

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
TOTAL		-17.133	-3.354	-1.227	-21.714

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

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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
TOTAL ADULTS SAVINGS		(5.680)	(0.800)	0.000	(6.480)

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

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<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>
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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"> - The processing and assessments of applications for home to school travel assistance across departments Business processes, accountability and governance. This will include revised officer roles and responsibilities. - Financial overview and management, including all relevant processes relating to Liquidlogic and Oracle Fusion. - 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 <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
TOTAL CHILDRENS SAVINGS		(0.617)	0.000	0.000	(0.617)

TOTAL HOUSING SAVINGS	DESCRIPTION	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

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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
TOTAL HOUSING SAVINGS		(0.500)	0.000	0.000	(0.500)

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

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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
TOTAL NEIGHBOURHOODS SAVINGS		(1.907)	(0.027)	0.000	(1.934)

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 nd 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

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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
TOTAL ONE SOURCE SAVINGS		(3.172)	(0.875)	0.000	(4.047)

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

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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
TOTAL COO SAVINGS		(1.088)	0.168	0.000	(0.920)

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
TOTAL REGENERATION SAVINGS		(2.379)	(1.320)	(0.727)	(4.426)

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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
TOTAL CORPORATE SAVINGS		(1.790)	(0.500)	(0.500)	(2.790)