINGS BY YEAR	TOTAL: £(250k)			
	15/16	16/17	17/18	18/19
			(£125k)	(£125k)

Managing Demand – MD 3

<p>Reasons for recommending proposals</p>	<p>Private Sector Leasing</p> <ul style="list-style-type: none"> • There is sufficient scope (supply and demand) for expanding this service to help meet more of the borough’s housing need, and ensure all costs are recovered • Unlike other savings proposals, this initiative does not lead to a reduction in service for Havering residents, and therefore income generation is a much better way of addressing a savings target. • Any increase in the Private Sector Solutions Team will be funded within the increase in activities, and therefore is not an additional budget pressure.
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Identified Risks

<p>Private Sector Leasing</p> <ol style="list-style-type: none"> 1. The Council needs to ensure that the activity falls within legal requirements, and meets a social need, and is not purely for a commercial purpose. 2. With rent prices rising above Local Housing Allowance (LHA) limits it will become increasingly difficult to find properties with rents within the LHA limits. 3. Volume of complaints will increase as the number of properties increases. 4. There may come a point at which we will have to exit from the activity, especially as the market is so volatile, and therefore the activity should not be relied upon indefinitely.

<p>Number of FTE in area</p>	<p>Private Sector Leasing: No staff are at threat of redundancy. There will be an expansion in this team, if this proposal goes ahead. Current team is 1 Manager and 15 FTEs.</p>
<p>Anticipated reduction in FTE as a result of proposals</p>	<p>Private Sector Leasing: 0 FTEs.</p>

Managing Demand – MD 4

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Younger Adults

Current Budget Information		
Cost Centre	Subjective	FY Revised Budget
AE6000 Adult Services	Expenditure Total	66,628,228
	Income Total	-10,575,624
	Non-Controllable Total	3,292,560
AE6000 Adult Services Total		59,345,164

NB. The majority of spend on younger adults is on learning disability commissioning (£16m net for 2014/15). The Council also spends £4m on physical disability services, and £3m on mental health services.

Savings Last 4 Years			
11/12	£298k	12/13	£480k
13/14	£1,445k	14/15	£700k

Main Savings Items Description	
<ul style="list-style-type: none"> Younger Adults – Review services, with a view to shaping more cost effective services and/or meeting statutory requirements through personalised services. 	
What is protected within service	<ul style="list-style-type: none"> Statutory services for younger adults and their carers. Outcomes-focussed, personalised services.

Savings proposals				
Saving		Value of Saving and Year(s)		
Younger Adults		TOTAL: (£2,000k)		
<p>Services for younger adults (between the ages of 18 and 64) are very traditional, expensive and do not offer the personalised provision required. We will review all areas of spend (e.g. residential care, care packages, respite and day care) to ensure that we are receiving maximum value for money and that services are outcomes-focussed.</p> <p>We will re-commission where necessary to meet statutory requirements through personalised services, and will look to apply the minimum statutory levels of service using the new national eligibility criteria within the Care Act.</p> <p>As we complete person centred plans, move to personal budgets and strictly apply eligibility criteria it is likely that we will not require some of the current provision. We will ensure any changes to how services are offered will include full consultation and impact assessment prior to any recommendations being finalised, and ensure viable alternatives are available.</p>		15/16	16/17	17/18
				18/19
			(£1m)	(£1m)

Managing Demand – MD 4

Savings proposals									
Saving	Value of Saving and Year(s)								
<p>Having spends relatively more on services for younger adults compared to other local authorities. The review will particularly focus on high cost placements and services, as well as services where unit costs are much higher than average.</p> <p>The successful realisation of these savings is, in part, reliant on other savings items such as the Voluntary Sector Review, Children and Adults with Disabilities, and the Better Care Fund.</p>									
TOTAL SAVINGS BY YEAR	<p>TOTAL: (£2,000k)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(£1m)</td> <td>(£1m)</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(£1m)	(£1m)
15/16	16/17	17/18	18/19						
		(£1m)	(£1m)						

Reasons for recommending proposals	<ul style="list-style-type: none"> • The current operating model is very traditional, expensive and does not offer the personalised provision required. • Comparative spend and unit costs are high relative to other local authorities. • Demand for learning disability services will continue to increase as more children with disabilities reach adulthood, carers become older, and adults with a learning disability continue to live longer.
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Identified Risks
<ol style="list-style-type: none"> 1. Some clients, used to the old service, may be uncomfortable moving to the updated model and may complain. 2. Re-provision could cost more than anticipated which would reduce the net saving from this item. 3. Improving services for carers is a theme within both the Care Act and the Children and Families Act, and this could lead to additional financial pressures for the Council. 4. Enabling disabled people to be as independent as possible requires skilled and assertive key-working. If the skill mix is wrong it could lead to people accessing more expensive services. 5. Further savings on non-statutory services could lead to an exponential increase in demand (over and above demographic forecasts) for statutory services which would lead to a net increase in budget pressures. 6. Our current operating model is very traditional and will require a radical change in working practices. Such a shift will be difficult to achieve and could result in good staff leaving during a time of instability and ambiguity.

Number of FTE in area	N/A as FTEs are counted elsewhere in the Staffing template.
Anticipated reduction in FTE as a result of proposals	N/A as FTE savings are counted elsewhere in the Staffing template, and the savings here are likely to be on the commissioning side.

Managing Demand – MD 5

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Children Services, Tim Aldridge	Prevention – Children

Current Budget Information		
Activity	Subjective	FY Revised Budget
Early Help and Troubled Families	Expenditure	3,654,977
	Income	0
	Non-Controllable	133,120
Early Help and Troubled Families Total		3,788,097

NB. We will receive £156k grant for Troubled Families this year, including £100k for a co-ordinator post.
NB. The Early Help and Troubled Families budget is a part of the overall Children Services budget.

Savings Last 4 Years			
11/12	£0k	12/13	£100k
Main Savings Items Description			
<ul style="list-style-type: none"> Early Help and Troubled Families – Review service for ways of maximising resources and possible closure of some children centres. 			
What is protected within service	<ul style="list-style-type: none"> Troubled Families programme. Minimum of three children centres. Statutory services for children. Some respite for disabled children. Support for children not in education, employment or training. Careers advice in schools. 		

Savings proposals				
Saving			Value of Saving and Year(s)	
Early Help and Troubled Families			TOTAL: (£300k)	
<p>We now only have six children centres (reduced from 13) in the borough and the service has just undergone a restructure. However, further savings will need to be found through a combination of maximising Council (and partner) assets (e.g. co-location, use during out-of-hours etc.), clearly evidenced cost-avoidance savings, improved partnership working in the children centres and across other services, maximising potential through the Troubled Families programme which is grant-funded, closer working with the Voluntary and Community Sector and the community, exploring ways of generating income (e.g. nursery places), and increasing the number of volunteers. It should be noted that 50% of these services are non-statutory, but they do have the potential to provide immense value in terms of managing demand, early help, intervention and prevention, and strengthening communities. Therefore, any savings must be fully understood and mapped out to minimise the relative fallout and social impact.</p>			15/16	16/17
				(£300k)

Managing Demand – MD 5

Savings proposals									
Saving	Value of Saving and Year(s)								
<p>The Early Help service aims to support children and families through the delivery of universal services, through to the social care threshold. The service encompasses the Government's Troubled Families outcomes of addressing school absence, anti-social behaviour, and worklessness.</p> <p>Future use of the children centres will be considered following an internal review of Council assets during this year.</p>									
TOTAL SAVINGS BY YEAR	<p>TOTAL: (£300k)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(£300k)</td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(£300k)	
15/16	16/17	17/18	18/19						
		(£300k)							

Reasons for recommending proposals	<ul style="list-style-type: none"> • 50% of these services are non-statutory, and we must aim to protect statutory services for children where possible. Hence this is a trade-off between making savings on non-statutory services or on statutory services. • The Troubled Families programme has been very successful and building on this best practice work could lead to even better outcomes, as well as additional grant from central Government.
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Identified Risks
<ol style="list-style-type: none"> 1. Further reductions in the number of children centres could impact on our ability to successfully deliver the (proposed) Early Help, Intervention and Prevention Strategy (due in December) and our demand management savings targets. 2. Savings on non-statutory services could lead to exponentially increased demand (over and above the demographic trends) for statutory services which would lead to a net increase in budget pressures. 3. The service has just gone through a restructure and further changes to the service might lead to good staff leaving and/or change fatigue. 4. Aspirations relating to increased partnership working and income generation would be impacted if the number of children centres is reduced. 5. Savings relating to utilising / increasing the number of volunteers will not be made if there are insufficient numbers of (suitable) volunteers. 6. There is no guarantee that the Troubled Families Grant will continue beyond 2015/16.

Number of FTE in area	81.45 FTEs.
Anticipated reduction in FTE as a result of proposals	<p>25 FTEs.</p> <p>This is a current estimate and is subject to further review and consultation.</p>

Appendix A (ii)

INCOME GENERATION AND SAVINGS PROPOSALS**Public Realm**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
PR 1	Streetcare	Public Realm Transformation Review		(500)		(500)
PR 2	Streetcare	Introduction of further Controlled Parking Zones		(250)	(250)	(500)
PR 3	Streetcare	Waste Minimisation (3 sacks plus recycling)		(500)	(500)	(1,000)
	Sub Total			(1,250)	(750)	(2,000)

Public Realm – PR 1

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Management savings from the Transformation Project- Clean & Safe

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

 Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

TBC

What is protected within the Service?	
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Main Savings Items Description

Reduction in management and associated overheads as a result of merging services and structures

Savings proposals

Savings Details	Value of Saving and Year(s)								
The bringing together of public realm related activity (clean) and enforcement & safety function (safe), creates an opportunity to streamline management structures through the creation of an Environment Division. Management posts from tier 2 -4 inclusive will be part of the review. Although this review is yet to be carried out it is estimated that a reduction in management and associated costs could deliver £0.5m although it should be noted that this is an indicative figure at this stage in the process.	TOTAL: (500k) <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(500k)</td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(500k)	
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15/16	16/17	17/18	18/19						
		(500k)							

Public Realm – PR 1

Reasons for recommending proposals	Reducing management posts whilst protecting front line supervisory and operative posts will not only deliver necessary savings but ensure the councils corporate priorities of Clean & Safe, remain. This process will also enable the remodelling of front line operations to maximise efficiency, and essential process prior to any external commissioning processes the council may wish to consider to drive further savings for the future.
Identified Risks and Dependencies	
Risks -Housing Tenants- may perceive the 'change' in caretaker function negatively	
Dependencies - Although not directed related to the management structure the introduction of mobile technology (in-cab) to deliver the projected efficiencies will require capital investment in the region of £0.25m.	

Number of FTE in area :	TBC
Anticipated reduction in FTE as a result of proposals	TBC

Submitted by			
	Signature	Print Name	Date
		Steve Moore	18.09.15
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

Public Realm – PR 2

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Parking & Traffic

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

 Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
Current Budget Information	
TBC	

What is protected within the Service?	N/A			
Main Savings Items Description				
Increased the borough coverage of Controlled Parking Zones (CPZ's) from approximately 10% to 30% and revising the fees and charges applied to resident, business and visitor permits				
Savings proposals				
Savings Details			Value of Saving and Year(s)	
<p>It is highly likely that the pending Parking Review will recommend the implementation of CPZ's to areas that not currently not covered. It is estimated that the percentage of coverage will increase from 10% to 30% and focus on expanding zones in areas that suffer from high levels of commuter parking and where on-street parking is already causing local tensions.</p> <p>The charges for permits are low compared with other authorities so increasing the level of costs would not be unreasonable especially with additional permits as there is currently not limit to the amount of permits issued per household which compounds the parking challenges in certain areas.</p> <p>The current income generated is approximately £300k per year. Therefore it a reasonable assumption to forecast additional revenue opportunities of £0.5m over a two year period.</p> <p>It should be noted that such a 'project' will require resourcing as the CPZ process requires an extensive local consultation process. These one off costs have not be included within this paper.</p>			TOTAL: (500k)	
			15/16	16/17
			(250k)	(250k)
TOTAL SAVINGS BY YEAR			TOTAL: (500k)	
			15/16	16/17
			(250k)	(250k)

Public Realm – PR 2

Reasons for recommending proposals	The proposal not only creates an opportunity for the council to increase revenue streams but also helps to mitigate some of the tensions caused by parking in the borough.
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Identified Risks and Dependencies

Consultation- The implementation of a CPZ is currently dependant on a 'yes' vote from residents and businesses within the zone. If the consultation process delivers a 'no' vote the under the current formula it will not be possible to proceed and the predicted 'savings' for that particular zone will not be achieved.
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Number of FTE in area :	N/A
Anticipated reduction in FTE as a result of proposals	N/A

Submitted by			
	Signature	Print Name	Date

Steve Moore

18.09.15

Reviewed by			
	Signature	Print Name	Date

Finance Business Partner

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NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Waste Disposal (Residual and Green)- ELWA

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

 Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

TBC

What is protected within the Service?	N/A
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Main Savings Items Description

Reduction in forecasted waste tonnages and associated disposal costs

Savings proposals

Savings Details	Value of Saving and Year(s)								
<p>Residual - There are currently no restrictions on the amount of waste that residents can present weekly for waste collection. Most collection authorities have introduced restrictions through the issuing of bins and a policy that states that side waste will not be collected. By introducing restrictions and complemented with a robust communications plan it is anticipated that residents will change their behaviour in respect of waste generation and the associated reduction in waste arisings will materialise.</p> <p>It should be noted that these 'savings' will be against the current growth predicted in the MTF5 and not applied to the current base.</p> <p>The new arrangements will have to be in place for April 2016 to deliver the savings from a timing perspective due to the lag in the ELWA levy process.</p>	<p>TOTAL: (1,000k)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(500k)</td> <td>(500k)</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(500k)	(500k)
15/16	16/17	17/18	18/19						
		(500k)	(500k)						
TOTAL SAVINGS BY YEAR	<p>TOTAL: (1,000k)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(500k)</td> <td>(500k)</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(500k)	(500k)
15/16	16/17	17/18	18/19						
		(500k)	(500k)						

Public Realm – PR 3

Reasons for recommending proposals	The costs of waste disposal are increasing year on year a minimising the amount of waste presented is the most beneficial way of delivering savings.
---	--

Identified Risks and Dependencies	
Non-compliance- It will extremely difficult to 'police' non-compliance as it is recommend that excess waste will still be collected. Therefore the success of the savings is totally dependent of residents complying with the new arrangements which is why a robust communication plan is needed to maximise the opportunities of success.	

Number of FTE in area :	N/A
Anticipated reduction in FTE as a result of proposals	N/A

Submitted by			
	Signature	Print Name	Date
		Steve Moore	18.09.15
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

INCOME GENERATION AND SAVINGS PROPOSALS**Innovation**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
In 1	Corporate	Interest linked to Council Housing Co. ²		(300)		(300)
In 2	Corporate	Housing Development Co.- interest payments			(2,000)	(2,000)
In 3	Policy & Performance	Solar Park and Wind Farm Income Generation		(1,500)		(1,500)
	Sub Total			(1,800)	(2,000)	(3,800)

Note:

- 2 Templates are not provided in respect of these schemes which were approved last year.

Innovation – In 2

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Director of Communities and Resources	Corporate Financial Matters

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
--	--------------------------------------

NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information

None

What is protected within the Service?	Not applicable
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Main Savings Items Description

Income generation from commercial activities – lending to Housing Development company

Savings proposals

Savings Details	Value of Saving and Year(s)			
Additional Interest/dividends generated from Investment in Housing Development Company. The level of return required implies an investment in excess of £30m which be met from increased capital expenditure. The Council would fund this from internal or external borrowing dependent upon cashflows.	TOTAL: (2,000k)			
	15/16	16/17	17/18	18/19
	-	-	-	(£2,000k)
TOTAL SAVINGS BY YEAR	TOTAL: (£2,000k)			
	15/16	16/17	17/18	18/19
	-	-	-	(£2,000k)

Reasons for recommending proposals	The Council has already approved the creation of the Housing Development Company. The income generated form commercial activities of this kind would alleviate the pressures
------------------------------------	--

Innovation – In 2

Identified Risks and Dependencies
<p>Insufficient development sites identified within MTFS timescale.(see below) Changes in legislation impacting upon LA commercial and regeneration activities including restrictions on setting commercial rents. Slippage in the development phase of programmes causing slippage in revenues and cashflows.</p> <p>Two sites have been identified as being surplus to requirements and approval is sought to transfer these sites to the company in order to realise the development potential. These sites are: The former Nalgo building located in North Street Hornchurch and The Keswick Avenue car park Hornchurch.</p>

Number of FTE in area :	None
Anticipated reduction in FTE as a result of proposals	None

Submitted by			
Service	Job Title	Print Name	Date
Communities and Resources	Corporate Finance and Strategy Manager	Mike Board	18 September 2015

Reviewed by			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Pippa Brent-Isherwood Head of Policy and Performance	Energy Strategy Team

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
---	--

Current Budget Information

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What is protected within the Service?	
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Main Savings Items Description

1 x 18MW solar park at Oakhill, on former farmland, plus 1 x 4MW at Gerpins lane – Detailed viability and financial models to be presented to CMT November 2015

1 x 900 KW wind turbine at Bretons on land adjacent to Barking and Dagenham and 1 x 900 KW wind turbine off Ferry Lane Rainham. Wind Turbine proposals dependent on borough wide wind turbine consultation. Consultation must have been completed before any wind turbine project can proceed.

Savings shown are current estimated cumulated savings and revenue income from all the above proposals.

Savings proposals

Savings Details	Value of Saving and Year(s)			
Revenue income	TOTAL: (1,500k)			
	15/16	16/17	17/18	18/19
			(1,500k)	
TOTAL SAVINGS BY YEAR	TOTAL: (1,500k)			
	15/16	16/17	17/18	18/19
			(1,500k)	

Reasons for recommending proposals	Detailed feasibility studies undertaken into the potential for renewable energy projects on Council owned land
---	--

Identified Risks and Dependencies
Individual sites will require detailed investigation in order to finalise the viability and size of each proposal, Planning permission required. Actual income will be dependent on Energy market.

Number of FTE in area :	
Anticipated reduction in FTE as a result of proposals	

<u>Submitted by</u>			
Service	Job Title	Print Name	Date
Policy and Performance	Energy Strategy Officer	Mark Lowers	06/Oct/2015
<u>Reviewed by</u>			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

INCOME GENERATION AND SAVINGS PROPOSALS**Efficiency**

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
Eff 1	oneSource	oneSource ²		(252)	(338)	(590)
Eff 2	oneSource	oneSource down sizing and additional down sizing or income generation ¹		(400)	(500)	(900)
Eff 3	HRA	Adjustment to Internal Recharges (HRA) ²		(25)	(25)	(50)
Eff 4	HRA	Housing Revenue Account	(800)	(110)	(90)	(1,000)
Eff 5	Culture & Leisure	My Place Efficiencies ¹		(50)		(50)
Eff 6	Economic Development	Economic Development Reduction or Income Generation ¹		(50)	(150)	(200)
Eff 7	Streetcare	Parks Waste Minimisation (Green Waste)		(100)	(100)	(200)
Eff 8	Culture & Leisure	Grounds Maintenance Efficiencies		(200)		(200)
Eff 9	Corporate	Back Office Efficiencies	(240)	(150)		(390)
Eff 10	Adults	DFG Capitalisation; Lean Review; Review of Equipment Services	(237)	(100)	(100)	(437)
Eff 11	Childrens	Fostering; Navigators; Early Education Inclusion Team	(80)	(100)	(200)	(380)
	Sub Total		(1,357)	(1,537)	(1,503)	(4,397)

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.
- 2 Templates are not provided in respect of these schemes which were approved last year.

Efficiency – Eff 2

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	oneSource

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

The current net controllable oneSource budget is approx. £43m split between Newham (£26m) and Havering (£17m)

What is protected within the Service?	
--	--

Main Savings Items Description

oneSource shared service with LB Newham; the business case for this was approved by Council in November 2013. The creation of the shared service was expected to generate savings in the region of £10m in total, of which around £4m would fall to Havering.

	Year 1 2014/15 (£000)	Year 2 2015/16 (£000)	Year 3 2016/17 (£000)	Year 4 2017/18 (£000)	Year 5 2018/19 (£000)
Havering	1,460	2,829	3,314	3,566	3,904
Newham	2,652	4,961	5,629	6,182	6,708
TOTAL	4,112	7,790	8,943	9,748	10,612

Though there are risks around achieving this level of saving over a range of services and an extended period of time, it is now believed a higher level of savings will be delivered as the services and processes are harmonised across the two Councils, and to reflect the general reduction in the overall scale of operations across the Council. As a result of this, an additional £800k has been included within the budget strategy, spread equally over 2016/17 and the following year. These were set out in the Council Tax report in February 2015.

There is also now an additional proposed saving target for 2018/19. As the level of funding available to the Council is reduced and the Council contracts, it seems only right that the back office is made to contribute further to those savings targets to continue to protect front facing services. To that end the Joint Committee will be asked to work up options to deliver a further £500k savings.

Efficiency – Eff 2

Main Savings Items Description

The oneSource business case was predicated on the basis of the two Councils sharing, although as the original business case spelt out, it was always hoped that oneSource would grow and take on new customers thereby generating a reduction in overhead costs for the two founding Councils and consequently delivering a greater level of saving. If oneSource can generate this saving by winning work, or getting new partners and therefore bringing down the cost then this can deliver further savings.

Savings proposals

Savings Details	Value of Saving and Year(s)			
Higher level of savings will be delivered as the services and processes they follow are harmonised across the two Councils, and to reflect the general reduction in the overall scale of operations across the Council.	TOTAL:			
	15/16	16/17	17/18	18/19
			(£400k)	
As the level of funding available to the Council is reduced and the Council contracts, it seems only right that the back office is made to contribute further to those savings targets to continue to protect front facing services.	TOTAL:			
	15/16	16/17	17/18	18/19
				(£500k)
TOTAL SAVINGS BY YEAR	TOTAL:			
	15/16	16/17	17/18	18/19
			(£400k)	(£500k)

Reasons for recommending proposals	Members have always wanted wherever possible to protect front facing services. As the Council's overall financial resources reduce, it is only reasonable that the back office should further contract and contribute to these savings.
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Identified Risks and Dependencies

There are risks around achieving this level of saving over such a wide range of services and an extended period of time, but it is felt they are achievable.

Number of FTE in area :			
Anticipated reduction in FTE as a result of proposals			
Submitted by			
	Signature	Print Name	Date
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Housing – Neil Stubbings	Housing Revenue Account

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information

Finance to provide this

What is protected within the Service?	<ul style="list-style-type: none"> Neil / Conway to provide this
--	---

Main Savings Items Description

- Maximise the efficient use of HRA funding – including recharges for relevant resources (that are providing housing support but are currently funded elsewhere) to the HRA.

Savings proposals

Savings Details	Value of Saving and Year(s)			
HRA Garages from HRA to General Fund An increased income target and possible revamp of garages (e.g. relocation) owned by the Council.	TOTAL: (£340k)			
	15/16	16/17	17/18	18/19
		(£140k)	(£110k)	(£90k)
CCTV Merger Additional savings relating to this existing savings proposal (£45k previously committed).	TOTAL: (£250k)			
	15/16	16/17	17/18	18/19
		(£250k)		
Energy Strategy Team Recharge relevant General Fund spend to HRA.	TOTAL: (£20k)			
	15/16	16/17	17/18	18/19
		(£20k)		
Community Safety Team Recharge relevant General Fund spend to HRA.	TOTAL: (£140k)			
	15/16	16/17	17/18	18/19
		(£140k)		

Social Workers Recharge relevant General Fund spend to HRA.	TOTAL: (£90k)			
	15/16	16/17	17/18	18/19
		(£90k)		
Youth Services Recharge relevant General Fund spend to HRA.	TOTAL: (£100k)			
	15/16	16/17	17/18	18/19
		(£100k)		
Occupational Therapists Recharge relevant General Fund spend to HRA DFG.	TOTAL: (£60k)			
	15/16	16/17	17/18	18/19
		(£60k)		
TOTAL SAVINGS BY YEAR	TOTAL: (£1,000k)			
	15/16	16/17	17/18	18/19
		(£800k)	(£110k)	(£90k)

Reasons for recommending proposals	These items will maximise the use of the HRA (with legitimate items that can be funded from it) which will have no negative impact on front-line services.
---	--

Identified Risks and Dependencies
<ol style="list-style-type: none"> 1. Potential reputational risk from tenants. 2. Housing services are generally experiencing budget pressures (not least due to commitments made at the last Budget Statement by the Chancellor) and demand will need to be managed to avoid significant over-spend and over-commitments on the HRA.

Number of FTE in area :	264.6
Anticipated reduction in FTE as a result of proposals	None

Submitted by			
	Signature	Print Name	Date
		Neil Stubbings	
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

Efficiency – Eff 5

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	My Place Efficiencies

Current Budget Information

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
AB1040 Indoor Sports & Recreation Total		2,092,360
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
AB1060 Queen's Theatre Total		662,515
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
AB1070 Historic Buildings Total		89,590
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940
AB1105 My Place Centres	Expenditure	445,080

Efficiency – Eff 5

Current Budget Information			
	Income		(183,600)
	Non-Controllable		56,270
AB1105 My Place Centres Total			317,750
AB1110 Supervision Management & Supp	Expenditure		165,630
	Non-Controllable		45,060
AB1110 Supervision Management & Supp Total			210,690
AB1125 Health and Wellbeing	Expenditure		109,840
	Non-Controllable		32,190
AB1125 Health and Wellbeing Total			142,030
AB1135 Policy, Marketing and Administration	Expenditure		290,920
	Non-Controllable		71,810
AB1135 Policy, Marketing and Administration Total			362,730
AB1160 Countryside Services	Expenditure		172,500
	Income		(14,380)
	Non-Controllable		38,460
AB1160 Countryside Services Total			196,580
AE2150 Music Services	Expenditure		652,330
	Income		(567,800)
	Non-Controllable		144,100
AE2150 Music Services Total			228,630
Grand Total			8,607,265
Savings Last 4 Years			
11/12: OK	12/13: 50K	13/14: 265K	14/15: 338K

Main Savings Items Description
<ul style="list-style-type: none"> • Re tender of the Sports and Leisure Management contract • Moving Stubbers onto a market rent • New business model -Music school • My place savings

Savings proposals				
Saving	Value of Saving and Year(s)			
My place efficiencies These are efficiencies in the management of MyPlace by including the management of the MyPlace centre within the sports and leisure management retender. This saving is a saving in management capacity only.	TOTAL: (£50k)			
	15/16	16/17	17/18	18/19
			(£50k)	
TOTAL SAVINGS BY YEAR	TOTAL: (£50k)			
	15/16	16/17	17/18	18/19
			(£50k)	0

Efficiency – Eff 5

<p>Reasons for recommending proposals</p>	<p>MyPlace efficiencies</p> <ul style="list-style-type: none"> • This is non-statutory provision for young people and these efficiencies reduce the cost of running the facility prior to including it in the contract retender and externalising its management. This is judged to be the most cost effective way of managing the centre in the future.
--	--

<p>Identified Risks</p>	
<p>My place efficiencies</p> <ol style="list-style-type: none"> 1. Increased income may not materialise 2. Leisure contract may not realise further savings 	

<p>Number of FTE in area</p>	<p>Retender of the sports and leisure management contract : My Place efficiencies: 7 FTEs</p>
<p>Anticipated reduction in FTE as a result of proposals</p>	<p>My Place efficiencies: 1–2 FTEs</p> <p>These are current estimates and are subject to further review and consultation.</p>

Efficiency – Eff 6

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Economic Development – Tom Dobrashian	Economic Development includes Regeneration, inward investment, employment and skills, Infrastructure investment, town centre support and business development services

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7630 Economic Regeneration	Expenditure	1,550,050
	Income	-28,100
	Non-Controllable	1,154,790
AB7630 Economic Regeneration Total		2,676,740
AB7670 Environmental Service	Expenditure	-7,950
AB7670 Environmental Service Total		-7,950
Grand Total		2,668,790

Savings Last 4 Years			
11/12: 85K	12/13: 210K	13/14: 205K	14/15: 268K

Main Savings Items Description	
<ul style="list-style-type: none"> • Development company – establish this and generate an income stream • Other savings- staffing and other savings as the business development offer becomes established 	
What is protected within service	<p>Capacity to deliver a vibrant town centre in Romford</p> <ul style="list-style-type: none"> • Securing an estimated £400m of public and private investment by 2020, through delivery of 1000 new homes (300 started by 2017), 2000 new jobs (800 in office sector by 2017), 1000 square metres of reconfigured retail space (250 square metres by 2017) and £5m public realm improvements. • Bring £2m of external funding into the borough from LEP/GLA and EU over the next two years. • Deliver a new Cross rail station and environment. <p>Capacity to deliver London Riverside and Rainham</p> <ul style="list-style-type: none"> • Deliver high quality housing and improve the economic base in London Riverside through achieving planning permission for 4000 new homes (initiating build on 1000 by 2017) and attracting 20 new businesses, bringing in over £1000m of secured investment by 2020. To include a new Beam Park station, and appropriate infrastructure support such as schools. • Improve transport links in the borough and improve traffic flows, to include securing a new bus service in the London Riverside by 2017. <p>Capacity to improve smaller town centres and the green and blue infrastructure</p> <ul style="list-style-type: none"> • Support Havering town centres, develop partnerships, attract funding and deliver an annual programme of events, including Christmas activities, attracting 10,000 people across 7 centres to maintain footfall at 2014 levels and keep retail vacancy rates below 10%. • Successfully attract £3m of new investment in Havering’s green and blue infrastructure (in the next 3 years) that will promote growth and inward investment, support the visitor and leisure economy, increasing the ability of residents to have access to open space and the built and natural heritage

Efficiency – Eff 6

Main Savings Items Description									
	<p>Business development</p> <ul style="list-style-type: none"> Support the development of a strong business base in the borough by 2020: encouraging businesses to invest and expand by giving targeted support to 300 existing businesses (50 in first 2 years) to yield a 30% increase in turnover and establish 50 new businesses by 2017. Attracting in businesses across Havering with an emphasis on Romford and London Riverside. Improve the skills levels of Havering residents through improving the match of skills provision to business needs and implement a Harold Hill employment/skills programme which will reduce unemployment by 10% over the next two years. 								
Savings proposals									
Saving	Value of Saving and Year(s)								
<p>Other savings</p> <p>This is a mixture of staffing and other savings as the service refocuses following recent restructure and the business development offer becomes more established. This includes 'charging' officer time in the delivery of capital & other projects</p>	<p>TOTAL (£200K)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(50k)</td> <td>(150k)</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(50k)	(150k)
	15/16	16/17	17/18	18/19					
		(50k)	(150k)						
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL (200k)</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(50k)</td> <td>(150k)</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(50k)	(150k)
15/16	16/17	17/18	18/19						
		(50k)	(150k)						
<p>Reasons for recommending proposals</p>	<p>Staffing and other savings</p> <ul style="list-style-type: none"> There are currently a wide range of opportunities to secure investment into this area and to support local businesses by securing London wide funding. Major projects include making the most of Crossrail regeneration & development opportunities, inward investment around London Riverside, securing early delivery of Beam Park station, supporting Havering Businesses to grow and European and LEP funding opportunities Over time the staffing required to do this should reduce and/ or be chargeable to projects or capital funding. Funding for events is also being reduced. 								

Identified Risks	
<p>Staffing and other savings</p> <ol style="list-style-type: none"> The risk that demand for support from the council increases rather than stabilises and becomes self-supporting. The risk that no other capital funding is available. The risk that funders resist the ability to charge officer time to the delivery of projects. 	
<p>Number of FTE in area</p>	<p>18 FTE</p>
<p>Anticipated reduction in FTE as a result of proposals</p>	<p>3 FTE – this is a current estimate and is subject to further review and consultation.</p>

Efficiency – Eff 7

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Streetcare- Steve Moore	Park Waste Minimisation

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
---	--------------------------------------

NEW SAVING

 Yes

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
Current Budget Information	
TBC	

What is protected within the Service?	N/A
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Main Savings Items Description

Reduction in forecasted waste tonnages and associated disposal costs

Savings proposals

Savings Details	Value of Saving and Year(s)								
Green - The purchase of a shredder to compost waste will result in a reduction of waste arisings presented to ELWA.	TOTAL: (200k) <table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td></td> <td></td> <td>(100k)</td> <td>(100k)</td> </tr> </table>	15/16	16/17	17/18	18/19			(100k)	(100k)
15/16	16/17	17/18	18/19						
		(100k)	(100k)						
TOTAL SAVINGS BY YEAR	TOTAL: (200k) <table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td></td> <td></td> <td>(100k)</td> <td>(100k)</td> </tr> </table>	15/16	16/17	17/18	18/19			(100k)	(100k)
15/16	16/17	17/18	18/19						
		(100k)	(100k)						

Reasons for recommending proposals	The costs of waste disposal are increasing year on year a minimising the amount of waste presented is the most beneficial way of delivering savings.
---	--

Identified Risks and Dependencies

Non-compliance- It will extremely difficult to 'police' non-compliance as it is recommend that excess waste will still be collected. Therefore the success of the savings is totally dependent of residents complying with the new arrangements which is why a robust communication plan is needed to maximise the opportunities of success.

Number of FTE in area :	N/A
Anticipated reduction in FTE as a result of proposals	N/A

Efficiency – Eff 7

Submitted by			
	Signature	Print Name	Date
		Steve Moore	18.09.15
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

Efficiency – Eff 8

NEW OR REPLACEMENT SAVINGS TEMPLATE

Simon Parkinson - Service Head	Parks and Open Spaces
	Grounds Maintenance Efficiencies

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

Cost Centre	Original Budget
A20100 Allotments Total	(10,530)
A20495 Hall Lane Mini Golf Course Total	(130)
A20500 Parks&Open Spaces Gen Exp Total	1,741,530
A20510 Parks-Misc Props Total	(8,240)
A20525 Hainault Forest Golf Course Total	(100,000)
A20530 Bowling Greens & Surrounds Total	(51,500)
A20540 Parks & Open Spaces Income Total	(60,300)
A20545 Bretons Outdoor Rec Ctre Total	1,810
A20560 Forest Lodge Total	(21,020)
A20565 Pitch Letting Inc-New Cont Total	(94,770)
A20570 Westlands Total	17,810
A20700 Heritage Total	77,630
A20710 Tithe Barn Total	1,710
A20720 Upminster Windmill Total	980
A20800 Grounds Maintenance Total	108,310
A20810 CAC Grounds Maintenance Management Total	165,630
A20820 Grounds Maint Homes & Housing Total	246,420
A20830 Ground Maint - Streetcare Total	(267,550)
A20850 Parks Maintenance Total	64,400
A21150 Parks & Open Spaces Man'Mnt Total	232,560
A21200 Parks Protection Total	336,640
A21600 Havering Country Park Total	85,410
A21610 Hornchurch Country Park Total	82,820
A26705 Countryside Management Total	73,820

There are other Cost Centres in the parks area but these have a 0 budget.

Efficiency – Eff 8

What is protected within the Service?	No areas are protected
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Main Savings Items Description				
Cost Centre	Subjective	Estimated 2017-18 Budget	Cost Saving	Revised Budget
A20500 Parks&Open Spaces Gen Exp	621180 RESPONSIVE REPAIRS - BUILDING	10,150	5,150	5,000
A20500 Parks&Open Spaces Gen Exp	621540 GROUNDS MAINTENANCE	1,754,298	140,000	1,614,298
A20500 Parks&Open Spaces Gen Exp	641940 TREE WORKS	60,900	10,900	50,000
Income from Broxhill Sports Centre	520080 COMMERCIAL RENTS (INCOME)	-15,225	15,225	-30,450
A20700 Heritage	621180 RESPONSIVE REPAIRS - BUILDING	31,370	15,370	16,000
A20700 Heritage	641340 GENERAL OFFICE EXPENSES	505	505	-0
A20800 Grounds Maintenance	581300 RECHARGES - INCOME FROM OTHER	-1,753,711	-140,000	-1,613,711
A20820 Grounds Maint Homes & Housing	611060 OVERTIME	47,854	17,854	30,000
A20820 Grounds Maint Homes & Housing	611140 AGENCY STAFF	174,201	60,000	114,201
A20820 Grounds Maint Homes & Housing	621540 GROUNDS MAINTENANCE	16,700	10,700	6,000
A20820 Grounds Maint Homes & Housing	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	15,762	2,762	13,000
A20820 Grounds Maint Homes & Housing	641240 CLOTHES, UNIFORM AND LAUNDRY	2,102	712	1,390
A20830 Ground Maint - Streetcare	611140 AGENCY STAFF	116,271	16,271	100,000
A20830 Ground Maint - Streetcare	621540 GROUNDS MAINTENANCE	76,195	26,195	50,000
A20830 Ground Maint - Streetcare	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	14,506	4,506	10,000
A20830 Ground Maint - Streetcare	641240 CLOTHES, UNIFORM AND LAUNDRY	2,102	1,000	1,102
A21150 Parks & Open Spaces Man'Mnt	631220 PUBLIC TRANSPORT FOR STAFF	453	453	0
A21150 Parks & Open Spaces Man'Mnt	631260 CAR ALLOWANCES	3,152	251	2,901
A21200 Parks Protection	611140 AGENCY STAFF	85,076	10,076	75,000
A21600 Havering Country Park	621180 RESPONSIVE REPAIRS - BUILDING	834	834	0
A21600 Havering Country Park	621500 WATER AND SEWERAGE	556	556	0
A21610 Hornchurch Country Park	651780 PRIVATE CONTRACTORS PAYMENT - OTHER	680	680	-0
Grand Total		2,753,483	200,000	2,553,483

Savings proposals					
Savings Details		Value of Saving and Year(s)			
As above		TOTAL: (200k)			
		15/16	16/17	17/18	18/19
				(200k)	
TOTAL SAVINGS BY YEAR		TOTAL: (200k)			
		15/16	16/17	17/18	18/19
				(200k)	

Reasons for recommending proposals	The savings proposed offer the minimal impact to service delivery standards. They represent a number of small efficiency savings that can be made within the services budgets.
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Efficiency – Eff 8

Identified Risks and Dependencies

Cost Centre	Subjective	Risks and dependencies	
A20500 Parks&Open Spaces Gen Exp	621180 RESPONSIVE REPAIRS - BUILDING	Fewer repairs to buildings taking place - buildings could become dangerous and need to be decommissioned	
A20500 Parks&Open Spaces Gen Exp	621540 GROUNDS MAINTENANCE	Reduction in Grounds Maintenance standards less litter collection less grass cutting less path sweeping	
A20500 Parks&Open Spaces Gen Exp	641940 TREE WORKS	Less tree works carried . Increases the risk of litigation on trees falling and damaging property or injuring people.	
Income from Broxhill Sports Centre	520080 COMMERCIAL RENTS (INCOME)	New income stream given as a saving	
A20700 Heritage	621180 RESPONSIVE REPAIRS - BUILDING	Fewer repairs to buildings taking place - buildings could become dangerous and need to be decommissioned	
A20700 Heritage	641340 GENERAL OFFICE EXPENSES	These costs will be met in the Parks General cost centre	
A20800 Grounds Maintenance	581300 RECHARGES - INCOME FROM OTHER	Reduced income from Client see A20500 621540 above	
A20820 Grounds Maint Homes & Housing	611060 OVERTIME	Fewer tasks to be completed using overtime	
A20820 Grounds Maint Homes & Housing	611140 AGENCY STAFF	Reduction in Grounds Maintenance standards grass cutting season shortend at either end of the season or frequency of cut amended to require less staffing	
A20820 Grounds Maint Homes & Housing	621540 GROUNDS MAINTENANCE	Reduce the amount of materials purchased to use on Housing sites.	
A20820 Grounds Maint Homes & Housing	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	Reduce the amount of equipment and furniture purchased to use on Housing sites resulting in older equipment being used and more breakdowns occurring.	
A20820 Grounds Maint Homes & Housing	641240 CLOTHES, UNIFORM AND LAUNDRY	Uniform clothing will need to last longer periods. Only replaced when required.	
A20830 Ground Maint - Streetcare	611140 AGENCY STAFF	Reduction in Grounds Maintenance standards grass cutting season shortened at either end of the season or frequency of cut amended to require less staffing	
A20830 Ground Maint - Streetcare	621540 GROUNDS MAINTENANCE	Reduce the amount of materials purchased to use on Streetcare sites.	
A20830 Ground Maint - Streetcare	641140 PURCHASE - EQUIPMENT, FURNITURE AND MATERIALS	Reduce the amount of equipment and furniture purchased to use on Streetcare sites resulting in older equipment being used and more breakdowns occurring.	
A20830 Ground Maint - Streetcare	641240 CLOTHES, UNIFORM AND LAUNDRY	Uniform clothing will need to last longer periods. Only replaced when required.	
A21150 Parks & Open Spaces Man'Mnt	631220 PUBLIC TRANSPORT FOR STAFF	Staff will use their own vehicles or works vehicles	
A21150 Parks & Open Spaces Man'Mnt	631260 CAR ALLOWANCES	Staff will use their own vehicles or works vehicles	
A21200 Parks Protection	611140 AGENCY STAFF	A reduction in the amount of emergency additional cover able to be used for high usage periods such as events of Bank holiday weekends.	
A21600 Havering Country Park	621180 RESPONSIVE REPAIRS - BUILDING	Reducing this budget may lead to items remaining unrepaired for a long time, ie fences gates and building repairs.	
A21600 Havering Country Park	621500 WATER AND SEWERAGE	This will be picked up in the Parks General Cost Centre	
A21610 Hornchurch Country Park	651780 PRIVATE CONTRACTORS PAYMENT - OTHER	Works will be carried out by the Park Rangers	
Number of FTE in area :		70	
Anticipated reduction in FTE as a result of proposals		0	
Submitted by			
Service	Job Title	Print Name	Date
Parks and Open Spaces	Parks and Open Spaces Manager	Martin Stanton	24.09.15
Reviewed by			
Service	Job Title	Print Name	Date
Finance	Finance Business Partner		

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	Back Office Efficiencies

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

What is protected within the Service?	
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Main Savings Items Description
<p>There are two elements to this savings proposal:</p> <p>Firstly the removal of a transformation pot that is in the base budget that has been used to support additional posts to help deliver the change the organisation has been required to go through. At this point this can be released on a phased basis, as existing projects come to an end.</p> <p>Secondly the remove of two posts from the support services to both the CE and Deputy CE Communities and Resources, as post become vacant over the coming time period.</p>

Savings proposals				
Savings Details		Value of Saving and Year(s)		
Transformation pot that has been used to support additional posts to help deliver the change the organisation can be released on a phased basis, as existing projects come to an end.		TOTAL: (£250k)		
		15/16	16/17	17/18
As posts become vacant remove the role and do not replace.		TOTAL: (140k)		
		15/16	16/17	17/18
TOTAL SAVINGS BY YEAR		TOTAL: (£390k)		
		15/16	16/17	17/18
		(£240k)	(£150k)	

Reasons for recommending proposals	These savings can be made without detriment to front line service areas.
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Identified Risks and Dependencies
There is a risk that there will be insufficient capacity to manage the existing workloads and support the change the Council will need to implement but these have been considered and it is felt this risk is not significant at this stage.

Number of FTE in area :	5
Anticipated reduction in FTE as a result of proposals	2

Submitted by			
	Signature	Print Name	Date
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Adult Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information					
Activity	Subjective	Revised Budget	Cost Centre	Subjective	Revised Budget
A4610E Quality & Brokerage	Expenditure Total	1,547,509	A32400 Adaptations	Expenditure Total	230,400
A4610E Quality & Brokerage	Non-Controllable Total	200,660	A32400 Adaptations	Non-Controllable Total	34,470
A4610E Quality & Brokerage Total		1,748,169	A32410 PD Equipment	Expenditure Total	424,210
			A32410 PD Equipment	Non-Controllable Total	8,800
			Adaptations & PD Equipment		697,880

What is protected within the Service?	<ul style="list-style-type: none"> • Statutory services for older people and their carers. • Statutory services for younger adults and their carers. • Care Act 2014 requirements / new burdens such as the ‘wellbeing’ principle. • Better Care Fund commitments (with Health).
--	--

Main Savings Items Description
<ul style="list-style-type: none"> • LEAN Review – of the brokerage service and financial assessments team. • Equipment Service – service review including Health. • Disabled Facilities Grant (DFG) capitalisation – further opportunities identified relating to the DFG.

Savings proposals				
Savings Details			Value of Saving and Year(s)	
LEAN Review			TOTAL: (£100k)	
Bespoke LEAN review of the brokerage and financial assessments teams. This could result in reducing a number of posts from 17/18. This item will look to build on the success of recent LEAN reviews in the build-up to the launch of the Care Act (April 2015) where significant efficiencies were realised to free-up staff capacity to take on the new statutory requirements of the Act.			15/16	16/17
			(£100k)	
Equipment Service			TOTAL: (£100k)	

Savings proposals

Review principles, policy and practice to include Health spend as well. There is likely to be some savings from this review although it is difficult to anticipate what these might be until the review starts.	15/16	16/17	17/18	18/19
				(£100k)

DFG Capitalisation Capitalisation of this budget due to historical underspends in DFG budgets (not part of the £1m HRA savings identified in Housing Services). This item is linked to the existing £110k savings relating to DFG (review of the two teams that undertake adaptations to properties).	TOTAL: (£237k)			
	15/16	16/17	17/18	18/19
		(£237k)		
TOTAL SAVINGS BY YEAR	TOTAL: (£437k)			
	15/16	16/17	17/18	18/19
		(£237k)	(£100k)	(£100k)

Reasons for recommending proposals	These items are about maximising efficiency / value for money of existing services, whilst minimising any negative impact for our service users.
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Identified Risks and Dependencies

1. Dependent on demand remaining stable for the above services (an unexpected increase in demand will increase the spend on these statutory services).
2. The previous LEAN reviews did not reduce the number of staff but instead increased capacity to enable staff to take on additional responsibilities as the Care Act came into effect (April 2015). Therefore reducing FTE from this LEAN review is a risk.
3. Potential for reduced resilience, cover and business continuity as services become leaner.

Number of FTE in area :	166.6
Anticipated reduction in FTE as a result of proposals	Approx. 2.0

Submitted by			
	Signature	Print Name	Date
Director of Adults & Health Service		Barbara Nicholls	08/10/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015

Efficiency – Eff 11

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
CYPS – Tim Aldridge L&A – Mary Phillips	Children's Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information

Activity	Subjective	Revised Budget	Activity	Subjective	Revised Budget
A4225E Existing Placements	Expenditure Total	7,987,180	A4260E Early Help	Expenditure Total	4,852,537
A4225E Existing Placements	Income Total	(216,370)	A4260E Early Help	Income Total	
A4225E Existing Placements	Non-Controllable Total	448,110	A4260E Early Help	Non-Controllable Total	(621,500)
A4225E Existing Placements Total		8,218,920	A4260E Early Help Total		4,231,037
A4238E Permanent Placement Allowances	Expenditure Total	1,203,366			
A4238E Permanent Placement Allowances	Income Total				
A4238E Permanent Placement Allowances	Non-Controllable Total	33,460			
A4238E Permanent Placement Allowances		1,236,826			
Cost Centre	Subjective	Revised Budget			
A33245 Early Years Alternative Provision Incl LAC	Salaries Total	222,174			
Early Years Alternative provision		222,174			

What is protected within the Service?	<ul style="list-style-type: none"> • Troubled Families programme. • Minimum of three children centres. • Statutory minimum services for children and Education • Some respite for disabled children. • Support for children not in education, employment or training. • Statutory IAG support for children not in education, employment or training.
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Efficiency – Eff 11

Main Savings Items Description
<ul style="list-style-type: none"> • Adoption and Fostering – possible consortium model across multiple local authorities, plus more in-house fostering • Junior Attendance Centre – potential for selling places to other local authorities • Cluster Navigators – demand management pilot • Early Education Inclusion Team – Early Years – New ways of working and Service delivery

Savings proposals				
Savings Details			Value of Saving and Year(s)	
Adoption and Fostering More in-house fostering for looked after children and tackling remand issues. There may also be savings from the Government consultation, which could result in a consortium model to recruit adopters across multiple local authorities. It is difficult to anticipate what these savings might be (and when they will be realised) at present.			TOTAL: (£100k)	
			15/16	16/17
				(£100k)
Cluster Navigators The “cluster navigator” is a demand management pilot; the role will be the main conduit and sign-poster to local services for a cluster of early years’ settings and schools, and a resource to map untapped local community support. The proposed outcomes for this pilot project are a diminishing call on statutory services and increased resilience in the educational settings to manage the needs of vulnerable children and young people. If successful, this model could be rolled out across all clusters with the potential to be funded, at least in part, via the DSG. This item should result in both cashable and cost-avoidance savings but the magnitude of these will not be evident until the pilot is complete. The pilot will also look to improve on-line information about local community resources which will help deliver channel shift.			TOTAL: £200k	
			15/16	16/17
				(£100k) (£100k)
Early Education Inclusion Team Education Inclusion Team – Early Years – new ways of working and service reorganisation.			TOTAL: (£80k)	
			15/16	16/17
				(£80k)
TOTAL SAVINGS BY YEAR			TOTAL: (£380k)	
			15/16	16/17
				(£80k) (£100k) (£200k)

Reasons for recommending proposals	These items are about maximising efficiency / value for money of existing services, whilst minimising any negative impact for our service users. There is a strong underlying theme of collaboration and partnership working within the first three items.
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Efficiency – Eff 11

Identified Risks and Dependencies
<ol style="list-style-type: none"> 1. Demand across children's services has been increasing in recent years and Havering has become the biggest net importer of children and families across London. If this demand does not begin to stabilise or reduce the likelihood of achieving some of these savings is significantly at risk. 2. There was an over-spend in the DSG in 2014/15 for the first time and this could put at risk the potential funding opportunity from the 'Cluster Navigators' pilot. 3. The PIP (Parents in Partnership) element of the Early Education Inclusion Team is effective at minimising legal challenges (especially when compared to other local authorities) and therefore provides a cost-avoidance saving to the Council. The effectiveness of this could be at risk as the number of staff reduce / expertise is lost.

Number of FTE in area :	CYPS: 213.8 / L&A: 298.7
Anticipated reduction in FTE as a result of proposals	Approx. 2.0

Submitted by			
	Signature	Print Name	Date
Assistant Director of Children Services		Tim Aldridge	08/10/2015
Assistant Director of Learning & Achievement		Mary Phillips	08/10/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015

Appendix A (v)

INCOME GENERATION AND SAVINGS PROPOSALS

Income

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
Inc 1	Corporate	Council Tax Base Increase ²		(480)	(480)	(960)
Inc 2	Corporate	Council Tax Base- Further Increase		(500)	(500)	(1,000)
Inc 3	Culture & Leisure	Stubbers ¹		(70)		(70)
Inc 4	Economic Development	Housing Company Profit ¹			(300)	(300)
Inc 5	Corporate	2% CT rise each year ²		(1,915)	(1,915)	(3,830)
Inc 6	Communities & Resources	Income Generation (Cems & Crems)	(500)	(500)		(1,000)
Inc 7	Corporate	External Finance - New Homes Bonus		(2,000)	(1,000)	(3,000)
Inc 8	Childrens	Attendance Centre Places	(40)			(40)
Inc 9	Asset Management	Commercial Property Income		(100)		(100)
	Sub Total		(540)	(5,565)	(4,195)	(10,300)

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.
- 2 Templates are not provided in respect of these schemes which were approved last year.

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Corporate - Mike Board	Council Tax Base – further increase

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

Service	Subjective	Revised Budget
A5700C External Finance	701440 COUNCIL TAX PRECEPT	(101,311,085)
		(101,311,085)

What is protected within the Service?	N/A
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Main Savings Items Description

Over the past 5 years, the taxbase has increased by approximately 0.5% per year which is forecast to continue in both 17/18 and 18/19. This is subject to government policy as any changes in discounts, appeals or exemptions could potentially impact any increase in taxbase.

Savings proposals

Savings Details	Value of Saving and Year(s)							
There are currently 1200 properties currently being built or awaiting completion notices which will come into rating over the next three years. With the current economy looking strong, an increase of 0.5% can be achieved in both 17/18 and 18/19 which would raise approximately 500k a year.	TOTAL: (1,000k)							
	<table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td></td> <td></td> <td>(500k)</td> <td>(500k)</td> </tr> </table>	15/16	16/17	17/18	18/19			(500k)
15/16	16/17	17/18	18/19					
		(500k)	(500k)					
TOTAL SAVINGS BY YEAR	TOTAL:							
	<table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td></td> <td></td> <td>(500k)</td> <td>(500k)</td> </tr> </table>	15/16	16/17	17/18	18/19			(500k)
15/16	16/17	17/18	18/19					
		(500k)	(500k)					

Reasons for recommending proposals	Council Tax is a stable form of income which does not have any significant impact on service delivery. A 0.5% increase is consistent with trends in previous years which have been achieved to date
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Identified Risks and Dependencies

Risks

The council's taxbase is based on the expected number of properties, exemptions, discounts and collection rates for the forthcoming financial year. There are a number of risks associated with the calculation including the shift in the profile of discounts, changes in government policy and collection rates which can have a significant impact of council tax yield

Dependencies

Council tax in recent years has been under scrutiny by government over which has seen a number of changes due to changes in government policy. This is likely to continue as any changes in benefits have a knock on impact to the taxbase.

Number of FTE in area :	0
Anticipated reduction in FTE as a result of proposals	0

Submitted by			
	Signature	Print Name	Date
Corporate Development Accountant	Mark Jarvis	Mark Jarvis	17/09/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Stubbers Outdoor Activity Centre

Current Budget Information

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
AB1040 Indoor Sports & Recreation Total		2,092,360
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
AB1060 Queen's Theatre Total		662,515
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
AB1070 Historic Buildings Total		89,590
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940
AB1105 My Place Centres	Expenditure	445,080
	Income	(183,600)

Income – Inc 3

	Non-Controllable	56,270
AB1105 My Place Centres Total		
AB1110 Supervision Management & Supp	Expenditure	165,630
	Non-Controllable	45,060
AB1110 Supervision Management & Supp Total		
AB1125 Health and Wellbeing	Expenditure	109,840
	Non-Controllable	32,190
AB1125 Health and Wellbeing Total		
AB1135 Policy, Marketing and Administration	Expenditure	290,920
	Non-Controllable	71,810
AB1135 Policy, Marketing and Administration Total		
AB1160 Countryside Services	Expenditure	172,500
	Income	(14,380)
	Non-Controllable	38,460
AB1160 Countryside Services Total		
AE2150 Music Services	Expenditure	652,330
	Income	(567,800)
	Non-Controllable	144,100
AE2150 Music Services Total		
Grand Total		8,607,265

Savings Last 4 Years

11/12: 0K	12/13: 50K	13/14: 265K	14/15: 338K
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Main Savings Items Description

- Re tender of the Sports and Leisure Management contract
- Moving Stubbers onto a market rent
- New business model -Music school
- My place savings

Savings proposals

Saving	Value of Saving and Year(s)								
Market rent – Stubbers Outdoor Centre The rent on this facility has been at peppercorn level for the last 18 years. This proposal is to renegotiate for a market rent for the facility when the lease runs out in 2015/16and/or take the facility back in house and manage it via the leisure centre contract	TBA – Commercial in confidence								
TOTAL SAVINGS BY YEAR	TOTAL: <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>(70k)</td> <td>0</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19			(70k)	0
15/16	16/17	17/18	18/19						
		(70k)	0						
Reasons for recommending proposals	Stubbers Outdoor centre <ul style="list-style-type: none"> • This is applying the Council's current policy at the end of the existing lease; 								

Income – Inc 3

Identified Risks	
Stubbers outdoor centre <ol style="list-style-type: none">1. Current tenant may not renew lease on proposed terms2. No detail available on potential yield as a further part of the Leisure contract if that fall back utilised	
Number of FTE in area	
Anticipated reduction in FTE as a result of proposals	

Income – Inc 4

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Economic Development – Tom Dobrashian	Economic Development includes Regeneration, inward investment, Employment and skills, Infrastructure investment, town centre support, and business development services

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7630 Economic Regeneration	Expenditure	1,550,050
	Income	-28,100
	Non-Controllable	1,154,790
AB7630 Economic Regeneration Total		2,676,740
AB7670 Environmental Service	Expenditure	-7,950
AB7670 Environmental Service Total		-7,950
Grand Total		2,668,790

Savings Last 4 Years			
11/12: 85K	12/13: 210K	13/14: 205K	14/15: 268K

Main Savings Items Description	
<ul style="list-style-type: none"> Development company – establish this and generate an income stream Other savings- staffing and other savings as the business development offer becomes established 	
What is protected within service	<p>Capacity to deliver a vibrant town centre in Romford</p> <p>Capacity to deliver London Riverside and Rainham</p> <p>Capacity to improve smaller town centres and the green and blue infrastructure</p> <p>Business development</p> <p>- see Appendix iv</p>

Savings proposals				
Saving	Value of Saving and Year(s)			
Development company A proposition to establish a council led development company is being developed by Regeneration, Resources and Housing staff. This is an arms-length body which would develop housing for sale. It is anticipated that if the business case is approved it will deliver a revenue stream by 2018.	TOTAL (£300k)			
	15/16	16/17	17/18	18/19
				(300k)
TOTAL SAVINGS BY YEAR	TOTAL (300k)			
	15/16	16/17	17/18	18/19
				(300k)

Income – Inc 4

<p>Reasons for recommending proposals</p>	<p>Development company</p> <ul style="list-style-type: none"> • This is a good opportunity for the Council to shape the delivery of development to the benefit of the Council and local residents and secure a revenue return • Similar companies have been established in neighbouring boroughs and elsewhere have taken advantage of investment opportunities.
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<p>Identified Risks</p>	
<p>Development company</p> <ol style="list-style-type: none"> 1. The risk that the business case is not agreed and the development company is not established 2. The risk that the development company does not make the anticipated rate of return 3. The risk of another economic downturn or major change to the housing market 	

<p>Number of FTE in area</p>	
<p>Anticipated reduction in FTE as a result of proposals</p>	

Income – Inc 6

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Andrew Blake-Herbert	Finance – Cemetery capital payoff

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

What is protected within the Service?	
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Main Savings Items Description

Savings proposals									
Savings Details	Value of Saving and Year(s)								
A review of the Cemetery Service has highlighted that for the Service to sustain its quality, viability and operational model a significant fee increase on main burial fees is justified. The proposed fee increase will further support the need for the Service to recover future maintenance costs of running the Cemeteries.	TOTAL: <table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">15/16</td> <td style="width: 25%;">16/17</td> <td style="width: 25%;">17/18</td> <td style="width: 25%;">18/19</td> </tr> <tr> <td></td> <td style="text-align: center;">(£150K)</td> <td style="text-align: center;">(£100K)</td> <td></td> </tr> </table>	15/16	16/17	17/18	18/19		(£150K)	(£100K)	
15/16	16/17	17/18	18/19						
	(£150K)	(£100K)							
Similarly, a review of the cremation fees has identified that the service could similarly bear an increase.	TOTAL: <table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">15/16</td> <td style="width: 25%;">16/17</td> <td style="width: 25%;">17/18</td> <td style="width: 25%;">18/19</td> </tr> <tr> <td></td> <td style="text-align: center;">(£200K)</td> <td style="text-align: center;">(£50K)</td> <td></td> </tr> </table>	15/16	16/17	17/18	18/19		(£200K)	(£50K)	
15/16	16/17	17/18	18/19						
	(£200K)	(£50K)							
Review and rationalisation of a number of fees and charges. This will both simplify the complexity for the public and staff to be able to understand but also enable	TOTAL: <table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">15/16</td> <td style="width: 25%;">16/17</td> <td style="width: 25%;">17/18</td> <td style="width: 25%;">18/19</td> </tr> <tr> <td></td> <td style="text-align: center;">(£150K)</td> <td style="text-align: center;">(£350K)</td> <td></td> </tr> </table>	15/16	16/17	17/18	18/19		(£150K)	(£350K)	
15/16	16/17	17/18	18/19						
	(£150K)	(£350K)							
TOTAL SAVINGS BY YEAR	TOTAL: <table border="1" style="width: 100%;"> <tr> <td style="width: 25%;">15/16</td> <td style="width: 25%;">16/17</td> <td style="width: 25%;">17/18</td> <td style="width: 25%;">18/19</td> </tr> <tr> <td></td> <td style="text-align: center;">(£500K)</td> <td style="text-align: center;">(£500K)</td> <td></td> </tr> </table>	15/16	16/17	17/18	18/19		(£500K)	(£500K)	
15/16	16/17	17/18	18/19						
	(£500K)	(£500K)							

Income – Inc 6

Reasons for recommending proposals	<p>A range of potential in year fees increases was scoped, taking account of benchmark data about other cemeteries and crematoria fees and thereby the extent to which these would generate competition patterns which would be likely to undermine Havering's operating model.</p> <p>It was concluded that were there to be no increase in fees, harm would be caused to the sustainability of this important, high profile front line service including the viability involved in meeting the costs of future maintenance.</p> <p>Consideration was also given to whether the “discount” offered to Havering residents (non-residents are charged double) should continue. It was concluded that, at this time, eliminating this discount would be a retrograde step.</p>
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Identified Risks and Dependencies
<p>There is a risk in that a fee increase could negatively impact upon the customer's choice to use Havering's Cemeteries or Crematorium. This risk has been assessed and it is considered that the locational and qualitative advantages of the services and sites offered mean there is unlikely to be a marked impact competition from other cemeteries and crematoria. This will however be closely monitored.</p>

Number of FTE in area :	N/A
Anticipated reduction in FTE as a result of proposals	N/A

Submitted by			
	Signature	Print Name	Date
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

Income – Inc 7

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Corporate - Mike Board	External Finance – New Homes Bonus

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	
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Current Budget Information

The Current New Homes Bonus grant is not currently identified within the base budget.

What is protected within the Service?	N/A
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Main Savings Items Description

The New Homes Bonus scheme is a grant paid by central government to local councils for increasing the number of properties within their local authority area. The grant is cumulative based on a rolling 6 year cycle of which is currently in its fifth year.

To date, the New Homes Bonus has not been included in the budget strategy as it remains dependent upon Government policy and decisions with regards to continuation of the grant (Please note the risks below).

Savings proposals

Savings Details	Value of Saving and Year(s)			
Assuming the New Homes Bonus continues in its current form, income of £2m and £1m in 17/18 and 18/19 respectively can be achieved respectively.	TOTAL: (3,000k)			
	15/16	16/17	17/18	18/19
			(2,000k)	(1,000k)
TOTAL SAVINGS BY YEAR	TOTAL: (3,000k)			
	15/16	16/17	17/18	18/19
			(2,000k)	(1,000k)

Income – Inc 7

Reasons for recommending proposals	The New Homes Bonus has to date not been included within the council budget. It provides a simple option with zero impact to front line services.
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Identified Risks and Dependencies

The New Homes Bonus option carries a number of significant risks. These are as follows:

- There is a risk that the grant will not continue beyond 2016/17 as the Government are intent on making further significant departmental savings.
- The year one allocation of the grant was funded separately from DCLG budgets. There is a risk that this could be funded from other means including Revenue Support Grant therefore resulting in a shortfall in our core funding potentially negating any potential saving.
- In 2015/16, government top-sliced the NHB of all London Boroughs however it is not known if this arrangement will continue or be expanded over the next few years.

Number of FTE in area :	0
Anticipated reduction in FTE as a result of proposals	0

Submitted by			
	Signature	Print Name	Date

Corporate Development Accountant	Mark Jarvis	Mark Jarvis	17/09/2015
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Reviewed by			
	Signature	Print Name	Date

Finance Business Partner			
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Income – Inc 8

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
CYPS – Tim Aldridge L&A – Mary Phillips	Children's Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information

Activity	Subjective	Revised Budget	Activity	Subjective	Revised Budget
A4225E Existing Placements	Expenditure Total	7,987,180	A4260E Early Help	Expenditure Total	4,852,537
A4225E Existing Placements	Income Total	(216,370)	A4260E Early Help	Income Total	
A4225E Existing Placements	Non-Controllable Total	448,110	A4260E Early Help	Non-Controllable Total	(621,500)
A4225E Existing Placements Total		8,218,920	A4260E Early Help Total		4,231,037
A4238E Permanent Placement Allowances	Expenditure Total	1,203,366			
A4238E Permanent Placement Allowances	Income Total				
A4238E Permanent Placement Allowances	Non-Controllable Total	33,460			
A4238E Permanent Placement Allowances		1,236,826			
Cost Centre	Subjective	Revised Budget			
A33245 Early Years Alternative Provision Incl LAC	Salaries Total	222,174			
Early Years Alternative provision		222,174			

What is protected within the Service?	<ul style="list-style-type: none"> • Troubled Families programme. • Minimum of three children centres. • Statutory minimum services for children and Education • Some respite for disabled children. • Support for children not in education, employment or training. • Statutory IAG support for children not in education, employment or training.
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Income – Inc 8

Main Savings Items Description
<ul style="list-style-type: none"> • Adoption and Fostering – possible consortium model across multiple local authorities, plus more in-house fostering • Junior Attendance Centre – potential for selling places to other local authorities • Cluster Navigators – demand management pilot • Early Education Inclusion Team – Early Years – New ways of working and Service delivery

Savings proposals				
Savings Details			Value of Saving and Year(s)	
Junior Attendance Centre Income generated by the Youth Offending Service through innovative services provided to partners within the borough and neighbouring local authorities.			TOTAL: (£40k)	
			15/16	16/17
			(£40k)	
TOTAL SAVINGS BY YEAR			TOTAL: (£420k)	
			15/16	16/17
			(£40k)	

Reasons for recommending proposals	
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Identified Risks and Dependencies			
1. Demand across children's services has been increasing in recent years and Havering has become the biggest net importer of children and families across London. If this demand does not begin to stabilise or reduce the likelihood of achieving some of these savings is significantly at risk. 2. There was an over-spend in the DSG in 2014/15 for the first time and this could put at risk the potential funding opportunity from the 'Cluster Navigators' pilot. 3. The PIP (Parents in Partnership) element of the Early Education Inclusion Team is effective at minimising legal challenges (especially when compared to other local authorities) and therefore provides a cost-avoidance saving to the Council. The effectiveness of this could be at risk as the number of staff reduce / expertise is lost.			
Number of FTE in area :	CYPS: 213.8 / L&A: 298.7		
Anticipated reduction in FTE as a result of proposals	Approx. 2.0		
Submitted by			
	Signature	Print Name	Date
Assistant Director of Children Services		Tim Aldridge	08/10/2015
Assistant Director of Learning & Achievement		Mary Phillips	08/10/2015
	Signature	Print Name	Date
Finance Business Partner		Rav Nijjar	08/10/2015

NEW OR REPLACEMENT SAVINGS TEMPLATE

Service & Service Head	Description of Service Area
Mark Butler	oneSource non-shared, Asset Management, Property Services

Is this a New or REPLACEMENT Savings Item?	Please indicate by ticking Box below
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NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.	N/A
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Current Budget Information
Income exceeding current income target

What is protected within the Service?	N/A
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Main Savings Items Description
Increase commercial property income target

Savings proposals				
Savings Details	Value of Saving and Year(s)			
Increase commercial property income target to reflect up-turn in the market and rent reviews. Current level of income achieved is exceeding income target.	TOTAL: (100k)			
	15/16	16/17	17/18	18/19
		(100k)		
TOTAL SAVINGS BY YEAR	TOTAL: (100k)			
	15/16	16/17	17/18	18/19
		(100k)		

Reasons for recommending proposals	Current level of income achieved is exceeding income target.
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Income- Inc 9

Identified Risks and Dependencies	
Market may take a down-turn which could impact on the amount of properties rented and the level of rent achievable.	
In previous years any 'surplus' has been available to offset a shortfall in income from Romford Market – scope for future virements to mitigate any pressure will be reduced.	

Number of FTE in area :	NA
Anticipated reduction in FTE as a result of proposals	NA

Submitted by			
	Signature	Print Name	Date
		Mark Butler	25/09/2015
Reviewed by			
	Signature	Print Name	Date
Finance Business Partner			

Appendix A (vi)

INCOME GENERATION AND SAVINGS PROPOSALS

Service Reduction / Other

Ref:	Service	Saving Details:	Value of Saving and Year(s):			Total £000s
			16/17 £000s	17/18 £000s	18/19 £000s	
	Service Reduction					
SR 1	Communications	Communications: Staffing & Structure ¹			(240)	(240)
SR 2	Culture & Leisure	Capital on Cemetery payoff	(167)			(167)
	Other					
Oth 1	Culture & Leisure	Queens Theatre - Phased Saving ¹		(67)		(67)
	Sub Total		(167)	(67)	(240)	(474)

Note:

- 1 In each instance these schemes were approved as part of the 2015-16 strategy but have ongoing revenue savings implications.

Service Reduction – SR 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Communications – Mark Leech	External and Internal Communications and campaigns; Media relations; social media and online communication, major event management , Design and Production of publications including <i>Living in Havering Magazine</i>

Current Budget Information			
Activity	Subj Type	FY Revised budget	
AB6200 Communications Holding Account	Expenditure	773,080	
	Income	-80,300	
	Non-Controllable	95,720	
AB6200 Communications Holding Account Total		788,500	
Savings Last 4 Years			
11/12: 100	12/13: 100	13/14: 130k	14/15: 208k

Main Savings Items Description	
<ul style="list-style-type: none"> • Event management – reduce the cost of events managed by Communications and Culture & Leisure • Staffing levels- reduce the size and change the composition of the Communications Team 	
What is protected within service	<p data-bbox="367 1328 1492 1366">Communications team</p> <p data-bbox="367 1400 1492 1467">For the next four years, the team maintains the capacity to deliver a robust and proactive communications and reputation management programme.</p> <p data-bbox="367 1512 1492 1612">Living in Havering magazine will continue to be published every quarter, while electronic and social media channels will continue to be developed ahead of a major reduction in budget in 18/19.</p> <p data-bbox="367 1646 1492 1680">Events</p> <p data-bbox="367 1713 1492 1792">The Borough’s major public event, the Havering Show, will continue and will remain free to attend.</p> <p data-bbox="367 1825 1492 1904">Other major events are protected, including Remembrance Sunday, Armed Forces Day, Borough-wide Christmas switch on events and the annual Langtons concert.</p> <p data-bbox="367 1937 1492 2004">The events officer also provides advice on the safe management of public outdoor events prior to licencing applications being agreed.</p>

Service Reduction – SR 1

	<p>Web</p> <p>The Communications team also plays an important role in the presentation of the Havering website and other online forms of communications, including social media and e-updates to subscribing residents. The team works closely with the Web Editorial team in Customer Services to align corporate messages.</p>
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Savings proposals					
Saving		Value of Saving and Year(s)			
Communications team – staffing and structure		TOTAL (£240k)			
<p>The current priorities for the team include internal and external communications, supporting the Havering Show and continuing to produce Living magazine. The team will focus on effectively communicating the Council's new priorities and engaging with public and staff around the budget savings.</p> <p>The timing of the savings reflects the need to support the budget process over the coming years, with a small reduction to remove central campaign funding from the team in 16/17 (meaning campaigns will need to be funded by the relevant service or corporate budget).</p> <p>This will be followed in 2018/19, with a major reduction in the cost of the communication service and its staffing levels – which will also impact on its capacity. However, the exact nature of the changes and resulting restructure will be informed by a review of communications methods and channels as technology develops.</p>		15/16	16/17	17/18	18/19
					(£240k)
TOTAL SAVINGS BY YEAR		TOTAL (£240k)			
		15/16	16/17	17/18	18/19
					(£240k)

Reasons for recommending proposals	
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Service Reduction – SR 1

Identified Risks	
Staffing	
1. Reputational risk- High demand for communications activity to manage issues and proactively promote the Council's activities may continue beyond 2018 and exceed resources available	
Number of FTE in area	Staffing (including events): 14
Anticipated reduction in FTE as a result of proposals	Staffing: 5 These are current estimates and are subject to further review and consultation

Service Reduction – SR 2

NEW OR REPLACEMENT SAVINGS TEMPLATE

Andrew Blake Herbert	Deputy Chief Executive – Communities & Resources
	Finance

Is this a New or REPLACEMENT Savings Item? Please indicate by ticking Box below

NEW SAVING

REPLACEMENT SAVING

IF REPLACEMENT Saving show the Original Savings Item that is being replaced.

Current Budget Information

What is protected within the Service?

Main Savings Items Description

Capital on cemetery payoff instead of using existing revenue resources.

Savings proposals				
Savings Details	Value of Saving and Year(s)			
There is base budget available to “pay back” internally (over 6 years, the expected capacity) some of the funds initially required to invest in the cemetery extension. This will now be financed from capital resources, freeing up the revenue budget, which can be offered up as a saving.	TOTAL: (167k)			
	15/16	16/17	17/18	18/19
		(167k)		
TOTAL SAVINGS BY YEAR	TOTAL: (167k)			
	15/16	16/17	17/18	18/19
		(167k)		

Reasons for recommending proposals	The savings proposed does not impact current service delivery.
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Service Reduction – SR 2

Identified Risks and Dependencies
There are no significant risks associated with this proposal.

Number of FTE in area :	
Anticipated reduction in FTE as a result of proposals	

<u>Submitted by</u>			
Service	Job Title	Print Name	Date
Finance	Strategic Finance Business Partner	Conway Mulcahy	14.10.15

<u>Reviewed by</u>			
Service	Job Title	Print Name	Date
Finance	Operations Manager	Owen Sparks	14.10.15

Other – Oth 1

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Libraries, Parks, Queens Theatre and Fairkytes

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
AB1040 Indoor Sports & Recreation Total		2,092,360
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
AB1060 Queen's Theatre Total		662,515
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
AB1070 Historic Buildings Total		89,590
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940
AB1105 My Place Centres	Expenditure	445,080

Other – Oth 1

	Income	(183,600)	
	Non-Controllable	56,270	
AB1105 My Place Centres Total		317,750	
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
AB1110 Supervision Management & Supp Total		210,690	
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
AB1125 Health and Wellbeing Total		142,030	
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
AB1135 Policy, Marketing and Administration Total		362,730	
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
AB1160 Countryside Services Total		196,580	
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
AE2150 Music Services Total		228,630	
Grand Total		8,607,265	
AB1300 Library Service	Expenditure	2,840,779	
	Income	(343,770)	
	Non-controllable	673,060	
AB1300 Library Service Total		3,170,069	
Savings Last 4 Years			
11/12: 108K	12/13: 609K	13/14: 766K	14/15: 819K

Main Savings Items Description

- Redesign of Library service
- Reduction in Queens Theatre Grant
- Fairkytes removal of subsidy and reduction in the outreach programme
- Events (see Communications template)

What is protected within service

Other – Oth 1

Savings proposals				
Saving		Value of Saving and Year(s)		
Queens Theatre This is a phased grant reduction for the theatre. Other options have been considered and this may include a formal review of Trust against other theatre management business models.		TOTAL: £200k		
		15/16	16/17	17/18
			(£67k)	
TOTAL SAVINGS BY YEAR		TOTAL: £(£67k)		
		15/16	16/17	17/18
			(£67k)	0

Reasons for recommending proposals	Queens theatre <ul style="list-style-type: none"> This is a grant to an important but non statutory body. This reduces the grant over two years.
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Identified Risks
Queens theatre <ol style="list-style-type: none"> Reputational Risk – QT popular facility Income risk – reduction in Council grant may impact on Arts Council funding Theatre trust cannot cover the income loss and closes Theatre needs to move new business model to continue trading

Number of FTE in area	QT: None as all staff are employed by the Trust
Anticipated reduction in FTE as a result of proposals	QT: N/A