

APPENDIX 4 - SUMMARY OF ADDITIONAL SAVINGS PROPOSALS

Service Area	Proposals		
	2013/14 £	2014/15 £	Total £
Education & Skills	217,000	93,000	310,000
Family & Cohesion	1,508,510	831,930	2,340,440
Care & Support	317,000	1,957,000	2,274,000
Law, Democracy & Public Protection	171,000	-	171,000
Finance, Audit & Information Governance	153,568	11,982	165,550
Customer & People Services	358,170	371,500	729,670
Neighbourhood and Leisure Services	161,000	110,000	271,000
Development, Business & Housing	250,000	103,500	353,500
Co-operative Council	98,810	-	98,810
Total	3,235,058	3,478,912	6,713,970

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Savings Proposals By Type			
	2013/14 £	2014/15 £	Total £
Income	103,000	92,000	195,000
Non-Staff Savings	1,209,700	2,074,500	3,284,200
Procurement	747,300	128,930	876,230
Property Rationalisation	113,000	38,500	151,500
Strategic Review of Capacity	521,258	311,982	833,240
Service Review/Redesign	540,800	833,000	1,373,800
Total	3,235,058	3,478,912	6,713,970

No.	Description of Saving	2012/13 Budget £	2013/14 Saving £	2014/15 Saving £	Total Ongoing Saving £	Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
Income											
1	Dvpt. Business & Housing		75,000	75,000	150,000	Katherine Kynaston	New Homes Bonus - in addition to the 800 units built into the budget strategy.	Part of growth strategy for the Borough	None	None	None
2	Neighbourhood & Leisure Services		16,000		16,000	Keith Harris	Generates increased income from car parks where charges already apply. Helps to encourage greater use of Ironbridge Park & Ride that is now operational at peak visitor times. Residents are protected via permit scheme.	Increased cost for parking and possible impact on local economy in Ironbridge though not anticipated as charges are still at a reasonable level and below that of some town centres and tourist attractions	none	Potential increase in use of Ironbridge Park & Ride to help sustain this new investment.	Potential reduced use of Council car parks if perceived to be expensive and possible displacement of parking onto adjacent road network. However there are limited numbers of off-street parking places in Ironbridge
3	Family & Cohesion	544,021	5,000	10,000	15,000	Diane Partridge	Service review underway has identified an opportunity for trading non core elements of the service	Minimal	Employees have been involved in the review and findings will be the subject to full consultation.	Additional cost for schools, market testing indicates that they would pay an appropriate charge and that demand exists. Proposals will be subject to a period of consultation.	Risks and mitigation to risk will be considered during the review and included in the final report
4	Customer & People Services		7,000	7,000	14,000	Andrew Meredith	Increase broadly in line with inflation.	Increased costs for burials			
Total Income			103,000	92,000	195,000						
Non-Staff											
5	Finance, Audit & IG		61,400		61,400	Ken Clarke	Reduced based on 12/13 projected spend and improved working practices, increased use of electronic working methods, expiry of small number of remaining leased car arrangements	Minimal	Minimal - reduced ability to attend external training courses/seminars and to support staff wishing to become professionally qualified.	Minimal	Minimal
6	Education & Skills		92,000		92,000	Jim Collins	Efficiency savings identified during 2012/13 based on spending levels and identified areas for additional modification of practice	Minimal		Minimal	Minimal
7	Dvpt. Business & Housing		15,000		15,000	Katherine Kynaston	Operational budget savings following budget and team amalgamation	None	None	None	None
8	Neighbourhood & Leisure Services		10,000	10,000	20,000	Dave Hanley	Play areas have been ungraded in recent years via 106 monies and Playbuilder programme. The budget will only cover minor improvements and future play development is dependant on planning, external funding or Parish	Reduced opportunity to meet local needs unless other funding is made available through planning gain or Parishes etc.	none	Greater demand on Parishes	Seek to obtain external funding sources
9	Family & Cohesion	141,172	126,170	15,000	141,170	Chris Marsh	Government backed scheme to support early years workforce development has ended.	Minimal. Change reflect national government change in priorities.	Reduction workforce development opportunities for private, voluntary and independent sector providers	none	Could impact of quality of provision over the medium to longer term. This will be kept under review.
10	Family & Cohesion	108,000	50,000	18,000	68,000	Chris Marsh	Reduce size of programme and link to work on sexual health which becomes a Council responsibility from 1st April 2013	Minimal	None	Minimal	Could impact on teenage pregnancy rates across the Borough, already above national averages. Will mitigate by developing stronger partnership with health services through effective cooperative commissioning
11	Family & Cohesion	50,225	50,220		50,220	Chris Marsh	Assertive outreach contract for providing support for vulnerable families ended and replaced by more targeted supported through children and family centres	Reduced funding available to support vulnerable families. This will be offset to some extent by using alternative funding sources and by taking a more targeted approach	None	contract ended 11/12 following reorganisation	minimal
12	Family & Cohesion	50,000	25,000		25,000	Clive Jones	DfE pilot ended, small sum retained to commission some TAMHS support	minimal	none	minimal	none
13	Family & Cohesion	34,995	15,000		15,000	Diane Partridge	Following a review of spend during 12/13 budget no longer required	None	None	None	None
14	Family & Cohesion	48,098	5,000		5,000	Diane Partridge	Small reduction to supplies and services budget based upon 12/13 spend levels	None	None	None	None
15	Family & Cohesion	151,037	20,000	10,000	30,000	Chris Marsh	Small reduction to supplies and services budget based upon 12/13 spend levels	Reduced funding available to support vulnerable families. This will be offset to some extent by using alternative funding sources and by taking a more targeted approach	None	None	None
16	Family & Cohesion	41,447	38,650		38,650	Jas Bedesha	based upon 12/13 spending levels, services efficiencies and greater partnership working	Reduced funding available to support community safety	None	none	Increase in anti social behaviour. Mitigated by working closely with partners including the PCC, Police, Housing other LA and health.
17	Family & Cohesion	14,280	14,280		14,280	Jas Bedesha	STAY contract ended and not renewed earlier this year. The Housing Task Force is looking at a different approach to dealing with homelessness. Findings of the review will be the subject of consultation.	Minimal	None	None	Ongoing benefit reforms may lead to an increase in the number of people presenting as homeless in 13/14. The Housing Task Force is assessing this risk and identifying options to mitigate.

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18	Family & Cohesion Early Years Special Educational Needs	106,000		10,000	10,000	Chris Marsh	Review options for reducing funding to support SEN within PVI sector. The review will consider whether amended early years funding within the Dedicated Schools Grant can provide additional support	Possible impact on PVI in dealing with children with special educational needs.	Minimal	see left	minimal
19	Family & Cohesion Support for communication with parent and parent groups.	-		10,000	10,000	Viv McKay	Review impact of current arrangements and options for future engagement with parents.	Opportunity for parental engagement lost. The review will look at alternative options and alternative funding sources to support.	None for the Council. If unsuccessful in attracting external funding then possibility of losing a post within the voluntary sector.	Would limit opportunity for community engagement over Council wide proposals.	minimal
20	Co-operative Council Unallocated grant funding		48,810		48,810	Richard Partington	Unallocated grant funding	This proposal will not impact on existing projects as it is unallocated.	None	Minimal	None
21	Customer & People Services ICT supplies and services review to include a review of contracts for mobile phones and the deletion of support costs following civic offices decommissioning, including a reduction in the ICT training budget reduce ICT dedicated training budget		48,000	4,500	52,500	Kirsty King	Temporary capacity will be used to undertake a detailed review of charges and tariffs.			Mobile phone budgets sit within service budgets which would be cut as a result of the saving.	Requires invest to save funding
22	Customer & People Services ICT - Management Of Dell contract - make further savings in relation to maintenance charges		15,000		15,000	Kirsty King					
23	Customer & People Services ICT - savings arising from Neopost solution through the centralisation of all posting and packing for all council services and possible other services longer term			40,000	40,000	Kirsty King				Postage budgets sit within service budgets which would be cut as a result of the saving.	
24	Customer & People Services People Services - Review of Supplies & Services Budgets		3,170		3,170	John Harris					
25	Customer & People Services People Services - use of dedicated schools grant to deliver training for Early Years		120,000		120,000	John Harris	This will require some further work to ensure a level of early years training can be provided and funded by schools to ensure this saving is sustainable post 2014				Training programme may not be ongoing.
26	Customer & People Services People Services - further reduction in council training budget following the introduction in 2013 of e.learning		50,000		50,000	John Harris					
27	Customer & People Services People Services removal of consultancy budget		35,000		35,000	John Harris					
28	Law, Democracy & Public Protection Reduction in members allowances budget		50,000		50,000	Jonathan Eatough	Underspend in current year	Nil	Nil	Nil	The risk is that, at some stage in the future members may choose to claim their full allowance. This will need to be subject to annual review.
29	Care & Support Application of a series of funding restrictions detailed below which will contribute to the delivery of the 2012/13 budget strategy savings for 2013/14 and 2014/15 as listed in Appendix 3 and also the additional savings target of £317k for 2013/14:		317,000	-	317,000	Karen Kalinowski					
	Care & Support 1) Imposition of a funding ceiling - either through the application of RAS or through a ceiling linked to the alternative cost of residential care) for community based care packages				-	Karen Kalinowski	The cost of caring for an individual with a high level of need in their own home can be considerably more than the cost of a residential placement	This will significantly reduce choice for some individuals and a significant number will have to go into residential provision and will not be allowed to continue to live in their own home		Will lead to reduced demand from domiciliary providers and increased demand for residential and nursing care	Challenge and complaints from individuals and their families/carers
	Care & Support 2) Review of policy provision/revision of expectation in ALD and Transition service areas to clarify that basis of future accommodation provision in the community will be on shared basis only.				-	Karen Kalinowski	It is accepted by society that young adults not in receipt of social care services live in shared accommodation or continue in the family home due to the economic state which prevents their access to single rented or purchased accommodation				Challenge and complaints from individuals and their families/carers
	Care & Support 3) Review of Adults with Learning Disability Provider Services				-		The introduction of personal budgets gives individuals increased choice and control over how their council funded care is provided. As a result in house services will be in direct competition with external service providers and other models of service delivery e.g. personal assistants. In order to survive the services have to be more cost effective and deliver the services of choice.	This will result in a redesign of services and some services may no longer be available if they are not financially viable. It should however result in the delivery of more localised services closer to the communities in which service users live.	Not possible to assess at this stage but may involve transfer to independent organisations and possibly redundancy	Transport budgets will be impacted by the redesign. It is planned to reduce the overall demand for transport and achieve subsequent reduction in costs	Likely to be significant opposition to change by the parent/carers of service users. This will be mitigated as far as possible by their engagement in the entire process.
	Care & Support 4) A panel process will be introduced to review and agree all ongoing care packages to ensure consistency and utilisation of alternative less costly forms of service provision such as assistive technology				-	Karen Kalinowski	Process ensures consistency and enables prioritisation of care delivery when lower levels of funding available	Will be delays in some individuals receiving their care packages		Will lead to increase in delayed discharges from hospital	Challenge and complaints from individuals and their families/carers. Will also have adverse impact on relationship with Health colleagues
30	Care & Support Dependent on delivery of existing savings and enhancements outlined above it is likely that the Council will need to consider commencing a consultation process during 2013/14 around a review of eligibility criteria to reduce statutory access to services to those with critical needs only			1,957,000	1,957,000	Karen Kalinowski	In order to reduce the levels of care provided need to have legal basis on which reviews and decisions are made. Otherwise likely to be subject to challenge and judicial review.	Lower levels of care will be provided to some individuals and some individuals would no longer be provided with any care services.		Reduced demand for services in provider sector could lead to business closure and redundancies. Would increase pressure on health budgets.	Risk of harm to individuals and escalation to critical need. Mitigation through maintenance of preventative investment and transition. Likely to be significant public opposition
Total Non-Staff			1,209,700	2,074,500	3,284,200						
Procurement											
31	Finance, Audit & IG Reduction in external audit fee following national procurement process (in addition to the £30,000 already put forward for 13/14)	249,610	53,300		53,300	Ken Clarke	Reduction based on published audit fees.	Nil	Nil	Nil	External audit may charge additional fees, for example in relation to electors questions which they are obliged to investigate, which would result in additional in year costs. In future these will be managed as in year over-spends as part of financial monitoring i.e. they will be met from underspends elsewhere or the budgeted contingency.

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32	Family & Cohesion Home to school transport		200,000		200,000	Viv Mckay	Efficiency Savings identified during 2012/13	Minimal	None	Minimal	Other unavoidable costs may arise due to changes in legislation. Officers will monitor risk to ensure suitable mitigation is in place.
33	Family & Cohesion Other Route Rationalisation		50,000		50,000	Viv Mckay	Further savings anticipated from using route mapping software	Minimal	None	Minimal	None
34	Family & Cohesion Fleet Services		250,000		250,000	Viv Mckay	Efficiency savings identified during 2012/13 including BSOG fuel duty rebate, outside hire income and on vehicle maintenance.	Minimal	None	Minimal	Savings in 12/13 not ongoing. Regular monitoring will ensure that spending against budgets in kept under review
35	Family & Cohesion Short Breaks	598,655	50,000		50,000	Viv McKay	Maintaining spending at 12/13 spending levels whilst still meeting needs identified in short breaks statement	Minimal	None	None	Increase in children and young people meeting the criteria set out within the Council's Short Breaks Statement.
36	Family & Cohesion Childrens' Disability - Bradbury House	142,310	30,000		30,000	Viv McKay	Improved contract terms and reduced requirement following reassessment of need	Minimal	None	None	Sudden increase in demand
37	Family & Cohesion Homelessness & Housing	-	84,000	58,930	142,930	Jas Bedesha	Following review of approach to accommodating homeless families reduced dependency on bed and breakfast accommodation and hence reduced loss of housing benefit subsidy. This saving assumes that an average of 10 B&B placements are used (13/13) and 5 in 14/15. The current number is zero and number prior to the initial review averaged 22	This may impact on some business that relied on income from the Council. Some of these business are investigating how they can diversify into becoming supported lodging providers.	None	None	Benefit reforms may lead to a sudden increase in applications for housing support. To offset this the assessed saving assumes an average of 10 B%B placements will still be required in 13/14
38	Customer & People Services Projected savings relating to the move to Thick/Thin workstations/lap tops		20,000	30,000	50,000	Kirsty King	Following the deployment of thin client at Addenbrooke over 70% of staff are now using thin client so we can revisit other services in Darby to implement the same way of working to realise these extra savings	None	None	None	Prediction is not correct and more money is required to purchase equipment.
39	Customer & People Services Broadband Contract savings		10,000	40,000	50,000	Kirsty King	The contract is due for renegotiation				
Total Procurement			747,300	128,930	876,230						
Property Rationalisation											
40	Dvpt. Business & Housing Release borrowing potential as a result of further rationalisation, using £700k overall - benefit increases to £49k in 15/16		30,000	8,500	38,500	Chris Goulson	As part of property rationalisation for Council operational needs, Edward James House is no longer required as a result of the first phase of property rationalisation.	None	None	None	None
41	Dvpt. Business & Housing Running costs associated with Edward James House		50,000		50,000	Chris Goulson	As part of property rationalisation for Council operational needs, Edward James House is no longer required as a result of the first phase of property rationalisation.	None	None	None	None
42	Dvpt. Business & Housing As part of improving stock over previous years then a reduction in R&M can be secured through better quality buildings and full repairing leases.			20,000	20,000	Kate Turner	As part of the improvement in quality of property and converting leases to full repairing liability we can reduce spend on repairs & maintenance	None	None	None	None
43	Family & Cohesion Youth Premises - property rationalisation	38,871	33,000		33,000	Jas Bedesha	Rationalising use of youth property by disposing of properties (not used for youth club provision) no longer needed or generating additional income.	The Council will continue to deliver its youth offer through centres located across the Borough. The review will focus upon offices based or bases where provision required transport.	None	Opportunity to generate income by disposing of property or finding external tenant.	Unable to relocate officers to other locations.
44	Family & Cohesion Children & Family Centres property rationalisation		-	10,000	10,000	Chris Marsh	Review accommodation needs for children and family centre teams.	Minimal	None	Opportunity to generate income by disposing of property or finding external tenant.	Minimal
Total Property Rationalisation			113,000	38,500	151,500						
Strategic Review of Capacity											
45	Finance, Audit & IG Employee savings relating to reduced hours, vacant hours following restructure and ending temporary contracts.		38,868	11,982	50,850	Ken Clarke	This saving protects staff in substantive posts and therefore the core service being delivered.	Minimal	Temporary contracts will not be renewed; reduced hours have been identified/requested by staff themselves.	Likely to require transfer of transparency function to Cooperative Council or Communications SDU	Reduces capacity and ability for workforce planning.
46	Dvpt. Business & Housing Resulting from confirmed service restructure; part of the savings were included in previous budget details. This is in addition to the £60k included for 2013/14		35,000		35,000	David Sidaway	Values included reflect the projected savings following confirmation of restructure in October 2012	None	Part of confirmed structure from October 2012	None	None
47	Dvpt. Business & Housing Strategic Review of Capacity within the Service Area		45,000		45,000	Mal Yale	Ongoing review of capacity	None	Potential impact	None	None
48	Neighbourhood & Leisure Services Strategic Review of Capacity across the Service Area		40,000	50,000	90,000	Jonathan Rowe	Partially Subject to approval of VR request , and transition period required for knowledge transfer and restructuring	Continual erosion of work quality given volume and competing priorities may impact on quality of service delivery	Increased workload will need to be managed and prioritised	Responsiveness and greater chance of breakdown in communication and cooperative working due to work demands	Essential we introduce a service based M&P resource so to be proactive on communication and support key teams.
49	Neighbourhood & Leisure Services Highways & Transport - change Road Safety and Sustainable Travel team to become largely self funding from grants and income generation		45,000		45,000	Keith Harris	Further opportunities for income generation by charging schools and other external organisations for road safety / driver training courses and through developer contributions.	Continual erosion of work quality given volume and competing priorities may impact on quality of service delivery. Potential for increase in road accidents and less sustainable forms of transport	Increased workload will need to be managed and prioritised	Increased pressure on school and college budgets to continue funding road safety and sustainable travel initiatives. Increased pressure on NHS and public health budgets arising from increased numbers of road accidents, reduction in active travel (obesity, heart attacks etc) and increase in carbon emissions (respiratory diseases). Increased pressure to spend limited capital budgets on traffic management measures to mitigate an increase in car-use.	Reduction in Council reputation if road accidents and the proportion of car-use increases

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50	Family & Cohesion Early Intervention - Supplies & Services	26,500	26,500		26,500	Chris Marsh	Based upon spend during 12/13 budget no longer required.	Reducing funding available to support the Councils early intervention programme.	None	None	None
51	Family & Cohesion Childrens' Specialist Administration Arrangements	29,886	29,890		29,890	Diane Partridge	Arising from recent restructure of Family & Cohesion Service implemented in 12/13	None	None	None	None
52	Co-operative Council Reduced hours/staff vacancies		50,000		50,000	Richard Partington	Proposed savings arise from employee requests for reduced working hours and re-organisation around staff vacancies.	None	Positive impact arising from granting employee requests for reduced working hours and retaining experience and skills of these employees, although as with all flexible working patterns there is potential for capacity of team to be further stretched.	Minimal	None
53	Customer & People Services Further review of the People Services operations following merger of former HR and OD services			250,000	250,000	John Harris	There are opportunities to deliver further savings through the deployment of e.learning and a commissioning based approach to learning				
54	Law, Democracy & Public Protection Deletion of posts as a result of VR applications and re-distribution of associated work		121,000		121,000	Jonathan Eatough	Will be achieved through voluntary redundancies and the associated required re-structures to properly re-distribute work.	Some services will be affected. It is too early to detail what these impacts will be.	This whole saving is based on the loss of staff. The aim is to secure the majority of the savings through voluntary redundancy but compulsory redundancies cannot be ruled out.	Potentially links to the delivery of public health outcomes and the associated ring fenced budget.	Our ability to meet the high standards required regarding performance management to the Electoral Commission will be reduced. Whilst a re-structure in public protection will enable us to review the way we provide this service a reduction in personnel is likely to have a direct impact upon front line services
55	Education & Skills Strategic Review of Capacity		90,000		90,000	Jim Collins	Reduction of grant funding for Early Intervention will require a rationalisation of service delivery to provide more targeted support	Reduced funding to support vulnerable young people experiencing barriers to learning and employment will require a more targeted approach to minimise impact.	Employees affected by the review of service delivery will be fully consulted in order to identify ways to reduce negative impact.	Minimal	Could impact on the quality of provision in the medium term and this could have a negative impact on the 16-24 age group
Total Strategic Review of Capacity			521,258	311,982	833,240						
Service Review/Redesign											
56	Education & Skills Review of School Improvement Services		35,000	93,000	128,000	Jim Collins	Analysis of income generation and expenditure related to trading services to schools has identified potential areas for further efficiencies.	Schools may receive less intervention from core School Improvement Service which could lead to an increase in schools becoming less effective.	Employees affected by the review of service delivery will be fully consulted in order to identify ways to reduce negative impact.	Additional cost for schools which may lead to a loss of income for the service and creates opportunities for neighbouring LA to market their	Could lead to a loss of income if schools are inclined to trade with providers other than T&W
57	Neighbourhood & Leisure Services Waste Services - introduce Black bag sort scheme at CRC's - i.e. stop and sort customer services helping to reduce landfill.		30,000	30,000	60,000	Dave Hanley / Debbie Germany	negotiate with TWS and Sita to change current operation at CRC to ask staff to stop and sort / guide customers to ensure full recycling takes place, i.e. nothing is sent to landfill that could be recycled	Maybe negative customer reaction - intrusion?	TWS staff would have to be retrained	TWS may resist change and may affect future waste contract savings	
58	Neighbourhood & Leisure Services Leisure & Environment - Reduction in Town Park / Parks management costs, Review opening hours of visitor centre, seasonal working across, parks, ice rink and town park, look to reduce TP management costs -year 2 after parks for people and public realm southwater link explored fully		20,000	20,000	40,000	Stuart Davidson / Dave Hanley	Other than special events need to consider as Tourist attraction and operate accordingly. High, Medium and Low seasons. Low season Nov-Feb Mid Mar-Apr and Sept-Oct Savings based on reduced catering and reception staff needs plus a review in year 2 of the off peak management costs.		Staffing impact minimised by closer working across leisure (ice rink) and town park and parks service		
59	Family & Cohesion Newdale Childrens' Centre Service Review	165,801	15,800		15,800	Chris Marsh	Part 1 service review completed during 12/13 and subject to 90 day consultation. Part 2 involves the transfer of the Baby Unit to the school. This review will be completed during 13/14	Minimal	Still to be assessed but will be subject to full consultation programme if required	School are aware of proposal	Minimal
60	Family & Cohesion Youth Offending Service		64,000	50,000	114,000	Jas Bedesha	Part 1 implemented following period of consultation. Part 2 review non core and non staff costs. Further savings are expected through property rationalisation and reletting some contracts. Also further synergies will arise from merging this service across West Mercia	Minimal	Still to be assessed but will be subject to full consultation programme if required	None	Minimal
61	Family & Cohesion Management Support - Supplies and Services	248,660	76,000		76,000	Clive Jones	Following reconfiguration of service and based upon 12/13 spending levels budget no longer	None	None	None	None
62	Family & Cohesion Housing Task force			20,000	20,000	Jas Bedesha	Initial review work undertaken by the Housing Task Force has identified a number of opportunities for generating efficiencies including ensuring the more effective use of Council properties, negotiation of lower rents etc.	None	None	Working with Development, Business & Housing to Develop Options	Minimal
63	Family & Cohesion Housing Options Advice & Resettlement	916,358		20,000	20,000	Jas Bedesha	Restructure of service area to be launched March 2013 linked to work of Housing Task Force	None	Still to be assessed but will be subject to full consultation programme	None	Minimal
64	Customer & People Services Review of Council Tax Single Person Discounts		50,000		50,000	Sophie Lane	A review of SPD's has not been undertaken for a number of years and work in other councils has suggested that there is additional council tax charges that should be levied due to changes in family circumstances not reported				
65	Family & Cohesion Commissioning Review of Transport and Public Transport		250,000	600,000	850,000	Viv Mckay	Further service review of transport policy, fleet and public transport, including a review of best practice from across the Country	Service review recommendations will be subject to a Community Impact Assessment	Service review recommendations will be subject to employee consultation. Employees will be involved in developing service review/redesign proposals	Service review recommendations will be subject to a period of consultation with appropriate partners.	Unable to achieve target. We plan using appropriate from IEWM. They have undertaken reviews elsewhere and identified significant savings.
Total Service Review/Redesign			540,800	833,000	1,373,800						
Overall Total			3,235,058	3,478,912	6,713,970						