

No.	Savings Type	Efficiency Theme - A, B, C, D, E	Description of Saving	Is public consultation required? Yes/No	Additional Savings			Total Ongoing Saving	Lead Officer	Rationale	Economic impact assessment	Environmental Impact Assessment
					2017/18	2018/19	2019/20					
					£		£	£				
<b>Managing Director: Richard Partington</b>												
<b>Business, Development &amp; Employment</b>												
1	Service Review/Redesign	B	Saving from early delivery 16/17 & 17/18 - i.e. overdelivery against 17/18 targets	No	297,537			297,537	Various	Savings from over delivery of 16/17 and 17/18 savings targets	None	None
<b>Total Business Development &amp; Employment</b>					297,537	-	-	297,537				
<b>Finance &amp; HR</b>												
2	Staffing	B	Fundamental Service Review and Restructure across the whole of Finance & Human Resources	No	54,000	342,370	117,000	513,370	Pauline Harris/Tracey Smart/Julie Pugh/Sophie Lane/Sue Wilson	Reduction in staffing budgets is the only option to make savings. This will be achieved through a combination of service re-design and some service cuts. This includes more automation following the implementation of the new payroll system and maximising the use of Agresso by service Managers..	None	None
3	Staffing	B	Reduction in PA support team budget	No	4,140			4,140	Ken Clarke	Residual budget following previous staffing changes	None	None
4	Income	C	Increased income from trading with schools	No	12,000			12,000	Tracey Smart	Income from additional work being done and anticipated for schools	None	None
5	Non-Staffing	D	Review of accounting policies including capitalisation of interest for projects which are not complete at year end and benefits from active treasury management	No	150,000			150,000	Pauline Harris	Review of accounting policies that may generate a revenue saving e.g. where capital projects are underway but not complete at year end our policy would be to capitalise the interest costs relating to any borrowing rather than making a charge to revenue.	None	None
<b>Total Finance &amp; HR</b>					220,140	342,370	117,000	679,510				
<b>Cooperative Council</b>												
6	Staffing	B	Staffing restructures in CPT and ODD to realign services to meet changing needs of organisation.	No	161,460			161,460	Jon Power/Rachael Jones	Restructure of Organisational and Delivery and Community Participation Teams in order to review services delivered by teams to support changing needs of the organisation, full savings to be delivered in 2017/18	None	None
7	Non-Staffing	E	Unallocated funding as result review corporate grants 2015, agreed in budget strategy 2016/17	Yes - completed	112,300			112,300	Rachael Jones	Review of corporate grants carried out 2015, saving relates to unallocated funding. Separate funding of £100k has been set aside for capacity building voluntary sector, proposed £95,300 unallocated from 2016/17 added to give fund of £195,300.	None	None
<b>Total Cooperative Council</b>					273,760	-	-	273,760				
<b>TOTAL SAVINGS RICHARD PARTINGTON</b>					<b>791,437</b>	<b>342,370</b>	<b>117,000</b>	<b>1,250,807</b>				
<b>Director: Clive Jones</b>												
<b>Education &amp; Corporate Parenting</b>												
8	Service Review/Redesign	B	As part of changes to education funding arrangements, to seek agreement from schools to fund some services as part of a collective top-slice from school budgets in 2017/18	Yes - with schools	158,333	41,667		200,000		Opportunity arising as part of changes to the education funding arrangements.	None	None
9	Service Review/Redesign	B	Savings not delivered in 2017/18		(158,333)			(158,333)	N/A		None	None
<b>Total Education &amp; Corporate Parenting</b>					-	41,667	-	41,667				
<b>Legal, Procurement &amp; Commissioning</b>												

No.	Savings Type	Efficiency Theme - A, B, C, D, E	Description of Saving	Is public consultation required? Yes/No	2017/18 £	2018/19	2019/20 £	Total Ongoing Saving £	Lead Officer	Rationale	Economic impact assessment	Environmental Impact Assessment
10	Staffing	E	Audit, IG & Insurance - Service Review	No	43,043	48,767	0	91,810	JE	Audit, Insurance & Information Governance Services Service reduction	None	None
11	Non-Staffing	E	Audit, IG & Insurance - Cost Savings	No	6,730	0	0	6,730	JE	Savings - principally on training and development	None	None
12	Non-Staffing	E	Procurement & Brokerage - Cost Savings	No	2,000	3,000	0	5,000	SB	Savings - principally on training and development	None	None
13	Non-Staffing	B	SLA budget - Commissioning	No for 2017/18; may be required for 2019/20 saving	182,000	0	100,000	282,000	LT	In the first instance this has been identified as BCF spend and budget allocated from existing funding not currently allocated. Year 19/20 savings will come from a change in the way that the voluntary sector is funded	None	None
14	Non-Staffing	E	TAMHS grant - cease	No	7,132	0	0	7,132	LT	This service is no longer provided	None	None
<b>Total Legal, Procurement &amp; Commissioning</b>					<b>240,905</b>	<b>51,767</b>	<b>100,000</b>	<b>392,672</b>				
<b>TOTAL SAVINGS CLIVE JONES</b>					<b>240,905</b>	<b>93,434</b>	<b>100,000</b>	<b>434,339</b>				
<b>Director: Jonathan Rowe</b>												
<b>Customer &amp; Neighbourhood Services</b>												
15	Non-Staffing	B	Review of budgets across Customer services	No	5,000			5,000	Lee Higgins	this is a line by line review that will allow us to further reduce the remaining revenue budgets left in customer services	None	None
16	Non-Staffing	B	Reduction in mystery shopping budget as now undertaken in house	No	18,000			18,000	Lee Higgins	We have reduced our number of mystery shopper exercises and now use more 'volunteers' so we can reduce this budget accordingly with no major impact	None	None
17	Staffing	B	Restructure of Customer Services and Benefits	No	158,240			158,240	Lee Higgins	The restructure proposals have already been launched so that this savings will be delivered early in the spirit of one restructure to help mitigate impact on morale of constant restructures	None	None
18	Non-Staffing	B	Retain the provision for enhanced winter maintenance services during significant Snow events as per winter maintenance policy, but to fund from contingency if events happen and not continue to fund from Revenue Budgets	No	45,000			45,000	Dave Hanley	Additional funding was provided for the enhanced level of winter maintenance for the last few years the winters have not been as harsh leading to a small underspend in the service. As a result the proposal is to remove the 'revenue' budget, still continue to provide the enhanced service and during a harsh winter if winter budgets are stretched the service will call on the corporate contingency pot for that year to continue the service.	Recognises the importance of winter maintenance to ensure flow of traffic to minimise impact on local businesses	None
19	Non-Staffing	B	To retain the commitment to support partnership deployment of flood barriers, but to reduce revenue funds to equate with average costs experienced over recent years and to use corporate contingency if required during exceptional levels of rainfall.	No	20,000			20,000	Dave Hanley	The flood barriers in the Gorge have not been installed as frequently over the last 4 years and therefore we believe we can reduce the budget by 20K and still provide the level of resilience required in times of flooding	Recognises the importance of flood prevention to minimise impact on local businesses/tourism etc	None
20	Non-Staffing	B	Removal of R & M budgets for bus shelters	No	30,000			30,000	Dom Proud	Following a line by line review Highway Services have a number of revenue budgets that are really for 'capital' related expenditure. As a result the proposal is to offer up the revenue budget saving and use the capital highways budgets to deliver this scheme.	None	None
21	Non-Staffing	B	Removal of the revenue budget for traffic surveys budget and use capital as required	No	15,920			15,920	Dom Proud	Following a line by line review Highway Services have a number of revenue budgets that are really for 'capital' related expenditure. As a result the proposal is to offer up the revenue budget saving and use the capital highways budgets to deliver this scheme	Recognises the importance of understanding traffic flows to plan effectively to manage the road networks and so minimise impact on local businesses/tourism etc	Recognises the importance of understanding traffic flows to plan effectively to manage the road networks and so minimise impact on the environment through efficient travel
22	Staffing	B	Restructure of Corporate Communications Team	No	37,000			37,000	Nigel Newman	This is a reduction in posts within the corporate comms team and reflects the 12% across the board savings required. We believe we can deliver this savings through more generic officers working in comms e.g. all working on social media, pr and internal comms	None	None
<b>Total Customer &amp; Neighbourhood Services</b>					<b>329,160</b>	<b>-</b>	<b>-</b>	<b>329,160</b>				
<b>Commercial Services</b>												
23	Income	C	Increase primary school meal prices from £2 to £2.30 over a 3 year period	Y (not strictly consultation but prior notification of price increase as part of annual review of Services for Schools)	40,000	40,000	40,000	120,000	Lorna Hicks (Stuart Davidson)	School meal price hasn't changed for paid meals for 3 years. Free School Meals are charged at £2.20 so an increased charge over a 2 year period would bring this in line by 18/19. A further increase to £2.30 by 2019/20 is considered reasonable, as a cost of £2.30 is comparable with other providers.	None	None

No.	Savings Type	Efficiency Theme - A, B, C, D, E	Description of Saving	Is public consultation required? Yes/No	2017/18 £	2018/19	2019/20 £	Total Ongoing Saving £	Lead Officer	Rationale	Economic impact assessment	Environmental Impact Assessment
24	Income	C	Extend swimming lesson programme	Y	15,500	8,500	0	24,000	Mark Moore (Stuart Davidson)	Based on current performance it is considered that there is potential to generate additional income from an expansion of the lesson programme.	None	None
25	Income	C	Review of off-peak ice staking concessions (increase to half non-concessionary rate in 2017/18)	N in 17/18 (part of annual pricing review)	4,929	2,000	0	6,929	Mark Moore (Stuart Davidson)	Benchmarking suggests that our concessions policy is relatively generous. Increasing off-peak skating concessionary prices as proposed is again a comparatively generous concession, particularly as majority of other ice rinks are privately run and do not offer concessions at all. The impact of Club 2000 price review would only impact on Club 2000 members - to enable the club to be supported with this, it is proposed that this price increase does not take effect until 18/19.	None	None
26	Income	C	Review ice rink hire fees	Y	12,800	7,200		20,000	Mark Moore (Stuart Davidson)	Benchmarking indicates that current Ice Skating lesson prices are cheap compared with other Ice Rinks, it is proposed to increase the charges by 10% in 2017/18 and a further 5% in 2018/19.	None	None
27	Income	C	Services for Schools price review to improve the profitability of services provided	Y (not strictly consultation but prior notification of price increase as part of annual review of Services for Schools)	82,000	33,000	33,000	148,000	Chris Goulson/Kirsty King/Stuart Davidson	Initial financial modelling suggests full costs are not always being recovered, therefore prices need to be increased - proposed target is £52k for Cleaning, £35k for Caretaking, £11k for ICT. An additional £50k saving on Primary School Catering budget (contingency) has also been identified, which can be delivered in 2017/18.	None	None
28	Income	C	Improve profitability of Arthog/Arthog outreach	N	18,515	51,500	27,825	97,840	Jo Barnett (Stuart Davidson)	The saving in 2018/19 includes £25k relating to repayment of loan which ceases in 17/18 and this is the release of that element. The remaining saving relates to additional income target from 2017/18 onwards, as analysis of occupancy of Arthog shows that there is scope to increase profitability of the Centre, particularly at weekends.	None	None
29	Non-Staffing	D	Additional reductions in black and white printing (build controls into re-tender of MFD) plus additional savings from colour printing in 17/18	N	87,000	30,000	30,000	147,000	Kirsty King	A £32k saving linked to reductions in colour printing was built into 2016/17 budgets, so an additional saving of £87k is proposed for 2017/18 based on us continuing to reduce costs by approx. £10k per month. For 2018/19 and 2019/20, proposal is to reduce black and white printing by an additional 15% in each year, based on current average monthly black and white printing cost of £16.6k.	None	Positive impact in terms of reduced paper consumption and consumables together with reduced energy use.
30	Staffing	D	Additional savings arising from 2016/17 review of cleaning specification and associated restructure	N	48,000			48,000	Kate Sumner (Stuart Davidson)	The review of cleaning specification and programme of building closures will achieve a saving of £48k over and above the £110k target.	None	None
31	Staffing	D	Deletion of 2 posts in biT and creation of 1 higher-level apprentice/graduate post	N	57,990			57,990	Chris Goulson	Saving to be achieved as a result of a VR request and a vacancy. Reduction in capacity can be accommodated due to reduction of BSF work.	None	None

No.	Savings Type	Efficiency Theme - A, B, C, D, E	Description of Saving	Is public consultation required? Yes/No	2017/18 £	2018/19	2019/20 £	Total Ongoing Saving £	Lead Officer	Rationale	Economic impact assessment	Environmental Impact Assessment
32	Service Review/Redesign	D	Other savings already brought forward for 17/18 - over delivery against 17/18 targets	N - already consulted on	72,450			72,450	All SDMs in Commercial Services	N/A	None	None
33	Income	C	White label' partnership with established energy price comparison service	Y - market research will be needed	5,000	3,000		8,000	Toni Guest	Proposed model is to partner with an established provider to provide a TWC-branded energy price comparison service with commission being paid on conversions. Model includes legal and marketing costs and assumes 3% of residents participate (similar to that achieved by other local authorities).	Potential impact on other energy suppliers.	
<b>Total Commercial Services</b>					444,184	175,200	130,825	750,209				
<b>TOTAL SAVINGS JONATHAN ROWE</b>					<b>773,344</b>	<b>175,200</b>	<b>130,825</b>	<b>1,079,369</b>				
<b>OVERALL TOTAL SAVINGS</b>					<b>1,805,686</b>	<b>611,004</b>	<b>347,825</b>	<b>2,764,515</b>				