

## APPENDIX B - PROPOSED SAVINGS

| TOTAL SAVINGS BY DEPT   | Decsription | 2021/22        | 2022/23       | 2023/24       | 3 Year total   |
|-------------------------|-------------|----------------|---------------|---------------|----------------|
|                         |             | £m             | £m            | £m            | £m             |
| Adults                  |             | -5.680         | -0.800        | 0.000         | -6.480         |
| Children's              |             | -0.617         | 0.000         | 0.000         | -0.617         |
| Housing                 |             | -0.500         | 0.000         | 0.000         | -0.500         |
| Neighbourhoods          |             | -1.907         | -0.027        | 0.000         | -1.934         |
| Chief Operating Officer |             | -1.088         | 0.168         | 0.000         | -0.920         |
| oneSource               |             | -3.172         | -0.875        | 0.000         | -4.047         |
| Regeneration            |             | -2.379         | -1.320        | -0.727        | -4.426         |
| Corporate Budgets       |             | -1.790         | -0.500        | -0.500        | -2.790         |
| <b>TOTAL</b>            |             | <b>-17.133</b> | <b>-3.354</b> | <b>-1.227</b> | <b>-21.714</b> |

| TOTAL ADULTS' SAVINGS   | DESCRIPTION   | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|---|---|---------|---------|---------|--------------|
|   |   | £m      | £m      | £m      | £m           |
| Move clients from out of borough residential homes into In borough supported living schemes | Delivery of revenue savings from the supported housing development/build programme, through having the right home environment for people currently living out of borough  | -0.193  |         |         | -0.193       |
| Better Living   | Working differently with residents to develop and link into their own personal networks rather than relying on a statutory service  | -3.569  | 0.000   |         | -3.569       |
| Local Area Coordination   | Continued roll-out of LAC model to reduce reliance on statutory services  | 0.000   | -0.500  |         | -0.500       |
| ASC Commissioning - Disabilities  | Recommissioning with providers to deliver more efficient contracts, targeted reviews (eg reducing double handed care packages to single handed), greater use of shared lives, introduction of complex placements pathways | -0.970  | -0.300  |         | -1.270       |
| ASC Commissioning - Prevention  | Home care demand management, working with NHS to deliver discharge to assess models of working  | -0.373  |         |         | -0.373       |

**APPENDIX B - PROPOSED SAVINGS**

|  |  |                |                |              |                |
|--|--|----------------|----------------|--------------|----------------|
| ASC Commissioning - Personalisation          | Increased use of direct payments   | -0.395         |                |              | -0.395         |
| ASC Commissioning - Integration and Pathways | Assistive technology and new ways of working linked to integration with health and placed based care | -0.180         |                |              | -0.180         |
| <b>TOTAL ADULTS SAVINGS</b>                  |  | <b>(5.680)</b> | <b>(0.800)</b> | <b>0.000</b> | <b>(6.480)</b> |

| TOTAL CHILDREN'S SAVINGS             | DESCRIPTION  | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|--------------------------------------|--|---------|---------|---------|--------------|
|                                      |  | £m      | £m      | £m      | £m           |
| Children's Centres                   | Children's Centres offer opportunity for income generation, particularly from BHRUT who deliver midwifery services from five of the centres. Alternative venues for service delivery have also been scoped, providing opportunity for greater outreach however the Covid-19 restrictions are creating limitations. | -0.047  |         |         | -0.047       |
| Children's Review of Admin Processes | There are currently resources available that support the administration and back office functions across the Directorate. It is expected there are cashable savings that can be discovered from conducting a full review of these processes and the organisational structures around them.                         | -0.150  |         |         | -0.150       |
| Early Help and education inclusion   | Currently, 'inclusion' in schools is supported by a number of teams and staff across Education and Children's Social Care. It is proposed to review the range of support provided by existing teams, to identify any potential duplication, and gaps in early intervention services with children and families.    | -0.100  |         |         | -0.100       |

**APPENDIX B - PROPOSED SAVINGS**

|  |  |               |  |  |               |
|--|--|---------------|--|--|---------------|
| <p>Fostering recruitment and retention</p> | <p>Strategic review as agreed by members is due to take place in Autumn 2020.</p> <p>By recruiting more foster carers and retaining experienced carers we are able to review existing placements and manage moves to more cost effective and more local placements.</p> <p>Stage one is to review recruitment strategy and look to shorten recruitment processes further.</p> <p>Aim is to increase placements capacity which should result in more savings being realised.</p> <p>A series of placements, where children can be safely moved from IFAs to expanded in-house provision is to be analysed and monitored. When new in-house provision is ready, it will provide an option to move children and reduce costs, where absolutely safe to do so and if in the best interests of the child.</p> <p>The impact of Covid has resulted in higher enquiry rates to the fostering recruitment service and we await full assessment to ascertain if this results in more foster carers.</p> | <p>-0.125</p> |  |  | <p>-0.125</p> |
|--|--|---------------|--|--|---------------|

## APPENDIX B - PROPOSED SAVINGS

|   |   |                |              |              |                |
|---|---|----------------|--------------|--------------|----------------|
| Review of passenger transport   | <p>Review delayed by 1 year. Deferment of saving previously requested from 2019/20 to 2020/21. SEND cases are currently being reviewed to see if there are alternate transport arrangements and if savings can be made on existing routes. Covid has impacted on the size and type of transport to maintain distancing.</p> <p>The review will be via a procurement exercise to find a suitable specialist organisation that can conduct the review. Formal public consultation is required and the review will impact on the overall management of travel assistance provisions across the Council including:</p> <ul style="list-style-type: none"> <li>- The processing and assessments of applications for home to school travel assistance across departments</li> <li>Business processes, accountability and governance. This will include revised officer roles and responsibilities.</li> <li>- Financial overview and management, including all relevant processes relating to Liquidlogic and Oracle Fusion.</li> <li>- The processing of applications for all forms of travel assistance across the Council, including Freedom Passes for older people and those with a disability, Blue Badges for those with physical and hidden disabilities</li> </ul> <p>Understanding costs and benchmarking where possible.</p> | -0.145         |              |              | -0.145         |
| Scale and spread of Pathways Innovation Programme in Children's Social Care | Ongoing application of the systemic model of practice to reduce levels of new and forecasted receptions into care.  | -0.050         |              |              | -0.050         |
| <b>TOTAL CHILDRENS SAVINGS</b>  |   | <b>(0.617)</b> | <b>0.000</b> | <b>0.000</b> | <b>(0.617)</b> |

| <b>TOTAL HOUSING SAVINGS</b>    | <b>DESCRIPTION</b>   | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|---------------------------------|--|---------|---------|---------|--------------|
|                                 |  | £m      | £m      | £m      | £m           |
| Allocation Policy               | Amendments to the allocation policy will support the prevention of homelessness thereby reducing pressure on numbers in temporary accommodation. | -0.200  |         |         | -0.200       |
| Brunswick Court                 | Additional supported housing for single vulnerable people and mothers and babies, will reduce pressure on social care budgets.                   | -0.100  |         |         | -0.100       |
| Property Compliance Procurement | Efficiencies through joint procurement of contracts.   | -0.050  |         |         | -0.050       |

## APPENDIX B - PROPOSED SAVINGS

|   |   |                |              |              |                |
|---|---|----------------|--------------|--------------|----------------|
| Private Sector Leasing (PSL) Capital Letter | Efficiencies through procurement of temporary accommodation through external agencies and access to government grant. 50 properties a year at £2k per unit. | -0.100         |              |              | -0.100         |
| PSL MLH Leasing Scheme                      | Efficiencies through replacing units of PSL with MLH properties. 25 properties a year at £2k per unit.  | -0.050         |              |              | -0.050         |
| <b>TOTAL HOUSING SAVINGS</b>                |   | <b>(0.500)</b> | <b>0.000</b> | <b>0.000</b> | <b>(0.500)</b> |

| TOTAL NEIGHBOURHOODS SAVINGS                   | DESCRIPTION   | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|--|---|---------|---------|---------|--------------|
|  |   | £m      | £m      | £m      | £m           |
| Commercialise DSO                              | Commercialisation of the DSO and schemes teams. Training and development revenue costs  | -0.080  |         |         | -0.080       |
| Highways contract renegotiation                | The review of the service offer and delivery model will provide a comprehensive review of the service strengths and weaknesses, opportunities for commercialisation and potential further outsourcing / in-sourcing.                        | -0.075  |         |         | -0.075       |
| Improve Debt Recovery                          | To actively collect debts from PCNs there are several actions the service needs to implement  | -0.050  |         |         | -0.050       |
| Integrate Public Realm                         | An initial review of the in-house Public Realm services shows that, to contribute to this budget deficit, a saving of £100K can be made through restructuring that will have minimal impact on services delivery, performance or standards. | -0.100  |         |         | -0.100       |
| Moving Traffic Enforcement                     | Officers are also recommending that the review and issuance of moving traffic is brought in-house to reduce costs and so enhance savings.   | -0.925  |         |         | -0.925       |
| Parking CCTV Review                            | Bring CCTV review in house from Chipside - current costs £1.49 per PCN  | -0.062  |         |         | -0.062       |
| Planning Structure                             | Review to look at both structure and service offer and opportunities for further outsourcing  |         | -0.027  |         | -0.027       |
| Restructure Highways, Traffic and Parking      | This review is aimed to ensure consistency in roles and grades of staff, allow capacity for staff development and progression and ensure strength of the service.   | -0.080  |         |         | -0.080       |
| School Streets fines                           | Implementation of school streets across the borough. 2020 based on 13. 2021 based on remaining schools all being implemented  | -0.075  |         |         | -0.075       |
| Soft Market Test Highways, Traffic and Parking | Renegotiation the Marlborough contract with a 2 year extension and amalgamation of contracts into this larger term contract, such as all signs and lines, concrete etc.   | -0.200  |         |         | -0.200       |

## APPENDIX B - PROPOSED SAVINGS

|  |  |                |                |              |                |
|--|--|----------------|----------------|--------------|----------------|
| TES Car Decant   | Discontinue use of CCTV vehicles - already complete from Sept. 20  | -0.024         |                |              | -0.024         |
| Waste Disposal Cost Reduction                          | Identify alternative disposal arrangements for waste generated by the Highways DSO in order to reduce disposal costs. An alternative disposal point has been agreed but the arrangement is still to be formalised - check impact of any other Highways savings | -0.075         |                |              | -0.075         |
| Other small savings of under 50k across Neighbourhoods | Various savings  | -0.161         |                |              | -0.161         |
| <b>TOTAL NEIGHBOURHOODS SAVINGS</b>                    |  | <b>(1.907)</b> | <b>(0.027)</b> | <b>0.000</b> | <b>(1.934)</b> |

| TOTAL ONE SOURCE SAVINGS   | DESCRIPTION   | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|--|---|---------|---------|---------|--------------|
|  |   | £m      | £m      | £m      | £m           |
| Asset Management Restructure                                       | Review of management and service structures to reflect changing service needs   | -0.150  |         |         | -0.150       |
| Consolidation of Electronic Document Management Systems            | Proposed as part of a wider review of document management   | -0.040  |         |         | -0.040       |
| Exchequer Restructure  | Automation and the implementation of robotics will enable services to be more Efficient. As the use of Fusion is enhanced, development plans will be discussed and agreed 21/22 once the professional users are able to identify processes that can be automated. full year savings will only become realistic for 22/23. | -0.100  |         |         | -0.100       |
| Fusion Efficiencies  | Automation of processes could lead to reductions in manual processes  | -0.070  | -0.070  |         | -0.140       |
| ICT Restructure  | A complete re-structure of the IT service over the next two financial years to ensure the service is fit-for-purpose for the needs of the council.  | -0.400  | -0.150  |         | -0.550       |
| Increase in trading income - Asset Management                      | Increasing sales to external customers for those services that already trade successfully (e.g. Health & Safety, Transport)   | -0.100  |         |         | -0.100       |
| Increase net contribution from providing enforcement to others OSS | When conditions are appropriate, further expansion of enforcement services may be possible  | -0.100  | -0.450  |         | -0.550       |
| Increase trading income and review of fees - Legal                 | management of overall spend to deliver savings through the most cost effective provider; demand management and reducing failures that cause legal costs.  | -0.370  |         |         | -0.370       |
| Move all outbound postage to 2 <sup>nd</sup> class                 | Proposed as part of a wider review of document management Agreement with multiple services across the council to stop 1st class postage and move to 2nd class   | -0.100  |         |         | -0.100       |
| One Source Shared 20/21 Savings                                    | Achievement of savings previously planned for 2020/21   | -0.756  |         |         | -0.756       |
| One Source Non Shared 20/21 Savings                                | Achievement of savings previously planned for 2020/21   | -0.225  |         |         | -0.225       |

## APPENDIX B - PROPOSED SAVINGS

|   |  |                |                |              |                |
|---|--|----------------|----------------|--------------|----------------|
| Re Modelling of Finance   | Reviewing the proportion of finance staff at different levels  | -0.055         | -0.055         |              | -0.110         |
| Re-platforming Planning Systems   | Contract efficiencies in the cost of the provision of hosted systems   | -0.015         |                |              | -0.015         |
| Robotic Process automation OSS  | Dependent on enhanced use of fusion and identification of suitable processes   |                | -0.150         |              | -0.150         |
| End corporate funding of apprentices as now mainstreamed into departments | continuation of the scheme dependent on service funding  | -0.058         |                |              | -0.058         |
| Release Mercury House   | Reduction in office space as a result of revised working arrangements. Subject of a separate report to December Cabinet on Asset Rationalisation and Smart Working | -0.633         |                |              | -0.633         |
| <b>TOTAL ONE SOURCE SAVINGS</b>   |  | <b>(3.172)</b> | <b>(0.875)</b> | <b>0.000</b> | <b>(4.047)</b> |

| TOTAL CHIEF OPERATING OFFICER SAVINGS    | DESCRIPTION   | 2021/22 | 2022/23 | 2023/24 | 3 Year total |
|--|---|---------|---------|---------|--------------|
|  |   | £m      | £m      | £m      | £m           |
| Business Intelligence                    | A project is underway to identify further opportunities for utilising the Council's existing data warehouse to identify opportunities to save money. This is being led by the new Corporate Insight and Business Systems Team which has been established by centralising expertise from across the Council. The team are working with their counterparts in other boroughs to identify potential projects using anonymised data in line with GDPR requirements .            | -0.306  |         |         | -0.306       |
| Events savings                           | Fewer large events such as the Havering Show and Langton's Summer Concert will be held unless their cost is fully covered by ticket sales or sponsorship.   | -0.050  |         |         | -0.050       |
| Customer Services savings                | During the pandemic the Council has been operating without the PASC public access location. The plan is to continue to provide most customer support through telephone and online as has been the case over the last nine months. Once the pandemic is over, face to face support will in future be provided through the libraries and the new community hubs which should deliver significant savings. Savings are also expected to be delivered through demand reduction. | -0.212  |         |         | -0.212       |
| Delay in extending Library opening hours | It was agreed last year to extend library opening hours but this has been delayed due to the pandemic. Given the pandemic is likely to continue into 2021, it is proposed to delay the extension of opening hours until 2022/23.  | -0.200  | 0.200   |         | 0.000        |

## APPENDIX B - PROPOSED SAVINGS

|                                     |  |                |              |              |                |
|-------------------------------------|--|----------------|--------------|--------------|----------------|
| Digital Living in Havering          | This saving will be delivered by no longer printing copies of Living in havering unless the print cost can be met by sponsorship.  | -0.030         |              |              | -0.030         |
| Digital Platform                    | A new digital platform will go live during 2021/22 which should deliver more efficient processes requiring fewer staff. The business case for the investment in this platform was signed off through Cabinet previously and the funding is included in the existing capital programme. | -0.193         |              |              | -0.193         |
| PASC Lease and service charge costs | This is the saving in rent and service charge that will be delivered by closing the PASC public access location.   | -0.097         | -0.032       |              | -0.129         |
| <b>TOTAL COO SAVINGS</b>            |  | <b>(1.088)</b> | <b>0.168</b> | <b>0.000</b> | <b>(0.920)</b> |

| TOTAL REGENERATION SAVINGS        | DESCRIPTION  | 2021/22        | 2022/23        | 2023/24        | 3 Year total   |
|-----------------------------------|--|----------------|----------------|----------------|----------------|
|                                   |  | £m             | £m             | £m             | £m             |
| Bridge Close transfer to the HRA  | Business case to be presented to Cabinet with the review of the HRA BP.  | -1.697         | -1.169         | -0.727         | -3.593         |
| Capital reprofiling               | Further slippage over the £2m in the corporate capital programme.  | -0.132         |                |                | -0.132         |
| Capitalisation                    | Schemes now moving towards start on site thus achieving threshold for capitalisation. Future years provision to be assessed annually and, subject to nothing unforeseen, would achieve a similar amount annually over the MTF5 period. | -0.300         |                |                | -0.300         |
| Regeneration Restructure          | At risk due to legislative changes to the Public Sector service termination provisions and associated amendments to the LGPS.  | -0.100         |                |                | -0.100         |
| Review of S106                    | Complete review of existing s106 commitments has identified additional allocation of s106 commitments to reduce expenditure on projects requiring capital funding in regen.  | -0.150         | -0.151         |                | -0.301         |
| <b>TOTAL REGENERATION SAVINGS</b> |  | <b>(2.379)</b> | <b>(1.320)</b> | <b>(0.727)</b> | <b>(4.426)</b> |



## APPENDIX B - PROPOSED SAVINGS

| TOTAL CORPORATE SAVINGS  | DESCRIPTION   | 2021/22        | 2022/23        | 2023/24        | 3 Year total   |
|--|---|----------------|----------------|----------------|----------------|
|  |   | £m             | £m             | £m             | £m             |
| Review of business systems management, programme support, complaints, Freedom of Information requests, Member support and all other business support | Business systems support has already been centralised into the Corporate Insight and Business Systems Team. Project Management support is also being considered for centralisation. This should deliver savings through economies of scale. The new Fusion system has increased self-service and reduced administration in the departments. A new and more efficient complaints, FOI and Member support system will be delivered as part of the Digital Platform project. These two projects should reduce the requirement for Business Support resources across the Council. | -0.900         |                |                | -0.900         |
| Contract Review Savings  | The Procurement Team has been reviewed and upskilled during 2020/21. A target has been set for a renewed focus on driving cost out of contracts from 2021/22.   | -0.500         | -0.500         | -0.500         | -1.500         |
| Full Cost Recovery/Review of income  | Continued review of services to compare and benchmark fees and charges and also to review budgets to ensure they represent current fee income   | -0.200         |                |                | -0.200         |
| Oracle Fusion Project  | This represents the saving in licensing costs between the old One Oracle system and the new Fusion system. This saving was presented as part of the original Business case signed off by Cabinet in 2019.   | -0.190         |                |                | -0.190         |
| <b>TOTAL CORPORATE SAVINGS</b>   |   | <b>(1.790)</b> | <b>(0.500)</b> | <b>(0.500)</b> | <b>(2.790)</b> |