

# Cabinet

## DOCUMENTS FOR THE MEMBERS ROOM

Wednesday, 19th July, 2023  
at 11.00 am

MEMBERS ROOM DOCUMENTS ATTACHED TO THE  
LISTED REPORTS

### Contacts

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# MEMBERS ROOM DOCUMENTS

## MEDIUM TERM FINANCIAL STRATEGY UPDATE

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<TITLED\_COMMENT\_LAYOUT\_SECTION>

### **MEDIUM TERM FINANCIAL STRATEGY UPDATE**

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<COMMENT\_LAYOUT\_SECTION>

To consider the report of the Cabinet Member for Finance and Change providing details of the Medium Term Financial Strategy Update.

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<SUBNUMBER\_LAYOUT\_SECTION>

- a) Medium Term Financial Strategy Update (Pages 1 - 92)

To consider the report of the Cabinet Member for Finance and Change providing details of the Medium Term Financial Strategy Update.

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- a) Medium Term Financial Strategy Update (Pages 1 - 92)

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Tuesday, 11 July 2023

DIRECTOR OF LEGAL, GOVERNANCE AND HR

## Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	224	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Vacancy savings in Stronger Communities				
<b>Saving owner:</b> <i>Role and Name</i>	Chris Brown				
<b>Project/Programme Name</b> <i>As in Project Online</i>					
<b>Project/Programme Manager Name</b>					
<b>Project/Programme Sponsor Name</b>					

## Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Vacancy saving arising from armed forces community engagement officer				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A proud and resilient city		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Avoidance			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>				
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>					
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>					
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

## Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

## Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

## Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
40,000					

## Sign-off

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	259	<b>Created Date:</b>	13th June 2023	<b>Last Review Date:</b>	13th June 2023
<b>Saving Title</b> <i>Clear and succinct</i>	ASC uplift budget pressure greater than subsequently agreed increase with providers				
<b>Saving owner:</b> <i>Role and Name</i>	Vernon Nosal/Terry Clark				
<b>Project/Programme Name</b> <i>As in Project Online</i>	ASC provider uplifts				
<b>Project/Programme Manager Name</b>	Terry Clark/Chris Pelletier/Matt Harrison				
<b>Project/Programme Sponsor Name</b>	Claire Edgar				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Agreed in Feb 23 budget pressure (23P2) for care management uplift budget is greater than subsequently agreed increase (average of 10% was reduced to 5.5%) for most areas of care, bar home care, following successful commercial negotiations with providers by the ICU.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>		<b>Secondary Alignment:</b>		
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	This is a savings commitment for 23/24 and beyond		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	No other services affected				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Reduced payment totals to providers				
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	That the social care providers market, don't subsequently attempt to increase their fee uplift amounts in year. Processes in place to manage this and all current requests to completed by the end of July 2023.				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	1.Providers may attempt to request a subsequent in year uplift. 2.Provider failure may mean a move of POC to more costly providers.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	ICU to complete final negotiations by end of July 2023.				
<b>Comments</b> <i>Use this space for any other comments</i>	All proactive uplifts awarded and agreed with little repercussions. Large not or non-proactive uplift negotiations complete. Remaining negotiations to conclude by end of July 2023 where possible, if not allocation set aside as negotiations continue.				
<b>Metric</b> <i>How will we measure it?</i>	Provider Uplift agreed amount vs calculations in original paper and request uplift budget.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	Immediately after project completion				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Complete Negotiations with remaining providers	Terry Clark/Chris Pelletier/Matt Harrison	01/04/2023	31/07/2023
2	Agree with EX Director negotiated uplifts agreed with provider -Phase 2	Terry Clark/Chris Pelletier/Matt Harrison	01/04/2023	30/06/2023
3	Implement back office system changes - Phase 2	Matt Harrison	01/04/2023	31/07/2023
4	Agree with EX Director negotiated uplifts agreed with provider -Phase 3	Terry Clark/Chris Pelletier/Matt Harrison	01/04/2023	31/07/2023
5	Implement back office system changes - Phase 3	Matt Harrison	01/04/2023	31/08/2024

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Difference between February budget setting approved uplift and agreed uplift	01/04/2023	£1,380,158	31/03/2024	ICU to complete - assuming check/review in year once all uplifts processed and controls to ensure no	Power Bi Suite - see cell 30E

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	Target Period 6
£1,380,158	£1,380,158	£1,380,158	£1,380,158	£1,380,158	£1,380,158

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*  
**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	407	<b>Created Date:</b>	07/07/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Review of Agency spend in Adult Social Care				
<b>Saving owner:</b> <i>Role and Name</i>	Claire Edgar, Executive Director Wellbeing & Housing				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Adult Social Care : Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Vernon Nosal, Director of Operations – Wellbeing and Housing				
<b>Project/Programme Sponsor</b> <i>Name</i>	Claire Edgar, Executive Director Wellbeing & Housing				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Review of agency staffing within Adult Social Care, aiming to reduce overall spend in line with updated service activity.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b> A proud and resilient city	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Should be none				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Will require service delivery to still take place in line with statutory obligations				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Cost reductions will need to take place in the second half of the year, so will need to be managed against winter demand.				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Unable to release agency staff due to demands on service. Will need to save against current overspend to then achieve saving.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Balanced resourcing of teams.				
<b>Comments</b> <i>Use this space for any other comments</i>	N/A				
<b>Metric</b> <i>How will we measure it?</i>	Reduction in spend				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Workplan needs to be put in place for reduction in agency staff	Vernon Nosal	10/07/2023	31/03/2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Budget = £1.24m	07/07/2023	Budget = £1.04m	31/03/2024	Monthly Monitoring	Transaction reports

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	Target Period 2	Target Period 3	Target Period 4	Target Period 5	Target Period 6
£200k					

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	207	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Virtual School Staffing - do not recruit to vacant post				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	£44K				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	The Education and social care services				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Less capacity to address the educational needs of looked after children				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>	N/A				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	TBC				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	A decline in the quality of provision				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	No				
<b>Comments</b> <i>Use this space for any other comments</i>	TBC				
<b>Metric</b> <i>How will we measure it?</i>	TBC				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Member of staff will not be recruited to an identified role	Derek Wiles	1st July 2023	31st October 2023
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
44000	01/07/2023	0	01/07/2023	monthly	TBC

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
44000	44000	44000	44000	44000	44000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	208	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Focus School Improvement Funding				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	£42k				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Less funding available to monitor and improve the quality of education in schools				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	N/A				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>	N/A				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Maintained schools may question whether the use of their fund is appropriate				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	Impact on academic achievement and Ofsted grades				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Money taken from fund to pay for a member of the school improvement team	Derek Wiles	1st July 2023	31st October 2023
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
TBC	TBC	TBC	TBC	TBC	TBC

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
42000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	209	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Focus School Improvement Funding				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	£42k				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Less funding available to monitor and improve the quality of education in schools				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	N/A				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>	N/A				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Maintained schools may question whether the use of their fund is appropriate				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	Impact on academic achievement and Ofsted grades				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Money taken from fund to pay for a member of the school improvement team	Derek Wiles	1st July 2023	31st October 2023
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
TBC	TBC	TBC	TBC	TBC	TBC

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
42000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	210	<b>Created Date:</b>	06/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Music Service income increase.				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Additional income for the Music Service so there is no net cost to the council				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None. The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	NA				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Minimal risks				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	NA				
<b>Comments</b> <i>Use this space for any other comments</i>	NA				
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Spend is limited to income earned	Derek Wiles	1st April 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
950400	24/05/2023	965400	30/06/2023	quarterly	

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-15000	-15000	-15000	-15000	-15000	-15000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	211	<b>Created Date:</b>	06/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Not use surplus from Holiday Activities Fund.				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>					
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>					
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Reduced funds into activities for vulnerable young people				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>	Amount limited to allowable management and admin expenses allowable against grant. Reduced next year to allow for apprenticeship				
<b>Metric</b> <i>How will we measure it?</i>	Monitoring				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None	Derek Wiles	1st April 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
0	24/05/2023	7000	30/06/2023	quarterly	by m

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
7000	7000	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	212	<b>Created Date:</b>	19/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Maximise impact of Family Hubs grant				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	<b>Off-set additional Family Hub grant allocation against existing spend.</b>				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None				
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	<b>Remaining funds allow for this following planned FH spend</b>				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	<b>DLUC scrutiny of grant spend. Grant specifies not to be used against existing spend</b>				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	<b>Grant funding dependent on meeting minimum requirements of the programme.</b>				
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	TBC				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	<b>Monitor spend of FH grant to consider saving against existing spend required</b>	<b>Dan Buckle</b>	1st April 2023	<b>31st March 2024</b>
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Grant use for existing spend	23/06/2023	446,000	31/03/24	Bi-monthly	Dan Buckle

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
446,000	446,000	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	214	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	None recruitment of SEND posts		
<b>Saving owner:</b> <i>Role and Name</i>	Tammy Marks - Head of SEND		
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and learning service - further cost reduction proposals		
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb		
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	The none appointment to 2 FTE grade 8 posts. This is to support further savings to the children's services budget.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Benefit Category:</b>
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Home to school transport as our ability to provide information in a timely manner is impeded by our staffing rations. Schools will be impacted with regard to response times and opportunities for support.
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Statutory timescales will be at risk, meaning the some children may have to wait longer for support.
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	No.
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	No.
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	It will be removed from our in year budget.
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None. Posts not appointed to.			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	Target Period 5	Target Period 6
59,000	89,000	89,000	89,000		

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	242	<b>Created Date:</b>	09/07/2023	<b>Last Review Date:</b>	09/07/2023
<b>Saving Title</b> <i>Clear and succinct</i>	Change to reduction in training and conference costs				
<b>Saving owner: Role and Name</b>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager Name</b>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor Name</b>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	The amount addressed in this saving profile covers the Care Director training costs that are being incorporated into the Children and Learning Workforce Academy spend for 2023 / 24.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Avoidance			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Because the service is incorporatign these costs into its training budget other areas for staff training will need to be reviewed.				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	There is no immediate impact on residents / businesses or visitors				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	NA				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	The principal risk is that the service will not be able to commission other training in its schedule. See below, re: actions.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	NA				
<b>Comments</b> <i>Use this space for any other comments</i>	NA				
<b>Metric</b> <i>How will we measure it?</i>	Cost reduction evidenced in Workforce Academy Budget				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Review of training schedule / spending	Stuart Webb	26/07/2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
21000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

<b>Signed off by</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning
<b>Date</b>	09/07/2023

### Identification

<b>Saving ID</b> <i>Unique identifier</i>	249	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Early saving from moving to Family Safeguarding Model				
<b>Saving Owner</b> <i>Role and Name</i>	Dan Buckle				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance 23 (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

### Details

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Efficient, cost-effective support for families at the earliest opportunity has been proven to reduce the likelihood of escalation into more expensive and intrusive social care interventions with families. Careful oversight of preventative spend will ensure that the service's expenditure on families is sustainable for the future.				
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life	<b>Secondary Alignment:</b>	A successful, sustainable organisation	
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Avoidance		
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	Cost reductions were included in the Children and Learning Service budget for 2023 / 4		
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning				
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Children, Young People, Families, and the wider council.				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	Safeguarding Partnership needs to be engaged.				
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Demand and deprivation levels in the city are high and may impact on services.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>	In addition, the service has outlined its interest in implementing the Family Safeguarding Model. This is relevant to this section as FSM is an approach that supports the management of demand upon safeguarding services through multi-agency responses to parental substance misuse, mental health and domestic abuse issues. There is currently no capacity in the service budget to progress this approach. There may be the possibility of DfE financial support and a presentation to EMT is required. Projects and Change Team support for FSM is currently on hold.				
<b>Metric</b> <i>How will we measure it?</i>	See measurement table.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation				

### Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>CHILD FOCUSED OUTCOMES</b>				
1	Implement consultation, with HR support, to cease Pause Project, redeploy staff and delete Pause roles	Dan Bucke	19/06/2023	03/08/2023
<b>SUSTAINABLE SERVICE</b>				

### Measurement

	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction / increase income target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Cease Pasue						
<b>Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)</b>						
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cease Pause	£72,000	£144,000	£144,000	£144,000	£144,000	£144,000

### Sign-off

This Benefit Profile has been reviewed and signed-off by:

<b>Signed off by</b>	Robert Henderson
<b>Date</b>	07/07/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	288	<b>Created Date:</b>	22/05/23	<b>Last Review Date:</b>	06/06/2023
<b>Saving Title</b> <i>Clear and succinct</i>	Fostering and Adoption service redesign				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Eexecutive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager Name</b>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor Name</b>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	This saving profile addresses the need for the Children and Learning Service to find additional cost reductions, after forecasting reductions of £7.65M for the 2023 / 24 year in May 2023.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation	<b>Secondary Alignment:</b> Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	The cost reductions identified this year would carry over to 2024 / 25and the LA business plan should be reviewed accordingly.
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>			
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Cost reductions have been calculated for the second half of the 2023 / 24 financial year.		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Any staff capacity issues would be mitigated because the posts are being frozen and work undertaken to review workloads, processes and practice across this area.		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	The service has undertaken detailed plans against the original cost reductions outlined in April and May 2023. These are being monitored by the Building for Brilliance Project Board. Any further cost reductions agreed by EMT would be tracked in the same way. The service has not put forward £400k cost reductions for Early Help; recommending instead that this is used to support the Family Safeguarding project. FSM will unlock £500k of DfE funding and is forecast to start achieving further reduced spend by the Children and Learning Service by 2025 / 26. A business case focused on FSM is scheduled for presentation at EMT on 6th June 2023.		
<b>Comments</b> <i>Use this space for any other comments</i>	NA		
<b>Metric</b> <i>How will we measure it?</i>	Financial information is included below.		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Fostering and adoption service redesign	Steph Murray	10/01/2023	31/3/24
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
2 Social Workers	06/06/2023		31/03/24		Subject to new ISU pay per assessment model

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-53,500	-107,000	-107,000	-107,000	-107,000	-107,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name* Rob Henderson  
**Date** 29/06/23

**Identification**

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	290	<b>Created Date:</b>	22/05/23	<b>Last Review Date:</b>	06/06/2023
<b>Saving Title</b> <i>Clear and succinct</i>	Safeguarding service redesign.				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Eexecutive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager Name</b>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor Name</b>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	This saving profile addresses the need for the Children and Learning Service to find additional cost reductions, after forecasting reductions of £7.65M for the 2023 / 24 year in May 2023.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>		<b>Secondary Alignment:</b> Strong Foundations for life		
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>					
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESJA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Cost reductions have been calculated for the second half of the 2023 / 24 financial year.				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Any staffing capacity issues would be mitigated through a service redesign across the Integrated and Complex Assessment Service				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	The service has undertaken detailed plans against the original cost reductions outlined in April and May 2023. These are being monitored by the Building for Brilliance Project Board. Any further cost reductions agreed by EMT would be tracked in the same way. The service has not put forward £400k cost reductions for Early Help; recommending instead that this is used to support the Family Safeguarding project. FSM will unlock £500k of DfE funding and is forecast to start achieving further reduced spend by the Children and Learning Service by 2025 / 26. A business case focused on FSM is scheduled for presentation at EMT on 6th June 2023.				
<b>Comments</b> <i>Use this space for any other comments</i>	NA				
<b>Metric</b> <i>How will we measure it?</i>	Financial information is included below.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Safeguarding service redesign	Steph Murray	1st October 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
1 Programme Manager and 2 Social Workers	06/06/2023		31/03/24		Steph Murray

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-88,000	-176,000	-176,000	-176,000	-176,000	-176,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

<b>Signed off by</b> <i>Role and Name</i>	Rob Henderson
<b>Date</b>	



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	291	<b>Created Date:</b>	22/05/23	<b>Last Review Date:</b>	06/06/2023
<b>Saving Title</b> <i>Clear and succinct</i>	Quality Assurance Unit redesign.				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Eexecutive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager Name</b>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor Name</b>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	This saving profile addresses the need for the Children and Learning Service to find additional cost reductions, after forecasting reductions of £7.65M for the 2023 / 24 year in May 2023.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b> Strong Foundations for life	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>					
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Cost reductions have been calculated for the second half of the 2023 / 24 financial year.				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	There is a risk in this area related to IRO and CP case loads. Reducing capacity may impact upon the effectiveness of care and child protection planning and therefore levels of demand. IRO capacity is an area for Ofsted focus. Hampshire were recently criticised by Ofsted because their caseloads were too high.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	The service has undertaken detailed plans against the original cost reductions outlined in April and May 2023. These are being monitored by the Building for Brilliance Project Board. Any further cost reductions agreed by EMT would be tracked in the same way. The service has not put forward £400k cost reductions for Early Help; recommending instead that this is used to support the Family Safeguarding project. FSM will unlock £500k of DFE funding and is forecast to start achieving further reduced spend by the Children and Learning Service by 2025 / 26. A business case focused on FSM is scheduled for presentation at EMT on 6th June 2023.				
<b>Comments</b> <i>Use this space for any other comments</i>	NA				
<b>Metric</b> <i>How will we measure it?</i>	Financial information is included below.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Quality Assurance Unit Service Redesign	Stuart Webb	1st October 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Staffing structure in QA Unit	06/06/2023		31/03/24	Monthly	Stuart Webb

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-87,000	-174,000	-174,000	-174,000	-174,000	-174,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

<b>Signed off by</b> <i>Role and Name</i>	Rob Henderson
<b>Date</b>	29/6/23

Identification			
Saving ID <i>(Unique Identifier - Finance to provide)</i>	292	Created Date:	06/06/2023
		Last Review Date:	
Saving Title <i>Clear and succinct</i>	Language Service redesign.		
Saving owner: <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning		
Project/Programme Name <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals		
Project/Programme Manager Name	Stuart Webb, Head of Quality Assurance		
Project/Programme Sponsor Name	Rob Henderson, Executive Director - Children and Learning		

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Delete vacant post
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation <b>Secondary Alignment:</b> Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i> <b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Financial</b> <b>Benefit Category:</b> Cost Savings No
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	<b>Comments:</b> The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly. Wider Council
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.
<b>Equality Safety Impact Assessment completed for this saving</b>	No The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Cost reductions have been calculated for the second half of the 2023 / 24 financial year.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Any staff capacity issues would be mitigated because the posts are being frozen and work undertaken to review workloads, processes and practice across this area.
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	NA
<b>Comments</b> <i>Use this space for any other comments</i>	NA
<b>Metric</b> <i>How will we measure it?</i>	Financial information is included below.
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	delete permanent post	Derek Wiles	1st April 2023	31st March 2024
<b>This timeline below is guidance only at this stage. Confirmation of timescales can be agreed once HR are aware of the full proposals.</b>				
2	Start consultation pack & Business Plan (2 weeks)	Stuart Webb/ Mandy Cottrell	Monday 3rd July 2023	Monday 17th July 2023
3	A review of current structures, new proposed structure and staff mapping should take place ahead of consultation documents	Stuart Webb/ Rosanna Coppen	Monday 3rd July 2023	Monday 24th July 2023
4	Develop and agree communications plan (3 weeks)	Stuart Webb/ Mandy Cottrell	Monday 24th July 2023	Wednesday 26th July 2023
5	Approval by DMT (2 days)	Stuart Webb/ Mandy Cottrell	Monday 24th July 2023	Wednesday 26th July 2023
6	Union engagement (1 week)	Stuart Webb/ Mandy Cottrell	Thursday 27th July 2023	Thursday 3rd August 2023
7	Consultation starts (45 days)	Stuart Webb/ Mandy Cottrell	Monday 7th August 2023	Thursday 21st September 2023
8	Any staff reduction will require a 45 day consultation period and maybe subject to extension if agreement cant be reached.	Stuart Webb/ Mandy Cottrell	Monday 7th August 2023	Thursday 21st September 2023
9	Brief stakeholders (Ofsted, Improvement Board, DfE, LGA) (3 days)	Robert Henderson	Thursday 8th August 2023	Friday 11th August 2023
10	VS request deadline <i>This may not be applicable, depending on the detail of the change proposal.</i>	Stuart Webb/ Mandy Cottrell	Monday 14th August 2023	Monday 14th August 2023
11	VS Panel (2 days)	Stuart Webb/ Mandy Cottrell	Monday 21st August 2023	Monday 21st August 2023
12	This is dependent on the availability of panel members. Organised by Kerry Silence. This also depends on gathering figures, Finance data and Director scoring.	Stuart Webb/ Mandy Cottrell	Monday 21st August 2023	Monday 21st August 2023
13	Claims for natural successor to post (4 weeks) <i>Depends on whether there are natural successors identified</i>	Stuart Webb/ Mandy Cottrell	Monday 28th August 2023	Monday 28th August 2023
14	VS decision outcome <i>As above under VS panel</i>	Stuart Webb/ Mandy Cottrell	Monday 21st August 2023	Monday 21st August 2023
15	VS staff acceptance deadline <i>As above under VS panel</i>	Stuart Webb/ Mandy Cottrell	Monday 28th August 2023	Monday 28th August 2023
16	Natural successor decisions against claims (1 week) <i>May not be applicable depending on change proposal</i>	Stuart Webb/ Mandy Cottrell	Monday 28th August 2023	Monday 28th August 2023
17	VS dismissal <i>As above under VS panel</i>	Stuart Webb/ Mandy Cottrell	Monday 4th September 2023	Monday 4th September 2023
18	Natural successor appeal deadline <i>May not be applicable</i>	Stuart Webb/ Mandy Cottrell	Monday 4th September 2023	Monday 4th September 2023
19	Natural successor appeal hearings and outcomes <i>May not be applicable</i>	Stuart Webb/ Mandy Cottrell	Monday 11th September 2023	Monday 11th September 2023
20	End of consultation, consider feedback, TU meeting (1 week)	Stuart Webb/ Mandy Cottrell	Thursday 21st September 2023	Thursday 28th September 2023
21	Consultation feedback, finalise proposals, publish structures (1 day)	Stuart Webb/ Mandy Cottrell	Friday 29th September 2023	Friday 29th September 2023
22	Invites for dismissals (10 days' notice required)	Stuart Webb/ Mandy Cottrell	Monday 2nd October 2023	Thursday 12th October 2023
23	Dismissal Meetings (1 week)	Stuart Webb/ Mandy Cottrell	Friday 13th October 2023	Friday 20th October 2023
24	Outstanding exit details (5 days)	Stuart Webb/ Mandy Cottrell	Monday 23rd October 2023	Friday 27th October 2023

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
18500	24/05/2023	0	30/06/2023	quarterly	

Financial Breakdown (applicable to Financial Saving only, identify the period as relevant) i.e. FINANCIAL YEAR					
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
18500	18500	18500	18500	18500	18500

Sign-off	
This Saving Profile has been reviewed and signed-off by:	
Signed off by <i>Role and Name</i>	Rob Henderson
Date	29/6/23

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	293	<b>Created Date:</b>	06/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Music service additional income				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Additional income for the Music Service so there is no net cost to the council				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None. The cost reductions identified this year would carry over to 2024 / 25 and the LA business plan should be reviewed accordingly.				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	The proposed cost reductions would impact upon non-statutory and / or discretionary services provided by the Children and Learning Service.				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	NA				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Minimal risks				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	NA				
<b>Comments</b> <i>Use this space for any other comments</i>	NA				
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Spend is limited to income earned	Derek Wiles	1st April 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
23400	24/05/2023	0	30/06/2023	quarterly	

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
23400	23400	23400	23400	23400	23400

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	294	<b>Created Date:</b>	06/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Holiday Activities and Food efficiencies				
<b>Saving owner:</b> <i>Role and Name</i>	Rob Henderson, Executive Director - Children and Learning				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Children and Learning Service: Further Cost Reduction Proposals				
<b>Project/Programme Manager</b> <i>Name</i>	Stuart Webb, Head of Quality Assurance				
<b>Project/Programme Sponsor</b> <i>Name</i>	Rob Henderson, Executive Director - Children and Learning				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	NA		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>					
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>					
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Reduced funds into activities for vulnerable young people				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>	Amount limited to allowable management and admin expenses allowable against grant. Reduced next year to allow for apprenticeship				
<b>Metric</b> <i>How will we measure it?</i>	Monitoring				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None	Derek Wiles	1st April 2023	31st March 2024
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
13000	24/05/2023	0	30/06/2023	quarterly	by m

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
-13000	-8000	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

Identification

<b>Saving ID</b> <i>Unique identifier</i>	355	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Cease Outsourced contacts				
<b>Saving Owner</b> <i>Role and Name</i>	Jacqui Schofield (Head of Service Safeguarding)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance 23 (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

Details

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Efficient, cost-effective support for families at the earliest opportunity has been proven to reduce the likelihood of escalation into more expensive and intrusive social care interventions with families. Careful oversight of preventative spend will ensure that the service's expenditure on families is sustainable for the future.				
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life	<b>Secondary Alignment:</b>	A successful, sustainable organisation	
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Avoidance		
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	Cost reductions were included in the Children and Learning Service budget for 2023 / 4		
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning				
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Children, Young People, Families, and the wider council.				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	Safeguarding Partnership needs to be engaged.				
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Demand and deprivation levels in the city are high and may impact on services.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>	In addition, the service has outlined its interest in implementing the Family Safeguarding Model. This is relevant to this section as FSM is an approach that supports the management of demand upon safeguarding services through multi-agency responses to parental substance misuse, mental health and domestic abuse issues. There is currently no capacity in the service budget to progress this approach. There may be the possibility of DfE financial support and a presentation to EMT is required. Projects and Change Team support for FSM is currently on hold.				
<b>Metric</b> <i>How will we measure it?</i>	See measurement table.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation				

Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>CHILD FOCUSED OUTCOMES</b>				
1	New CRS management team to review audit findings and implement action plan.	Jacqui Schofield	1st April 2023	1st July 2023
2	Safeguarding partnership focus on thresholds through PSW facilitated reflective groups.	Karen Biddle	1st April 2023	1st October 2023
3	Joint focus - Practice Development Team and SSCP on neglect and domestic abuse.	Karen Biddle	1st April 2023	1st October 2023
4	Review of Multi Agency Safeguarding Hub governance arrangements with SSCP.	Jacqui Schofield	1st April 2023	1st July 2023
<b>SUSTAINABLE SERVICE</b>				
8	Implement HoS oversight of outsourced contacts spend	Anisha Reed	1st April 2023	1st July 2023
11	Embed service procedures to ensure operational management scrutiny over contact arrangements becomes business as usual	Stuart Webb	1st July 2023	31st March 2024

Measurement

	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction / increase income target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Cease outsourced contacts	£47,700.00	Mar-23	£47,700.00	31/03/2023	Bi-monthly	Finance BP for C&L

Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cease outsourced contacts	£47,000	£47,000	£47,000	£47,000	£47,000	£47,000

Sign-off

This Benefit Profile has been reviewed and signed-off by:

**Signed off by** Robert Henderson  
**Date** 30/3/2023

### Identification

<b>Saving ID</b> <i>Unique identifier</i>	361	<b>Created Date:</b>	21/03/2023	<b>Last Review Date:</b>	24/03/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Monitor claims to the Home Office to support increased number of UASC				
<b>Saving Owner</b> <i>Role and Name</i>	Anisha Reed (Head of Service Pathways Through Care)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

### Details

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Children generally achieve better outcomes in life if they are looked after by their own families or family / support networks. Supporting care by a child's family often requires less money than foster care and the more expensive residential care. It requires a service to work in a different way, prioritising assessments of parenting capacity and thinking creatively to support children to remain or return to live with their families.			
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life	<b>Secondary Alignment:</b>	A council built on strong foundations
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Avoidance	
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	Cost reductions were included in the Children and Learning Service budget for 2023 / 4	
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning			
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Corporate Parenting partners, children.			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	Levels of demand can fluctuate.			
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Focus on service culture and decision making.			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>	Interdependency: Housing, accommodation and transitions. Financial impact: Limited accommodation options means that the service is spending money on higher cost temporary accommodation. Accommodation stock for families and care leavers is limited. What needs to happen: Flexibility regarding housing stock accommodation. Progression of residential project.			
<b>Comments</b> <i>Use this space for any other comments</i>				
<b>Metric</b> <i>How will we measure it?</i>	See measurement table.			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation			

### Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>CHILD FOCUSED OUTCOMES</b>				
1	Allocation of dedicated Independent Reviewing Officer to champion reunification activity	Antony Seymour	1st April 2023	1st May 2023
2	Allocation of dedicated Independent Reviewing Officer to champion the needs of UASC	Antony Seymour	1st April 2023	1st May 2023
3	Allocation of Independent Reviewing Officers as mentors to newly qualified staff	Antony Seymour	1st April 2023	1st July 2023
4	Care planning training delivered to staff by IROs	Antony Seymour	1st April 2023	1st June 2023
5	Develop training programme to ensure that the needs of UASC are well understood	Karen Biddle	1st April 2023	1st July 2023
6	Launch training regarding placement with parents, unregistered and unregulated placements and connected carers	Karen Biddle	1st April 2023	1st July 2023
<b>SUSTAINABLE SERVICE</b>				
8	Review of data / reports relating to relevant cohort of children to help with monitoring	Paul White	1st April 2023	1st May 2023
9	Engagement with the Home Office to increase local allocation of UASC	Anisha Reed	1st April 2023	31st March 2024

### Measurement

	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Monitor claims to the Home Office to support increased number of UASC	£211,000.00	Mar-23	£211,000.00	31/03/2024	Monthly	Finance BP for C&L

### Cumulative Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Monitor claims to the Home Office to support increased number of UASC	£211,000.00	£211,000.00	£211,000.00	£211,000.00	£211,000.00	£211,000.00

### Sign-off

This Benefit Profile has been reviewed and signed-off by:

Signed off by Robert Henderson  
Date 30/3/2023

Identification

<b>Saving ID</b> <i>Unique identifier</i>	363	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Bring ADM in house				
<b>Saving Owner</b> <i>Role and Name</i>	Matt Jenkins (Head of Service Resources)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

Details

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Service audit activity in 2022 identified that looked after children who move placements frequently experience trauma and face significant challenges and disruption to education, health and social networks. There can also be a financial impact, with children experiencing placement breakdowns and / or exhibiting complex needs being accommodated in expensive residential provision. For young people who have left care, delays in moving into age and need appropriate accommodation impacts upon their development into adulthood and also incurs excessive accommodation costs.		
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life	<b>Secondary Alignment:</b> A successful, sustainable organisation
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Avoidance
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	Cost reductions were included in the Children and Learning Service budget for 2023 / 4
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning		
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Children, Young People, Families, and the wider council.		
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	Sufficiency policy. Needs to be reviewed.		
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	The residential home project is included in this priority as it will contribute to placement stability and offer alternatives to more expensive independent residential care. Line 6 of the enablers reflects this; but there are long time frames for completion i.e., the first children's home is scheduled to open in Spring 2024.		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>	Interdependency: Placement sufficiency. Financial impact: Fostering is a competitive market and lack of in-house placements is increasing independent fostering agency costs. Availability of in-house foster placements is limited. What needs to happen: Review of sufficiency strategy; flexibility regarding foster carer recruitment; Fostering friendly city. Interdependency: Finance systems. Financial impact: Foster carers are at risk of leaving because they are not paid on time. Some carers are overpaid. The lack of review of Special Guardianship Orders is a financial risk to the service. Foster carer payments are inefficient. What needs to happen: Prioritisation of Care Director systems; annual SGO review by finance.		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	See measurement table.		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation		

Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>CHILD FOCUSED OUTCOMES</b>				
1	Principal Social Worker to convene workshops to focus on small numbers of children / complex needs	Karen Biddle	1st April 2023	1st July 2023
2	Review of sufficiency strategy to ensure that it meets current levels of need	Donna Chapman	1st April 2023	1st July 2023
3	Allocation of dedicated Independent Reviewing Officer to champion the needs of children in residential placements	Antony Seymour	1st April 2023	1st May 2023
4	Increase the number of local foster carers through the new fostering pod's focus on marketing, social media and 'Ask One Person' initiative	Matt Jenkins	1st April 2023	1st April 2024
<b>SUSTAINABLE SERVICE</b>				
5	Cease independent ADM role and HoS to fulfil agency decision maker responsibilities	Anisha Reed	1st April 2023	1st April 2024

Measurement

	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Bring Adoption Agency Decision Maker) ADM in house	£6,974.00	Mar-23	£6,974.00	31/03/2024	Monthly	Finance BP for C&L

Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Bring Adoption Agency Decision Maker) ADM in house	£6,974.00	£6,974.00	£6,974.00	£6,974.00	£6,974.00	£6,974.00

Sign-off

This Benefit Profile has been reviewed and signed-off by:

<b>Signed off by</b>	Robert Henderson
<b>Date</b>	30/3/2023

### Identification

<b>Saving ID</b> <i>Unique identifier</i>	365	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Children & Learning - average 31 agency staff for the whole of 23/24				
<b>Saving Owner</b> <i>Role and Name</i>	Steph Murray (Deputy Director Children and Learning)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance 2023 (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

### Details

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Ensuring that the Children and Learning Service has a stable workforce means that better quality social work can be undertaken with children and their families by social workers who know them well. We are more likely to be able to embed effective practice and good decision making. Evidence shows that this results in timelier, less costly interventions which will benefit the service's cost reduction requirements. If agency savings do not produce the required amounts other mitigations will be found.			
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b>	Strong Foundations for life	<b>Secondary Alignment:</b>	A successful, sustainable organisation
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Avoidance	
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>	Cost reductions were included in the Children and Learning Service budget for 2023 / 4	
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning			
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Wider Council; children and families			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	The service has employed a large number of newly qualified social workers to fill vacancies. These colleagues require a high level of support which is provided by the Practice Development Service. The service is also focusing on retaining experienced social workers through its senior social worker initiative.			
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Social worker recruitment is highly competitive and neighbouring authorities are offering attractive incentives (financial and non-financial) to support their recruitment initiatives.			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>	Southampton's reputation is currently 'good' because of the service's current direction. A change in trajectory is likely to impact upon the service as an employer of choice. Interdependency: Recruitment and retention. Financial impact: Social Workers are frustrated by administrative tasks and preference local authorities which have better levels of support. Social worker recruitment is extremely competitive. What needs to happen: Personal advisor pilot. Interdependency: IT systems. Financial impact: Case management system is frustrating efforts to achieve better practice and financial processes. Care Director is not as good as it can be. What needs to happen: Review of developmental support / capacity going to EMT in March 2023.			
<b>Comments</b> <i>Use this space for any other comments</i>	The government's response to the independent review of social care is likely to include a restriction upon social workers practicing as agency workers, until they have a sufficient number of years post-qualifying experience. This is likely to benefit local authorities, although the timeframe for implementing this requirement has not been formally confirmed.			
<b>Metric</b> <i>How will we measure it?</i>				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation			

### Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>SUSTAINABLE SERVICE</b>				
1	Ensure that relevant agency workers are put on notice ahead of 1st April	Steph Murray	21st March 2023	1st April 2023
<b>CHILD FOCUSED OUTCOME</b>				
5	Implement retention plan (including 'here to stay' interviews; training & CPD offer, Practice weeks, events, staff led monthly forum	Karen Biddle	1st April 2023	1st July 2023
6	Develop two year plan / projections for apprenticeships, SUSW, Frontline, student placements	Karen Biddle	1st April 2023	1st July 2023
7	Undertake succession planning analysis for key roles	Karen Biddle	1st July 2023	1st October 2023

### Measurement

Area of cost reduction	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Reduce agency workers - average 31 for the whole of 23 / 24	£4,782,116	Mar-23	£2,628,000	31/03/2024	Monthly	Finance BP for C&L

### Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)

Area of cost reduction	2023/24	2024/25	2025/26	2026/27	2027/28
Reduce agency workers - average 31 for the whole of 23 / 24	-2,628,000	-2,628,000	-2,628,000	-2,628,000	-2,628,000

### Sign-off

This Benefit Profile has been reviewed and signed-off by:

**Signed off by** Robert Henderson  
**Date** 30/3/2023



**Identification**

<b>Saving ID</b> <i>Unique identifier</i>	366	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Cease Tripod Costs				
<b>Saving Owner</b> <i>Role and Name</i>	Steph Murray (Deputy Director Children and Learning)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance 2023 (formerly known as Destination 22)				
<b>Project/Programme Manager Name</b>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor Name</b>	Robert Henderson (Executive Director Children and Learning)				

**Details**

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Ensuring that the Children and Learning Service has a stable workforce means that better quality social work can be undertaken with children and their families by social workers who know them well. We are more likely to be able to embed effective practice and good decision making. Evidence shows that this results in timelier, less costly interventions which will benefit the service's cost reduction requirements.				
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b> Strong Foundations for life		<b>Secondary Alignment:</b> A successful, sustainable organisation		
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>		Cost Avoidance	
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>		Cost reductions were included in the Children and Learning Service budget for 2023 / 4	
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning				
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Wider Council; children and families				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	The service has employed a large number of newly qualified social workers to fill vacancies. These colleagues require a high level of support which is provided by the Practice Development Service. The service is also focusing on retaining experienced social workers through its senior social worker initiative.				
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Social worker recruitment is highly competitive and neighbouring authorities are offering attractive incentives (financial and non-financial) to support their recruitment initiatives.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>	Southampton's reputation is currently 'good' because of the service's current direction. A change in trajectory is likely to impact upon the service as an employer of choice. Interdependency: Recruitment and retention. Financial impact: Social Workers are frustrated by administrative tasks and preference local authorities which have better levels of support. Social worker recruitment is extremely competitive. What needs to happen: Personal advisor pilot. Interdependency: IT systems. Financial impact: Case management system is frustrating efforts to achieve better practice and financial processes. Care Director is not as good as it can be. What needs to happen: Review of developmental support / capacity going to EMT in March 2023.				
<b>Comments</b> <i>Use this space for any other comments</i>	The government's response to the independent review of social care is likely to include a restriction upon social workers practicing as agency workers, until they have a sufficient number of years post-qualifying experience. This is likely to benefit local authorities, although the timeframe for implementing this requirement has not been formally confirmed.				
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation				

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>SUSTAINABLE SERVICE</b>				
2	Oversee end of Tripod Contract as per 22 / 23 schedule	Steph Murray	21st March 2023	1st April 2023
<b>CHILD FOCUSED OUTCOME</b>				
5	Implement retention plan (including 'here to stay' interviews; training & CPD offer, Practice weeks, events, staff led monthly forum	Karen Biddle	1st April 2023	1st July 2023

**Measurement**

Area of cost reduction	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Cease Tripod costs	£390,000	Mar-23	£390,000	31/03/2024	Monthly	Finance BP for C&L

**Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)**

Area of cost reduction	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cease Tripod costs	£390,000	£390,000	£390,000	£390,000	£390,000	£390,000

**Sign-off**

This Benefit Profile has been reviewed and signed-off by:

<b>Signed off by</b>	Robert Henderson
<b>Date</b>	30/3/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier</i>	367	<b>Created Date:</b>	21/3/2023	<b>Last Review Date:</b>	24/3/2023 (EDCS)
<b>Saving Title</b> <i>Clear and succinct</i>	Cease Consultancy costs				
<b>Saving Owner</b> <i>Role and Name</i>	Steph Murray (Deputy Director Children and Learning)				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Building for Brilliance 2023 (formerly known as Destination 22)				
<b>Project/Programme Manager</b> <i>Name</i>	Because focus is based on a priority, rather than a project, there will not be a Project Manager (PM) allocation but PMs may be involved for some elements that support the overall priority.				
<b>Project/Programme Sponsor</b> <i>Name</i>	Robert Henderson (Executive Director Children and Learning)				

**Details**

<b>Saving Statement</b> <i>Why is this a benefit? What do we want to achieve? What is SCC getting out of it?</i>	Ensuring that the Children and Learning Service has a stable workforce means that better quality social work can be undertaken with children and their families by social workers who know them well. We are more likely to be able to embed effective practice and good decision making. Evidence shows that this results in timelier, less costly interventions which will benefit the service's cost reduction requirements.				
<b>Alignment to Strategic Objectives</b> <i>Which objectives does this benefit support?</i>	<b>Primary Alignment:</b> Strong Foundations for life		<b>Secondary Alignment:</b> A successful, sustainable organisation		
<b>Benefit Type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>		Cost Avoidance	
<b>In Business Plan</b> <i>If a financial benefit, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>		Cost reductions were included in the Children and Learning Service budget for 2023 / 4	
<b>Primary Beneficiary</b> <i>Who is going to use/benefit?</i>	Children and Learning				
<b>Other Stakeholders</b> <i>Who else can impact of be impacted by this benefit?</i>	Wider Council; children and families				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the benefit?</i>	The service has employed a large number of newly qualified social workers to fill vacancies. These colleagues require a high level of support which is provided by the Practice Development Service. The service is also focusing on retaining experienced social workers through its senior social worker initiative.				
<b>Risks</b> <i>Are there any risks to the realisation of the benefit?</i>	Social worker recruitment is highly competitive and neighbouring authorities are offering attractive incentives (financial and non-financial) to support their recruitment initiatives.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the benefit?</i>	Southampton's reputation is currently 'good' because of the service's current direction. A change in trajectory is likely to impact upon the service as an employer of choice. Interdependency: Recruitment and retention. Financial impact: Social Workers are frustrated by administrative tasks and preference local authorities which have better levels of support. Social worker recruitment is extremely competitive. What needs to happen: Personal advisor pilot. Interdependency: IT systems. Financial impact: Case management system is frustrating efforts to achieve better practice and financial processes. Care Director is not as good as it can be. What needs to happen: Review of developmental support / capacity going to EMT in March 2023.				
<b>Comments</b> <i>Use this space for any other comments</i>	The government's response to the independent review of social care is likely to include a restriction upon social workers practicing as agency workers, until they have a sufficient number of years post-qualifying experience. This is likely to benefit local authorities, although the timeframe for implementing this requirement has not been formally confirmed.				
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the benefit?</i>	During project implementation				

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the benefit?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
<b>SUSTAINABLE SERVICE</b>				
3	Ceasing consultancy costs by ensuring that developmental work is completed 'in service' using existing resources	Steph Murray	1st April 2023	31st March 2024
<b>CHILD FOCUSED OUTCOME</b>				
7	Undertake succession planning analysis for key roles	Karen Biddle	1st July 2023	1st October 2023

**Measurement**

Area of cost reduction	Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the cost reduction target to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the benefit?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Cease consultancy costs	£176,400	Mar-23	£176,400	31/03/2024	Monthly	Finance BP for C&L

**Financial Breakdown (applicable to Financial Benefits only; identify the period as relevant)**

Area of cost reduction	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cease consultancy costs	£176,400	£176,400	£176,400	£176,400	£176,400	£176,400

**Sign-off**

This Benefit Profile has been reviewed and signed-off by:

<b>Signed off by</b>	Robert Henderson
<b>Date</b>	30/3/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	124	<b>Created Date:</b> 1 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Budget for Added Years pension payments adjustment to reflect forecast actual payments to Hampshire LGPS scheme		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager</b> <i>Name</i>	N/A		
<b>Project/Programme Sponsor</b> <i>Name</i>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Estimation of reduced pressure on Added years (Pension Payment) budget
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Cost Savings
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None - internal budget reflecting redundancy and past pension costs incurred
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	No
<b>Equality Safety Impact Assessment completed for this saving</b>	No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Saving depends on pension increase for 2024/25 onwards & therefore inflation
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Saving depends on pension increase for 2024/25 onwards & therefore inflation
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Numbers of past SCC employees now in receipt of LGPS pension & are pensioners in receipt of added years. Added years no longer normally offered, but scale of future payments will relate to life expectancy levels of current pensioners
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Payments are requested by the Administering Authority (HCC) but expected to be below budget this year
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None - not needed			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£230,000	£212,000	£194,000	£0	£0	£0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**

**Date 1 June 2023**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	125	<b>Created Date:</b> 4 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Amend staff time charging		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Review of HRA recharges indicates staff time of Financial Analyst on HRA not fully recharged to HRA for time spent on HRA Capital Programme		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	None		
<a href="#">ESIA Guidance and template</a>	N/A		
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Review of time spent and recharged indicates Financial Analyst time rechargable to HRA		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Should the balance of time spent in future change - this will need to be kept under regular review to ensure HRA is being charged fairly		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	HRA workload including capital programme work - but this is unlikely to change in near future		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	Regular assessment of work by Financial Analyst and other staff on HRA activity including the capital programme		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2024/25		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Recharge to HRA needs to be adjusted	Steve Harrison/Kevin Harlow	apply to 2023/24	will be reviewed each year
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
12000	12000	12000	12000	12000	12000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Steve Harrison (Head of Financial Planning and Management)  
Date 23 June 2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	126	<b>Created Date:</b> 4 June	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Charge various grants for finance staff time including overheads		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>	N/A		
<b>Project/Programme Sponsor Name</b>	N/A		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Charge part of cost of Senior BP, and any other BP working on grants to the grant Administration. For example, the refugee related grants have an overhead from monitoring and Government returns related work, reviewing business cases for spend and tracking total spend v grant		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Reduced the grant available but reflects back office time		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Represents an administrative overhead, but necessary for housekeeping and accounting for the funding to Government		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Reliant on estimation of time applied to administering and accounting for grants		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	After 2023/24, will depend on the level of grant and tiem of administration by relevant Finance staff		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	As above		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	Record will be kept to justify any charges made		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	This represents work already in progress	Keith Petty	01/04/2023	Assumed for 2023/24 only - then reviewed
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
25,000	-	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Steve Harrison (Head of Financial Management and Planning)  
04-Jun-23

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	127	<b>Created Date:</b> 5 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Charge Finance Business Partner work on school improvement to the associated grant		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Staff time chargeable to schools improvement grant		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	This is providing supports to schools with budget deficits and so hopefully there will be a positive impact on reducing the deficit position.		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>			
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>			
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>			

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Finance to charge the Education service for the cost	Martin Murphy		
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
5000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison** head of Financial Management and Planning  
Date 26 June 2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	128	<b>Created Date:</b> 4 June	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Unallocated receipted income over 2 years old, credited as a saving (budget held centrally)		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>	N/A		
<b>Project/Programme Sponsor Name</b>	N/A		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Receipts unallocated from suspense code after 2 years - claim as credit and a saving		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None - if subsequent receipt is identified to a debtor, it can be credited to them		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	All receipts may be identifiable		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	In theory, receipts could be claimed or traced, but in practice experience indicates there is a level of unidentified receipts		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	Credits beyond 2 years written out of suspense and credited to revenue		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	review credits held in suspense over 2 years old	Steve Harrison	2023/24	Will review saving after 2 years
2				2021/22
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
An existing saving of £30k was included in 2021/22	2021/22	£40k	2023/24	Annually	Information is held on the suspense account and the unclaimed receipts and their age profile

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
10,000	10,000	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**      Head of Financial Management and Planning  
04-Jun-23

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	129	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Low claims rebate on property insurance				
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Peter Rogers				
<b>Project/Programme Sponsor Name</b>	Steve Harrison				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Evaluate relevant VR requests	James Marshall		
2	Begin restructure consultation if required	James Marshall		
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£28,000	£0	£0	£0	£0	£0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Steve Harrison

Date 07/06/2023



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	130	<b>Created Date:</b> 1 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Staff changes in Insurance Team (short term vacancy)		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager</b> <i>Name</i>	N/A		
<b>Project/Programme Sponsor</b> <i>Name</i>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	In year expected saving on staff costs in Insurance and Risk team
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Cost Savings
<b>Benefit type</b> <i>Select from drop-down</i>	Financial <b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	All services will receive a slower service from Insurance team from not immediately replacing a vacancy in insurance team
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None
<b>Equality Safety Impact Assessment completed for this saving</b>	None
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No - simply holding open a vacancy
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Longer to resolve claims. Reputational risks
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Budget saving estimated - if vacancy left longer the saving will increase
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None - not needed			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
5000	0	0			

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**      head of Financial Management and Planning  
**Date 1 June 2023**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	131	<b>Created Date:</b> 1 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in insurance premiums		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>	N/A		
<b>Project/Programme Sponsor Name</b>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	In year expected udnerspend on Insurance Premiums
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Cost Savings
<b>Benefit type</b> <i>Select from drop-down</i>	Benefit Category: Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	None - not needed			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
30000	0	0			

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**

**Date 1 June 2023**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	132	<b>Created Date:</b> 4 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Slippage factor (C £2M) for capital programme - reduction in capital financing costs (budget held centrally)		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>	N/A		
<b>Project/Programme Sponsor Name</b>	N/A		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Assumed a degree of slippage on capitta works - historically this has always been the case. A prudent estimate is £2M of borrowing		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down In Business Plan</i> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Financial	<b>Benefit Category:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	None - this saving isnt about stopping the programme but assuming not everything will be delivered in practice		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>			
<b>Risks</b> <i>Are there any risks to the realisation of the savina?</i>	If Capital programme is fully delivered - no saving		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Ana ssumption has been made that the capital programme will not delivery 100% of the programme - this is realistic based on experience, but the programme will be reviewed to try and better align it with actual time taken to delivery each scheme		
<b>Comments</b> <i>Use this space for any other comments</i>	Assumed for 2 years but then saving halved - assumed we can more realistically phase work over time and improve delivery		
<b>Metric</b> <i>How will we measure it?</i>	As part of monthly budget monitoring		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	No actual change - simply an assumption based on past exerience wth capital programme implementation	Maddy Modha (As part of budget monitoring)	2023/24	2025/26 - cautious assumption applied as saving is halved
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
No slippage impacting on capital financing currently assumed for 2023/24					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
80000	80000	40000	40000	40000	40000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison** Head of Financial Management and Planning  
Date 4 June 2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	133	<b>Created Date:</b> 4 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in bad debt provision general debt (applied in 22/23 accounts)		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	A review of the value and age of debt (excluding for Adult Social Care and Housing) has allowed an adjustment to the Provision for Bad Debts in 2022/23. This will be held via reserves for use in 2023/24 . A £150k reduction in the bad debt provision was considered prudent, applying the same methodology for calculating the bad debt provision as used the previous year the full sum was over £200k.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	None		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	The reduction in bad debt provision has been included in the 2022/23 accounts and could be challenged by external audit if they consider insufficient provision has been made		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	There is a risk that the remaining provision may be insufficient to meet future bad debts		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Relies on level of debt write offs (excluding Housing and Adult Social Care debt)		
<b>Comments</b> <i>Use this space for any other comments</i>	Saving is one-off only		
<b>Metric</b> <i>How will we measure it?</i>	As part of monthly budget monitoring		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	N/A - already included in 2022/23 accounts			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A - already included in 2022/23 accounts - gain held in a reserve for 2023/24 use					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
150000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**      Head of Financial Management and Planning  
**Date 4 June 2023**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	134	<b>Created Date:</b> 4 June 2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in investment property bad debt provision (applied in 22/23 accounts)		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager</b> <i>Name</i>	N/A		
<b>Project/Programme Sponsor</b> <i>Name</i>	N/A		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Review of value and age of investment property related debt has allowed for an adjustment to the Provision for Bad Debts in 2022/23. This will be held via reserves for use in 2023/24 .		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	None		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	The reduction in bad debt provision has been included in the 2022/23 accounts and could be challenged by external audit if they consider insufficient bad debt provision has been made		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	There is a risk that the remaining provision may be insufficient to meet future bad debts		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Relies on level of debt write offs		
<b>Comments</b> <i>Use this space for any other comments</i>	Saving is one-off only		
<b>Metric</b> <i>How will we measure it?</i>	As part of monthly budget monitoring		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	N/A - already included in 2022/23 accounts			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A - already included in 2022/23 accounts					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
72000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by Steve Harrison**      Head of Financial management and Planning  
**Date 4 June 2023**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	135	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Legal Service removal of 1 Apprentice Legal Services Officer post				
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Sarita Riley				
<b>Project/Programme Sponsor Name</b>	Richard Ivory				

**Details (please include any impact on FTEs)**

**Saving statement**

*What is the saving? What do we want to achieve? What is SCC getting out of it?*

The Legal Support Officers (2 part time LSO's and one full time apprentice LSO) provide legal secretarial and administrative support below the level required of a cilex qualified legal assistant but of a more specialist nature than generic business support to all of the teams within the legal Partnership. This includes bulk mailing, completion of legal activity workflows, completion of client billing activities, preparing court budles (including sourcing expert witnesses and completing matters requiring some degree of familisrity with legal casework) , managing court / land registry and other regulatory direct debit accounts etc. The team also supports fee earners with case related administrative tasks that require a low level of legal experience to free fee earners up for rechargeable case work. The team replaced a full time LSO with an apprentice role 2 years ago in order to help develop and sustain business continuity and meet council wide apprenticeship aspirations. That role is now vacant with the encumbant having recently graduated their apprenticeship and moved on to other opportunities. The work within the team has been restructured by increased use of workflows and increasing turnaround times (delaying) activity / stopping certain support activity to accomodate the vacancy that is now being put forward as a saving proposal. This will have the effect of removing succession planning opportunities within the team and wider legal practice (as apprentices often go on to junior legal assistant positions) but can be accomodated to release the saving.

**Alignment to strategic objectives**

*Which objectives does this saving support?*

**Primary Alignment:** A successful, sustainable organisation **Secondary Alignment:**

**Benefit type** *Select from drop-down*

Financial **Benefit Category:** Cost Savings

**In Business Plan**

*If a financial saving, it is included in the Business Plan for the related financial years?*

Yes **Comments:**

**Impact of saving - SCC**

*What other SCC services will be impacted by this saving?*

Any service supported

**Impact of Saving - Resident/Business/Visitors**

*How will this saving impact on residents, businesses or visitors?*

Minimal

**Equality Safety Impact Assessment completed for this saving**

No

[ESIA Guidance and template](#)

**Constraints & Assumptions**

*Are there any constraints or assumptions for achieving the saving?*

N/A

**Risks**

*Are there any risks to the realisation of the saving?*

N/A

**Dependencies**

*Are there any dependencies (e.g. projects, policies) to the realisation of the saving?*

N/A

**Comments**

*Use this space for any other comments*

**Metric**

*How will we measure it?*

N/A

**Timescale for Realisation**

*What are the timescales for realisation of the saving?*

2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Post currently vacant and can be implemented immediately by removal from establishment	HR		
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£15,000	£15,000	£15,000	£15,000	£15,000	£15,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Richard Ivory

Date 07/06/2023

Identification			
<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	136	<b>Created Date:</b>	01/06/2023
		<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Legal Service removal of 1 Childcare Solicitor post		
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	Sarita Riley		
<b>Project/Programme Sponsor Name</b>	Richard Ivory		

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	The legal child protection team faces serious challenges in the recruitment and retention of experience child protection solicitors. The team currently has 3 vacant solicitor posts (one long term vacancy). 2 vacancies are being recruited to currently but the third is the subject of this savings proposal. As a result of the vacancies and high turnover and burnout rate of solicitors, the team has been restructured to increase the depth of Legal assistant support to existing solicitors, trialling lower qualified staff in quasi solicitor roles and changes to work flows to push work down to legal assistants creating capacity within the solicitor level cohort to focus on case management, advice and advocacy rather than operational tasks such as preparing court bundles, managing witness statements, collating reports, ordering court mandated testing, selection of expert witnesses and conduct of a number of internal and in person first level court hearings. This is only possible if the current level of reducing demand from child protection services within childrens social care is continued and sustained longer term. Any increase in demand will put any saving generated by not filling this post at risk as court hearings will need to be covered by Counsel (external advocates) at increased cost to the Council. The cost of an internal solicitor post is broadly equivalent to the cost of use of external Counsel for 26 standard hearings (less if complex multi day cases). These are incredibly tight margins with every one child coming into care over and above predicted demand resulting in a minimum of 2 (more likely 3) hearings to cover with associated case management etc.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation <b>Secondary Alignment:</b> Strong Foundations for life
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes <b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Children's Social Care - in particular the ability to respond quickly to urgent child protection interventions, adoption and fostering decisions and placement applications. Potential increase in external Counsel's costs if a surge in child protection demand exceeds remaining capacity to cover with in-house legal resources either through capacity to manage cases or conflicting court hearing dates requiring advocates to be in multiple courts at the same time. Currently sustainable but significant risk in light of the unpredictable and uncontrollable nature of child protection cases arising from third party action (families at risk).
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Child protection clients (families and children) potentially waiting longer for court dates and court outcomes relating to child protection placements / adoption and fostering placements etc.
<b>Equality Safety Impact Assessment completed for this saving</b>	No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	See above re unpredictable and unforeseeable demand which places the saving at risk if external costs are increased as a result. Not currently envisaged but impossible to predict.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	As above - high risk of family led demand for child protection interventions. Demand currently reducing but demand is unpredictable and uncontrollable.
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Depends entirely on the success of children's services early intervention policies and Destination 22 objectives to reduce demand for child protection measures being met and sustained longer term.
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	N/A
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Post currently vacant - no further action required other than removal from establishment	HR	N/A	N/A
2				
3				
4				

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
N/A					

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR						
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
£65,000	£65,000	£65,000	£65,000	£65,000	£65,000	

Sign-off
This Saving Profile has been reviewed and signed-off by:
Signed off by Richard Ivory
Date 07/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	137	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Legal Service S106 income increase				
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Sarita Riley				
<b>Project/Programme Sponsor Name</b>	Richard Ivory				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	<p>The Council is able to set fees (s.106 contributions) for all new development within the city that is not subject to CIL (community infrastructure levy). Where such fees are set a planning agreement must be entered into which the Legal Partnership prepares and executes. The Partnership charges external developers a competitive market fee (hourly rates) for the preparation of such Agreements. The hourly rate is benchmarked against other local planning authorities regularly (at least twice a year) to ensure we remain competitive but do not discourage development in our area. The level of fees predicted has been exceeded annually resulting in a windfall outcome for the Council for the last 5 years enabling us to more accurately predict what BAU fee income might look like going forward (with intelligence from planning as to the developments in progress within the city). The predictions exclude major developments and 'windfall' one off development opportunities and represents a baseline figure. The predicted income was conservatively raised by £5k in the annual budget in February this year however, having had regard to the outturn for 2022/23 financial year and development activity we are aware of coming forward in the next 12 months we are confident in putting forward a further £15k of proposed savings. This figure was achieved through BAU activity in 22/23 and while major development has slowed slightly in recent months, BAU activity remains on track to achieve the revised target figure for 23/24 set out in this saving proposal</p>				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>		<b>Secondary Alignment:</b>		
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		Benefit Category: Cost Savings		
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes		<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	N/A				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	N/A				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	<p>Saving is predicated on planning development market remaining buoyant and current level of new planning applications / sites coming forward for development being sustained. This is a volatile market driven by national growth figures and policies and as such past levels of income attained are only partially helpful in predicting future growth and demand but the saving put forward is a conservative (low-medium level risk) assessment of the predicted demand and therefore we feel confident that the increased level of income will be achieved (and is broadly consistent with that which has - on average - been achieved via BAU development in the last 3 years excluding one off major developments that are considered 'windfall' if they occur).</p>				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Entirely contingent of current development rates being sustained or exceeded (considered a low-medium risk having regard to current market performance but this is monitored and reviewed quarterly).				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	As above				
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	Case Management system records all cases in progress together with disbursements / fees and charges for all cases as they progress. Reports monitored monthly and quarterly by Team Leader and Head of Legal Partnerships to determine whether target is on track.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	N/A - current levels of predicted fees already on track and in progress.			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
£53k annually (including 5k increase agreed at annual budget setting)	Close of current year accounts	£68k annually	31/03/2024	Monthly	Iken Case management system / business world

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£15,000	£15,000	£15,000	£15,000	£15,000	£15,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Richard Ivory

Date 07/06/2023



Identification

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	140	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Recharge of work on capital projects by Supplier Management to the capital programme				
<b>Saving owner:</b> <i>Role and Name</i>	Paul Paskins				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Paul Paskins				
<b>Project/Programme Sponsor Name</b>	Mel Creighton				

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£31,000	£45,800	£45,800	£45,800	£45,800	£45,800

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by Paul Paskins

Date 07/06/2023

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	141	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Find and fix rebate from Balfour Beatty				
<b>Saving owner:</b> <i>Role and Name</i>	Paul Paskins				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager</b> <i>Name</i>	Paul Paskins				
<b>Project/Programme Sponsor</b> <i>Name</i>	Mel Creighton				

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£29,200	£0	£0	£0	£0	£0

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by Paul Paskins

Date 07/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	144	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Recovery of Covid monies paid on account (Leisure)				
<b>Saving owner:</b> <i>Role and Name</i>	Paul Paskins				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Paul Paskins				
<b>Project/Programme Sponsor Name</b>	Mel Creighton				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£75,000	£0	£0	£0	£0	£0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by Paul Paskins

Date 07/06/2023

Identification			
<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	145	<b>Created Date:</b>	01/06/2023
		<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Support Services - Delete vacancy (Grade 10)		
<b>Saving owner:</b> <i>Role and Name</i>	James Marshall		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	Gaetana Wiseman		
<b>Project/Programme Sponsor Name</b>	James Marshall		

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	When a G10 service manager resigned the role was not filled, and Business Support was managed by a single service manager - this has led to service improvement and increased consistency in approach.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A council built on strong foundations <b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial <b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes <b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None
<b>Equality Safety Impact Assessment completed for this saving</b>	No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	No
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Service Centre
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	FTE reduction
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24 <b>Already achieved</b>

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Achieved			
2				
3				
4				

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR					
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£60,000	£60,000	£60,000	£60,000	£60,000	£60,000

Sign-off
This Saving Profile has been reviewed and signed-off by: <b>Signed off by James Marshall</b> <b>Date 07/06/2023</b>

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	149	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Facilities Management - Centralisation of cleaning				
<b>Saving owner:</b> <i>Role and Name</i>	James Marshall				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	James Marshall				
<b>Project/Programme Sponsor Name</b>	James Marshall				

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Through the centralisation of cleaning budgets and by brining all external cleaning and cleaning supplies under a single provider (TSS) we have been able to make financial efficiencies.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Already achieved				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	If the single supplier has difficulties the is a larger risk of service impact.				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Centralisation of the budget				
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	£				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Finalise cleaning materials being supplied by TSS	FM team	01/06/2023	01/07/2023
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£20,000	£20,000	£20,000	£20,000	£20,000	£20,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023

Identification			
<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	150	<b>Created Date:</b>	01/06/2023
		<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Facilities Management remove vacant cleaner post		
<b>Saving owner:</b> <i>Role and Name</i>	James Marshall		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager</b> <i>Name</i>	James Marshall		
<b>Project/Programme Sponsor</b> <i>Name</i>	James Marshall		

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Not filling a vacancy for a cleaner within the civic centre team. Reducing the overall level of cleaning that takes place within the civic centre.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation <b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal
<b>Equality Safety Impact Assessment completed for this saving</b>	No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Achieved			
2				
3				
4				

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR					
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£20,000	£20,000	£20,000	£20,000	£20,000	£20,000

Sign-off
This Saving Profile has been reviewed and signed-off by: <b>Signed off by James Marshall</b> <b>Date 07/06/2023</b>

Identification			
<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	151	<b>Created Date:</b>	01/06/2023
		<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Facilities Management - changes to building security arrangements		
<b>Saving owner: Role and Name</b>	James Marshall		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	James Marshall		
<b>Project/Programme Sponsor Name</b>	James Marshall		

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	BBLP provide reception cover at City Depot - this was put in place to address some FM concerns about the way the building was managed. It turns out the BBLP solution isn't the most cost effective route and hasn't supported the running of the building. By switching to the security company we can save £15k per year. They already cover nights so know the building etc.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> A successful, sustainable organisation <b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal
<b>Equality Safety Impact Assessment completed for this saving</b>	No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Give notice to BBLP and establish a handover plan	JM	01/06/2023	01/06/2023
2	Set up start date for new cover	JM	tdc	tdc
3				
4				

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR					
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£5,000	£15,000	£15,000	£15,000	£15,000	£15,000

Sign-off
This Saving Profile has been reviewed and signed-off by: <b>Signed off by James Marshall</b> <b>Date 07/06/2023</b>

Identification

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	152	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Customer Experience - automation of processes				
<b>Saving owner:</b> <i>Role and Name</i>	James Marshall				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	James Marshall				
<b>Project/Programme Sponsor Name</b>	James Marshall				

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	The Sobot is a AI chatbot used to answer questions on the council website and direct users to the correct webpage / form. It is on several hundred webpages and can deal with a wide range of services. We have undertaken a period without the bot on the website to measure the impact of it not being there. There is a licence cost, the time to manage and maintain the bot and costs associated with the Azure tenancy.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	£				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Complete trial and analysis to confirm impact	Customer Experience	01/06/2023	30/06/2023
2	Give notice on contract	JM		
3	Gradually remove SOBot from webpages in the lead up to contract end	JM		
4	Remove Sobot completely	JM	01/10/2023	01/10/2023

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£18,500	£37,000	£37,000	£37,000	£37,000	£37,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	153	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Customer Ops - Deletion of citizen service apprentice post				
<b>Saving owner:</b> <i>Role and Name</i>	James Marshall				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Louise Child				
<b>Project/Programme Sponsor Name</b>	James Marshall				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	There are four apprentice roles within customer operations, recently the one in the Citizen's Services Team resigned and has not been replaced. This is the least busy team in the contact centre and they can cope with out this role. It hasn't been replaced since the person resigned.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>	£				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Already delivered			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£26,000	£26,000	£26,000	£26,000	£26,000	£26,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	154	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	HR & OD - OD Officer Grade 8 0.4 FTE vacancy removed				
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Chris Bishop				
<b>Project/Programme Sponsor Name</b>	Richard Ivory				

Details (please include any impact on FTEs)

**Saving statement**

*What is the saving? What do we want to achieve? What is SCC getting out of it?*

**Alignment to strategic objectives**

*Which objectives does this saving support?*

<b>Primary Alignment:</b>	A successful, sustainable organisation	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	Cost Savings

**In Business Plan**

*If a financial saving, it is included in the Business Plan for the related financial years?*

Yes	<b>Comments:</b>	
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**Impact of saving - SCC**

*What other SCC services will be impacted by this saving?*

Any service supported
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**Impact of Saving - Resident/Business/Visitors**

*How will this saving impact on residents, businesses or visitors?*

Minimal
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**Equality Safety Impact Assessment completed for this saving**

No
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[ESIA Guidance and template](#)

**Constraints & Assumptions**

*Are there any constraints or assumptions for achieving the saving?*

**Risks**

*Are there any risks to the realisation of the saving?*

**Dependencies**

*Are there any dependencies (e.g. projects, policies) to the realisation of the saving?*

**Comments**

*Use this space for any other comments*

**Metric**

*How will we measure it?*

**Timescale for Realisation**

*What are the timescales for realisation of the saving?*

2023/24
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Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£19,000	£19,000	£19,000	£19,000	£19,000	£19,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	155	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	HR & OD - Payroll and Pensions Admin Assistant Grade 6 1 FTE vacancy removed				
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager</b> <i>Name</i>	Chris Bishop				
<b>Project/Programme Sponsor</b> <i>Name</i>	Richard Ivory				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation			<b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£35,000	£35,000	£35,000	£35,000	£35,000	£35,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by James Marshall**

**Date 07/06/2023**

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	156	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	HR & OD - HR Business Partner Grade 10 post seconded to transformation team				
<b>Saving owner:</b> <i>Role and Name</i>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager</b> <i>Name</i>	Chris Bishop				
<b>Project/Programme Sponsor</b> <i>Name</i>	Richard Ivory				

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>					
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£60,000	£0	£0	£0	£0	£0

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	157	<b>Created Date:</b>	01/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	HR & OD - Further reduce Organisational Design budget for management development				
<b>Saving owner: Role and Name</b>	Richard Ivory				
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a				
<b>Project/Programme Manager Name</b>	Chris Bishop				
<b>Project/Programme Sponsor Name</b>	Richard Ivory				

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Covers Efficiency savings Nos 154 to 156				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Yes	<b>Comments:</b>			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Any service supported				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Minimal				
<b>Equality Safety Impact Assessment completed for this saving</b>	No				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£6,000	£6,000	£6,000	£6,000	£6,000	£6,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by James Marshall

Date 07/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	327	<b>Created Date:</b>	06/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in Mobile Phone costs				
<b>Saving owner:</b> <i>Role and Name</i>	Gavin Muncaster - Head of IT				
<b>Project/Programme Name</b> <i>As in Project Online</i>	Doesn't require a project				
<b>Project/Programme Manager Name</b>					
<b>Project/Programme Sponsor Name</b>					

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Early indication of new contract for Mobile phones shows a significant reduction in costs which will add to savings already being realised from reducing unused mobile phone contracts (reduction of ~900 contracts completed).				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b> As a broad approach this is in the IT Business plan and strategy.				
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	No service impact as reduction in costs due to alternative solutions being provided.				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None				
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No	No			
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>	Budget needs to be removed.				
<b>Metric</b> <i>How will we measure it?</i>	Reduction in Contracts budget realised.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Continue reduction of mobile phone contracts	IT	01/01/2022	On-going
2	Procure new contract on RM6261 Framework	Procurement/IT	01/03/2023	30/09/2023
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£125,000.00	£200,000.00	£200,000.00	£200,000.00	£200,000.00	£200,000.00

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name* Gavin Muncaster  
**Date** 06/06/2023

Identification

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	406	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction/Rephasing of capital programme		
<b>Saving owner:</b> <i>Role and Name</i>	Steve Harrison		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>	N/A		
<b>Project/Programme Sponsor Name</b>	N/A		

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Review of capital programme including items expected to be subject to slippage and where an updated business case will be needed		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation	<b>Secondary Alignment:</b> A successful, sustainable organisation
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b>	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>			
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>			
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Depends on delivery within the capital programme & new business cases		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	As above		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Review of business cases proposed by new strategic capital board		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	As part of monthly monitoring of budget/capital prog		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Monitor capital programme for slippage and also seek refreshed business cases			
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
current expectation of £15.3M reduction in 2023/24 from capital programme	n/a	£15.3M reduction	this is subject to capital programme delivery and new business cases	Monitored monthly	

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28
-200,000	-351,000	-307,000	-480,000	-626,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by Steve Harrison  
Head of Financial Planning and management

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	07	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in museums rateable value		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Reduction in museums rateable values following change from Contractor's Basis to Receipts & Expenditure approach. Legal case set precedent that museums and galleries will only have to pay nominal business rates. Properties have been revalued to £1 for Sea City & £1198 for Tudor House.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, is it included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Offset by pressure due to lost income for revs & bens		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	No		
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Following legal challenges by York Museums Trust (2017), Royal Albert Museum in Exeter (2020) and Tyne & Wear Museums (2022) to the methodology for rate values, the Valuations Office Agency (VAO) has changed the approach that will be applied to many museums. SCC will be revaluing properties on this new methodology.		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>			
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	Savings target met		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£225,000	£225,000	£225,000	£225,000	£225,000	£225,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by *Role and Name*  
Date



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	75	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	VAT treatment change on sales for Golf Course		
<b>Saving owner:</b> <i>Role and Name</i>	Dave Tyrrie - Head of City Services		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	National change in VAT treatment for local authority leisure facilities. No longer have to charge VAT on sales of games of golf. Therefore can keep prices the same and receive 100% of income.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b> A proud and resilient city	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Saving based on assumption that income will be maintained at 2022/23 levels		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	A proportion may not be achievable if sales decrease from 2022/23 levels		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Financial systems and processes need to be updated to ensure VAT treatment is correct on sales		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2023/25	2023/26	2023/27	2023/28	2023/29
120,000	120,000	120,000	120,000	120,000	120,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	159	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Increase in off street parking revenue income				
<b>Saving owner:</b> <i>Role and Name</i>	Rosie Zambra				
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A				
<b>Project/Programme Manager Name</b>					
<b>Project/Programme Sponsor Name</b>					

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Since the reintroduction of evening charges in November 2022, income in off street car parks has been consistently higher than anticipated month to month. It is anticipated this will continue into 2023/24.				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>				<b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Income Creation			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>				
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None - this is an amendment which is based on evidence from 2022/23 outturn.				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	N/A				
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	No				
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	No				
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	No				
<b>Comments</b> <i>Use this space for any other comments</i>	Based on outturn results				
<b>Metric</b> <i>How will we measure it?</i>	Monthly income profile assessed against a revised forecast will demonstrate achievement.				
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	No action required			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
250,000	250,000	250,000	250,000	250,000	250,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	160	<b>Created Date:</b>	14/06/2023	<b>Last Review Date:</b>	
<b>Saving Title</b> <i>Clear and succinct</i>	Vacancy saving in Environmental Health				
<b>Saving owner:</b> <i>Role and Name</i>	Rosie Zambra				
<b>Project/Programme Name</b> <i>As in Project Online</i>					
<b>Project/Programme Manager Name</b>					
<b>Project/Programme Sponsor Name</b>					

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Vacancy saving in Environmental health in 2023/24 only due to recruitment timescales				
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A prosperous city	<b>Secondary Alignment:</b>	A proud and resilient city	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Avoidance			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>				
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	N/A				
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	N/A				
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A				
<a href="#">ESIA Guidance and template</a>					
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>					
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>					
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>					
<b>Comments</b> <i>Use this space for any other comments</i>					
<b>Metric</b> <i>How will we measure it?</i>					
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24				

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	No action required			
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
10,000	0	0	0	0	0

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

Identification

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	181	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Rebase waste income budgets for recycling (Dry Mixed Recyclables & Glass)		
<b>Saving owner:</b> <i>Role and Name</i>	Dave Tyrle - Head of City Services		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

Details

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Rebase waste income budgets for Dry Mixed Recyclables & Glass. Both income streams had a significant favourable variance in 22/23 with a combined value of a £590K favourable variance in 22/23. Indications from HCC, as the Tripartite contract lead, is that market rates are generally falling and performance will not be as good as last year but that still provides an opportunity of a modest increase in income budgets.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A proud and resilient city	<b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial		<b>Benefit Category:</b> Income Creation
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumes that prices available in the materials market do not fall significantly in 2023/24 onwards		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	The achievement is based on prices for materials in the open market which are notoriously volatile		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Capacity to change		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>			

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Rebase budget			
2	Monitor through market information provided by partners in the Tripartite contract			
3				
4				
5				
6				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	Target Period 6
200,000	200,000	200,000	200,000	200,000	

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by *Role and Name*  
Date

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	186	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Bus shelter advertising income from profit share		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

Details (please include any impact on FTEs)

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	AG0180 - increase income from income generating contracts (Clear channel advertising). The existing contract terms which include requirement for the fixed price per shelter return to be inflated by RPIX annually. The currently high RPIX is creating additional income over the budget.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Benefit Category:</b> Income Creation
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	<b>Comments:</b>
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Clear Channel have asked for a change to the contract to cap the RPIX figure so it is more favourable for them (5%). This offer also proposes to seek a change to advertising formats to try to increase the revenue split from the contract that Council has a profit share in - the change to the profit share will not go ahead unless there is a change to the contract. Overall, it is not to Council's advantage to change the contract yet while RPIX remains high.
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	This increase is not linked to assumptions on inflationary increases for all fees & charges. This was excluded from that exercise
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Relationship with Clear Channel - they have asked for the contract to be changed
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Increase to the service income generation
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Existing contract terms meet target	Wade Holmes	28.06.2023	31.03.2024
2	Briefing email and copy of savings sheet to Cabinet Member	Pete Boustred	28.06.2023	14.07.2023
3	Monitor RPIX impact on saving	Wade Holmes/ Finance	28.06.2023	31.03.2024
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£60,000	£60,000	£60,000	£60,000	£60,000	£60,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by *Role and Name*

Date

Identification		
<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	189	<b>Created Date:</b> 05.06.2023 <b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Align Dial A Ride Service budget to current provision	
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning	
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a	
<b>Project/Programme Manager Name</b>	n/a	
<b>Project/Programme Sponsor Name</b>	n/a	

Details (please include any impact on FTEs)	
<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Align Dial a Ride budget to current service provision (from two to one)
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> <b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i> <b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	Financial <b>Benefit Category:</b> Cost Savings
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	<b>Comments:</b>  ICU have now taken on the management of the DAR contract albeit the budget (£100k) currently remains with Integrated Transport. ICU now have a grant agreement in place with SCIA for 23/24 with grant approval up to £100k. 23/24 savings (£25k) will be achieved by using up to £25k from the DFT Government grant (BSip). 24/25 future grant agreements will be adjusted to £75k and or reviewed by ICU based on a wider transport review.
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	One mini bus service has been the service provision since the C-19 pandemic and so the saving would result in the one mini bus provision becoming the long term provision unless as part of wide review of community/ ASC transport provision a new deliver model can offer a enhanced service provision/ efficiencies.
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Direct saving to the budget
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Delivery plan				
ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Implemented - already contracted to run a reduced service. Contract with SCIA and managed via a grant which is now the responsibility of ICU.	Pete Boustred/ Terry Clarke	28.06.2023	n/a
2	Confirm to ICU (who now have contract responsibility for DAR) of the budget available has been reduced to align with the current service level. Future service standards to be considered by ICU in consultation with Transport & Planning as part of wider Community Transport Review.	Pete Boustred	28.06.2023	14.07.2023
3	Briefing email and copy of savings sheet to Cabinet Member	Pete Boustred/ Terry Clarke	28.06.2023	14.07.2023
4				

Measurement					
Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR					
2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£25,000	£25,000	£25,000	£25,000	£25,000	£25,000

Sign-off
This Saving Profile has been reviewed and signed-off by:
<b>Signed off by</b> <i>Role and Name</i>
<b>Date</b>

### Identification

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	260	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Vacancy saving in Bereavement Services		
<b>Saving owner:</b> <i>Role and Name</i>	Ian Collins, Environment Director		
<b>Project/Programme Name</b> <i>As in Project Online</i>	N/A		
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

### Details

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Delete vacant 0.5FTE Bereavement Services Officer instead of using budget for alternative provision		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A Proud and resilient city	<b>Secondary Alignment:</b> A successful sustainable organisation
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Unable to relocate to support other provision		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Reduced ability to maintain grounds at cemeteries and crematorium. Public complaints are likely to increase particularly in summer months		
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Post currently vacant		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	No		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	No		
<b>Comments</b> <i>Use this space for any other comments</i>			
<b>Metric</b> <i>How will we measure it?</i>	Salary budget monitoring		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

### Delivery plan

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Delete post on Business World	HR/Service	01/09/2023	01/09/2023
2				
3				
4				

### Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
Current budgeted cost of £16,000	Apr-23	0	Sep-23	Ongoing	Will be monitored through regular salary cost monitoring

### Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR

2023/24	2024/25	2025/26	2026/27	2027/28	Target Period 6
16,000	16,000	16,000	16,000	16,000	

### Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by Ian Collins

Date

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	264	<b>Created Date:</b>	<b>Last Review Date:</b>	23/06/2023
<b>Saving Title</b> <i>Clear and succinct</i>	Absorb additional food safety inspections within existing budget			
<b>Saving owner:</b> <i>Role and Name</i>	Rosie Zambra			
<b>Project/Programme Name</b> <i>As in Project Online</i>				
<b>Project/Programme Manager Name</b>				
<b>Project/Programme Sponsor Name</b>				

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Absorb proposed carry forward for additional food safety inspections within existing budget - this is catch up work resulting from the delays caused by the Covid-19 pandemic		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>		
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Increased workload for Port Health		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>			
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>			
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	The Foods Standards Agency (FSA) may object to SCC's progress and take regulatory action - intervening with instruction to undertake activity.		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>			
<b>Comments</b> <i>Use this space for any other comments</i>	The Food Standards Agency is closely monitoring SCC's food safety programme and may take action against SCC if progress is not being made. This proposal involves slower progress, but is probably acceptable to FSA.		
<b>Metric</b> <i>How will we measure it?</i>			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>			

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Staff briefing/training in Port Health to enable inspection work	Service	May 2023 (in progress)	01/07/2023
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
£45,000 pressure in forecast	Apr-23	£0	2023/24 FY	Ongoing financial monitoring	Evidence will be achievement of workload at

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	Target Period 5	Target Period 6
45,000	-	-	-		

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**



Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	285	<b>Created Date:</b>	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Vacancy saving in Estates Regeneration		
<b>Saving owner:</b> <i>Role and Name</i>	Sue Jones - Acting Service Manager Estate Regeneration		
<b>Project/Programme Name</b> <i>As in Project Online</i>	Estate Regeneration Restructure		
<b>Project/Programme Manager Name</b>	Sue Jones - Acting Service Manager Estate Regeneration		
<b>Project/Programme Sponsor Name</b>	Adam Wilkinson - Exec Director of Place		

Details

**Saving statement**

*What is the saving? What do we want to achieve? What is SCC getting out of it?*

Make saving on one Estate Regeneration post, whilst appointing to the other post and supported by consultants from Capital programme.

**Alignment to strategic objectives**

*Which objectives does this saving support?*

**Primary Alignment:** Strong Foundations for life **Secondary Alignment:** A proud and resilient city

**Benefit type** *Select from drop-down*

Financial **Benefit Category:** Cost Savings

**In Business Plan**

*If a financial saving, it is included in the Business Plan for the related financial years?*

Yes **Comments:**

**Impact of saving - SCC**

*What other SCC services will be impacted by this saving?*

The impact as stated above is that beyond Townhill Park and the Affordable Homes Framework there will be no resource to take forward any other Estate Regeneration projects.

**Impact of Saving - Resident/Business/Visitors**

*How will this saving impact on residents, businesses or visitors?*

Existing commitments will continue

**Equality Safety Impact Assessment completed for this saving**

No

[ESIA Guidance and template](#)

**Constraints & Assumptions**

*Are there any constraints or assumptions for achieving the saving?*

No

**Risks**

*Are there any risks to the realisation of the saving?*

To have only one member of staff on the establishment working on the Townhill Park Regeneration project is a risk.

**Dependencies**

*Are there any dependencies (e.g. projects, policies) to the realisation of the saving?*

No

**Comments**

*Use this space for any other comments*

**Metric**

*How will we measure it?*

**Timescale for Realisation**

*What are the timescales for realisation of the saving?*

2023/24

from 1st August 2023

Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	removal of a post	SJ	1st August	ongoing
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>
NA					

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)

2023/4	2024/5	2025/6	2026/7	2027/28	Target Period 6
18,000	72,000	72,000	72,000	72,000	

Sign-off

This Saving Profile has been reviewed and signed-off by:

<b>Signed off by</b>	Tina Dyer-Slade - Corporate Estate and Assets
<b>Date</b>	06/06/2023

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	303	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Vacancy saving in Libraries (non-frontline)		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Vacancy saving in Libraries (non-front line) in 23/24		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None	May be unable to meet new CILIP standards for access to resources or repurpose to support other activities	
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>			
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumes no statutory function implications		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Impacts on statutory functions		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>			
<b>Comments</b> <i>Use this space for any other comments</i>	Bibliographical Assistant 0.21 Grade 5 post. There are no specific mitigations the work will have to be covered by other team members.		
<b>Metric</b> <i>How will we measure it?</i>	Savings target met		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Check with DCMS around statutory implications	Service	As soon as agreed	End Oct 23
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£5,400	£5,400	£5,400	£5,400	£5,400	£5,400

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*  
Date

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	305	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Increase in income for Archaeology Unit		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Support Council's financial position - Archaeology Unit increase income as forecast in 22/23 budget to £16K surplus - saving £134K to the General Fund. Delivers statutory compliance around care and preservation of Scheduled Monuments and enabling development and regeneration in the city.			
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>		<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial			
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No			
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	<p>Comments:</p> <p>AU ensures statutory compliance for Heritage Assets &amp; coordinates engagement with Historic England (designate for Secretary of State) for many SCC projects; delivering significant work packages to Heritage Asset Repair Programme (HARP)- costs/time delay will increase if required to find alternative supplier; AU team supporting TCF Albion Place/ SCC capital projects and key to future masterplanning &amp; regeneration; support museums Accreditation through collections support (nationally designated Archaeology collection), product development and income generation including archaeological deposition income; input into externally funded Heritage Strategy required; delivery and management of Memorials Policy (for public consultation in summer) required</p>			
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Enabling development and regeneration across city supporting economic growth	Heritage above and below ground recorded/ preserved for future generations; ensures statutory obligations compliance	Supports destination development including access to heritage assets, interpretation/ storytelling, Southampton Forward projects e.g. City Reflections	Supports income generation for Unit and Museums e.g. products for schools and groups, exhibitions
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A			
<a href="#">ESIA Guidance and template</a>				
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumes: marketing/ website in place to support business growth; internal teams adhere to SCC First Policy; developer projects progress/ receive planning permission			
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Developer projects don't progress; HARP experiences delays; Marketing/web capacity			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	HARP, Albion Place, other SCC capital projects including masterplanning; existing contracts for delivery of works e.g. IOW, Oxfordshire etc; support University of Southampton placements and AHRC funded projects			
<b>Comments</b> <i>Use this space for any other comments</i>	Mitigations: Marketing progress website in year; continue soliciting contract work/ pursuing prospects; briefing for SCC colleagues			
<b>Metric</b> <i>How will we measure it?</i>	Income generation target met			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24			

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Marketing/ website implemented in 23/24; reduction in costs and increase in prices/negotiation to remain competitive; briefing to SCC colleagues re-SCC First Policy	Service + Marketing	Underway	01/10/2023
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£134,000	£134,000	£134,000	£134,000	£134,000	£134,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

Signed off by *Role and Name*

Date

**Identification**

<b>Saving ID</b> <i>Unique Identifier (Finance to provide)</i>	306	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduce Events (subscription) budget		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Reduce Events (subscription) budget line by £14K (from £20K) in 23/24		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Unable to use budget to deliver or lever non-BAU activity e.g. forthcoming Paris 2024 Olympic activity, supporting destination development, economic impact, profile and reputation		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Unable to deliver or lever additional activity for the city e.g. Paris 2024 Olympics, Ocean Global Race, Soton's 60th Birthday (in 2024) supporting economic impact etc		
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumption: retain £6K for other investment with partnership		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Unable to use budget to deliver or lever non-BAU activity e.g. Women's Euros, Mayflower 400 which levered substantial external funding to city in previous years - future prospects e.g Paris 2024 Olympics		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Corporate Plan/ Cultural Strategy/ Destination Management Plan/ Festivals and Events Strategy/ Economic and Growth Strategy		
<b>Comments</b> <i>Use this space for any other comments</i>	Mitigations - identify other sources of external/ partnership funding or partners to deliver activity but pressure on other sources high		
<b>Metric</b> <i>How will we measure it?</i>	Savings target met		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Work ceases or find alternative way of delivering	Service	As soon as agreed	October or sooner
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£14,000	£14,000	£14,000	£14,000	£14,000	£14,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	308	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Culture & Tourism - reduce budget in 23/24 and delete thereafter Strategic Projects investment budget		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Contribute to the Council's financial position - reduce in 23/24 and then delete strategic Culture & Tourism investment projects £50K budget from 24/25.		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	<b>Secondary Alignment:</b>	
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Cost Savings	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Unable to invest in strategic opportunities e.g. Destination development, Impact Investing, leveraging external match funding for business development and growth in Culture & Tourism to grow income generation		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Product and business development opportunities not developed and delivered	Ability to lever external match funding investment to benefit city/ match partner investment opportunities	
<b>Equality Safety Impact Assessment completed for this saving</b>	N/A		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumptions: 23/24 reduce by £46K; 24/25 on delete full amount £50K		
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Unable to invest in strategic opportunities, lever match funding, limited opportunities to grow business; Southampton not seen as a place to do business		
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Corporate Plan/ Cultural Strategy/ Income Generation/ Festivals and Events Strategy/ Economic and Growth Strategy		
<b>Comments</b> <i>Use this space for any other comments</i>	Mitigations - identify other partnership funding or partners to deliver activity		
<b>Metric</b> <i>How will we measure it?</i>	Savings target met		
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Work ceases or find alternative way of delivering	Carolyn Abel	As soon as agreed	ongoing
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£46,000	£50,000	£50,000	£50,000	£50,000	£50,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*  
**Date**

Identification

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	310	<b>Created Date:</b> 5/6/23	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Increase income generation in museums and gallery		
<b>Saving owner:</b> <i>Role and Name</i>	Carolyn Abel, Head of Culture & Tourism		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager</b> <i>Name</i>			
<b>Project/Programme Sponsor</b> <i>Name</i>			

Details

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Increase income generation by £48K in-year and £72K+ (net - cost of goods) in future years (subject to market sensitivities)
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Income Creation
<b>Benefit type</b> <i>Select from drop-down</i>	Financial <b>Benefit Category:</b> Income Creation
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	No <b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Needs marketing/ IT/ Finance support
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Impact of income generation - costing of living crisis means less disposable income (equalities), customers choosing free activities; suppliers increasing prices impact on margins
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Assumes: all venues open to achieve income generation; able to recruit to vacant Business Development role to drive business improvements
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	Income doesn't materialise given cost of living and inflationary pressures; reputational impact of prices rises at time of cost of living crisis; price rises means uncompetitive with free or cheaper attractions
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	Fees and charges policies
<b>Comments</b> <i>Use this space for any other comments</i>	Mitigations: marketing/messaging; customers service and welcome; amplify through Tourism development (Southampton Forward)
<b>Metric</b> <i>How will we measure it?</i>	Income increases
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

Enablers

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Capacity to drive business development; quality marketing and intelligence; tourism work by Southampton Forward; Audience Development Plan; recruitment authorisation	Museums, Marketing, Finance, HR etc	ASAP	Ongoing
2				
3				
4				

Measurement

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£48,000	£72,000	£72,000	£72,000	£72,000	£72,000

Sign-off

This Saving Profile has been reviewed and signed-off by:

Signed off by *Role and Name*  
Date

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	312	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Integrated Transport - Capital Recharge & FTE Reduction		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Increase the proportion of staff time charged to capital across relevant roles within the Integrated Transport Service in accordance with the CIPFA guidance and headcount reduction. <b>1:</b> AG0190 - Increase salary recharge to grant / capital codes for AG0190 and retain existing head count (£59,192 saving) <b>2:</b> AG0190 - Increase salary recharge to grant / capital codes for AG0190 with a reduction of one head count - Senior Transport Planner - Policy (2000008718)(£28,265 saving)
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Secondary Alignment:</b> Benefit Category: Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	<b>1:</b> Integrated Transport head count remains but increase amount that is recharged to capital codes. Reliant on timesheets being completed in Business World with some finance business partner support to journal costs to correct codes. Is reliant on the ongoing sourcing of grants / capital - if not successful it will require a pressure on general fund or redundancy - considered low risk as SCC has managed to secure grant funding on a regular basis. <b>2:</b> A reduction in head count for Transport Policy and Safe Routes to School - combining two posts into one. The Transport Policy role is about to become vacant via resignation. Reliant on timesheets being completed in Business World with some finance business partner support to journal costs to correct codes. Reduces head count for Transport Policy and Sustainable Travel. It will mean a reduction in workload / tasks as two roles are combined. Reduced work / projects on long term Transport Policy, Highways Development Management and Safe Routes to School (these programmes will continue but in a reduced capacity). Some workload will need to be picked up by other Development Management officer, which may reduce the quality / output of that role as it will need to cope with additional workload
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	<b>1:</b> Greater reliance on capital funding recharge will mean less capital funding for project implementation - resulting in the scale/ quality of projects reducing or the size of the team reducing if capital grant or internal SCC capital allocations are reduced. <b>2:</b> Head count reduction will mean reduced resource to support schools with Travel Plans/ safe routes to schools (school streets). Also a reduction in capacity to deal with planning applications as a highways consultee. Reducing service level to developers and or the quality of review/ response to secure appropriate development mitigation.
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Existing resignation of a post to be acted upon by end of June 2023.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Direct saving to the service area salary costs.
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Briefing email and copy of savings sheet to Councilor Keogh	Pete Boustred	28.06.2023	14.07.2023
2	Delete vacant post	Wade Holmes/ Sammi Wu	When saving approved	
3	Staff identified to recharge to start completing timesheets	Wade Holmes/ Finance	28.06.2023	31.03.2024
4	Ensure cost cats setup with rates for new staff recharging	Wade Holmes/ Finance	28.06.2023	31.03.2024

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£58,000	£87,500	£87,500	£87,500	£87,500	£87,500

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	313	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Integrated Transport - Studies Budget reduction		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Integrated Transport has a revenue studies budget to support the development of early feasibility design for transport schemes, policy/ strategy development and providing support on funding applications which require external consultant support for preparation of business cases. This saving is secured by reducing the studies budget.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Benefit Category: Cost Savings
<b>Benefit type</b> <i>Select from drop-down</i>	Financial
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	If the Council wishes to prepare bids in the future or develop strategies/ business cases that need external specialist support then it will need to allocate a budget for those activities e.g. via an executive commitment. Part of the revenue reduction is also from the training budget. A reduction in training/ conference attendance will limit the options for learning identified in Annual Performance Reviews, reducing continued learning of the team.
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Risk of reduction in the pipeline of projects being developed and supporting strategy work where external technical work is needed. Reduce quality of SCC funding bids where external technical work is needed e.g. economic case, transport modelling etc.
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Direct saving to the service area revenue budget.
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Budget uncommitted	Wade Holmes	28.06.2023	31.03.2024
2	Briefing email and copy of savings sheet to Councilor Keogh	Pete Boustred	28.06.2023	14.07.2023
3	Star chamber outcome: review of all strategic projects budgets to centralise and implement a bidding process	Vicki Remsbery/ Mel Creighton	28.06.2023	14.07.2023
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£43,000	£43,000	£43,000	£43,000	£43,000	£43,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**



**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	315	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in concessionary fares budget in 23/24 to reflect forecast spend		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

**Saving statement**  
*What is the saving? What do we want to achieve? What is SCC getting out of it?*

AG0180 - reduction in the forecast for concessionary fares reimbursement to operators

**Alignment to strategic objectives**  
*Which objectives does this saving support?*

**Primary Alignment:** Financial      **Secondary Alignment:** Benefit Category: Cost Savings

**Benefit type** *Select from drop-down in Business Plan*  
*If a financial saving, it is included in the Business Plan for the related financial years?*

**Comments:**

**Impact of saving - SCC**  
*What other SCC services will be impacted by this saving?*

**Impact of Saving - Resident/Business/Visitors**  
*How will this saving impact on residents, businesses or visitors?*

**Equality Safety Impact Assessment completed for this saving**

Yes/No

[ESIA Guidance and template](#)

**Constraints & Assumptions**  
*Are there any constraints or assumptions for achieving the saving?*

Future years on items 347 and 389

**Risks**  
*Are there any risks to the realisation of the saving?*

Concessionary fares is a statutory responsibility and payments to bus operators is based on number of eligible passengers transported, which is not an exact forecast and for which SCC has no control over. Risk that the amount forecast is not sufficient but Council will still be liable for an increased spend.

**Dependencies**  
*Are there any dependencies (e.g. projects, policies) to the realisation of the saving?*

Government review and changes to concessionary Fares reimbursement methodology, bus operator challenge/ legal challenge on SCC methodology.

**Comments**  
*Use this space for any other comments*

**Metric**  
*How will we measure it?*

Monthly reimbursement payments to the bus operators.

**Timescale for Realisation**  
*What are the timescales for realisation of the saving?*

2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Implemented in year (surplus identified)	Wade Holmes	28.06.2023	n/a
2	Briefing email and copy of savings sheet to Councillor Keogh	Pete Boustred	3.07.2023	14.07.2023
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£59,000					

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*  
**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	316	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Flood Risk Management - Service Reduction		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Reduced Service: Reduce the technical resource to progress SUDS policies and as a consultee (1 FTE existing vacancy - Senior Flood Risk and Drainage Officer (2000010715)) and no budget to support and formal or work package partnerships with the Coastal Partners. A 2 FTE FRM team would be retained, increasing 1 FTE G8 to G9 (2000006960) to account for additional responsibilities and service resilience. Reduction in <a href="#">Travel Expenses</a> (£800) and Corporate Membership and Subscriptions (£4,200) budget. Future growth of the service would be considered as and when new burdens are defined by Government as part of new sustainable drainage legislation. This may increase headcount but anticipated to be cost neutral as will generate an income. Unable to forecast this until further details emerge from Government later in 2023.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Cost Savings
<b>Benefit type</b> <i>Select from drop-down</i>	<b>Benefit Category:</b> Cost Savings
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	Reduced resource for technical support on sustainable urban drainage and as consultee on planning applications - G10 post, with saving offset by increase in 1 G8 post from G8 to G9. Potential impact on Development Management during busy periods where FRM team under resourced to review large, complex planning application consultee role. Reduced engagement with Property Services for asset management and Highways for partnership working. Reduced capability to deliver the Coastal Strategy.
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	Reduced technical support to developers and residents. Reduced / no capability to explore SuDS design / implementation. Reduced / no capacity to deliver additional projects to support reduction of flood risk.
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	Constraints - no resilience to manage work peaks, any periods of long-term sickness absence, or additional projects that can support flood risk mitigation in the city.  Removing the capability to recruit to the vacant post or use the post to consider a team restructure to better manage the workload may impact the team's wellbeing / ability to deliver and demoralise existing staff who may seek alternative employment opportunities (there are plenty of market vacancies). Loss of one or both highly skilled, motivated, passionate and capable staff members who have been developed to high performing staff over the last 2-4 years could be detrimental to the service and would significantly affect the service until replacement resource recruited and inducted / trained.  Service may be reduced at peak periods which is often at times when service delivery is crucial, e.g. during periods of flooding where senior officers and CLrs have a focus on FRM.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	No.
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	No.
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Direct saving to the service revenue budget.
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Deletion of post 22000010715	Annamarie Hooper/ Sammi Wu	When saving approved	
2	Job evaluation of existing post 2000006960	Annamarie Hooper/ Sammi Wu	When saving approved	
3	Briefing email and copy of savings sheet to Councillor Keogh	Pete Boustred	28.06.2023	14.07.2023
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e. FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£60,300	£60,300	£60,300	£60,300	£60,300	£60,300

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*

**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	317	<b>Created Date:</b> 05.06.2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Bus Stop Maintenance Budget - fund from capital not revenue		
<b>Saving owner:</b> <i>Role and Name</i>	Pete Boustred - Head of Transport & Planning		
<b>Project/Programme Name</b> <i>As in Project Online</i>	n/a		
<b>Project/Programme Manager Name</b>	n/a		
<b>Project/Programme Sponsor Name</b>	n/a		

**Details (please include any impact on FTEs)**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Remove the specific budget allocated to carry out bus stop maintenance (flags / poles / timetable information) and replace with use of capital funds as and when reactive works needed.
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b> Financial <b>Secondary Alignment:</b> Benefit Category: Cost Savings
<b>Benefit type</b> <i>Select from drop-down in Business Plan</i> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	<b>Comments:</b>
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	No dedicated budget for maintenance of bus stop infrastructure may expose Council to liability claims, and a deterioration of the asset.
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	
<b>Equality Safety Impact Assessment completed for this saving</b>	Yes/No
<a href="#">ESIA Guidance and template</a>	
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>	The loss of maintenance budget for bus stop infrastructure will be offset by carrying out bus stop upgrades using capital funding where appropriate.
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>	
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	
<b>Comments</b> <i>Use this space for any other comments</i>	
<b>Metric</b> <i>How will we measure it?</i>	Direct saving to the budget
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24

**Delivery plan**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1	Budget uncommitted	Wade Holmes	28.06.2024	31.03.2024
2	Briefing email and copy of savings sheet to Councillor Keogh	Pete Boustred	28.06.2023	14.07.2023
3	Alternative (replacement/upgrades) to be delivered via capital budget - resource and works programme planning	Wade Holmes	28.06.2023	31.03.2024
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant) i.e FINANCIAL YEAR**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
£12,000	£15,000	£15,000	£15,000	£15,000	£15,000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name*  
**Date**

**Identification**

<b>Saving ID</b> <i>Unique identifier (Finance to provide)</i>	258	<b>Created Date:</b> 30/05/2023	<b>Last Review Date:</b>
<b>Saving Title</b> <i>Clear and succinct</i>	Reduction in Leaders Budget		
<b>Saving owner:</b> <i>Role and Name</i>	Kerry Sillence, Executive Office Manager		
<b>Project/Programme Name</b> <i>As in Project Online</i>			
<b>Project/Programme Manager Name</b>			
<b>Project/Programme Sponsor Name</b>			

**Details**

<b>Saving statement</b> <i>What is the saving? What do we want to achieve? What is SCC getting out of it?</i>	Reduction in budget		
<b>Alignment to strategic objectives</b> <i>Which objectives does this saving support?</i>	<b>Primary Alignment:</b>	A successful, sustainable organisation	<b>Secondary Alignment:</b>
<b>Benefit type</b> <i>Select from drop-down</i>	Financial	<b>Benefit Category:</b> Efficiencies	
<b>In Business Plan</b> <i>If a financial saving, it is included in the Business Plan for the related financial years?</i>	N/A	<b>Comments:</b>	
<b>Impact of saving - SCC</b> <i>What other SCC services will be impacted by this saving?</i>	None		
<b>Impact of Saving - Resident/Business/Visitors</b> <i>How will this saving impact on residents, businesses or visitors?</i>	None		
<b>Equality Safety Impact Assessment completed for this saving</b>	No		
<a href="#">ESIA Guidance and template</a>			
<b>Constraints &amp; Assumptions</b> <i>Are there any constraints or assumptions for achieving the saving?</i>			
<b>Risks</b> <i>Are there any risks to the realisation of the saving?</i>			
<b>Dependencies</b> <i>Are there any dependencies (e.g. projects, policies) to the realisation of the saving?</i>	None		
<b>Comments</b> <i>Use this space for any other comments</i>	Leader has been informed of the reduction in budget and is agreeable, and can be taken as an immediate saving. Agreed to move from existing budget of £123k to £70k. Potential for further reduction based on review of commitments.		
<b>Metric</b> <i>How will we measure it?</i>			
<b>Timescale for Realisation</b> <i>What are the timescales for realisation of the saving?</i>	2023/24		

**Enablers**

ID	Change in work practice or process / Project outcome <i>What needs to happen to enable the saving?</i>	Who <i>Who is responsible for that change / outcome?</i>	Start date <i>When is it expected to start?</i>	Due by <i>When is it expected to end?</i>
1				
2				
3				
4				

**Measurement**

Baseline <i>What is the current value of the metric?</i>	Baseline Date <i>When was the baseline value taken?</i>	Target <i>What is the new value we want to achieve?</i>	Target End Date <i>By when do we want to achieve the full target?</i>	Frequency of Measurement <i>How frequently are we going to measure the saving?</i>	Source / Evidence / Comments <i>Where can we find more information about the source / evidence storage or who to consult?</i>

**Financial Breakdown (applicable to Financial Saving only; identify the period as relevant)**

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
53000	53000	53000	53000	53000	53000

**Sign-off**

This Saving Profile has been reviewed and signed-off by:

**Signed off by** *Role and Name* Kerry Sillence, Executive Office Manager  
**Date** 30th May 2023



## Equality and Safety Impact Assessment

The **Public Sector Equality Duty** (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with Section 17 of the Crime and Disorder Act and will enable the Council to better understand the potential impact of proposals and consider mitigating action.

<b>Name or Brief Description of Proposal</b>	Dial-a-Ride
<b>Brief Service Profile (including number of customers)</b>	
This ESIA supports the budget decisions to approve change the budget for Dial-a-Ride services for 2023-24 in Southampton. This covers the x users of Dial-a-Ride (DAR).	
<b>Summary of Impact and Issues</b>	
<p>Southampton Dial-a-Ride (DAR) is a dedicated minibus service providing door-to-door on demand transport across Southampton for those unable to use public bus services. Funded by Southampton City Council (SCC), the services is currently provided under contract by Southampton Care in Action (SCiA).</p> <p>SCiA, a social enterprise that provides a range of social care and health services, was awarded the contract for a 4-year term in 2015 at a fixed maximum cost of £104,000pa. The specification that sets out the service is ‘for residents who have a disability that prevents them from using mainstream public transport and do not have access to other forms of transport, such as a mobility vehicle.’</p> <p>The purpose of providing the service is to enable vulnerable, independent residents to attend appointments, go shopping or socialise, as well as to take pre-arranged day trips to place such as shopping centres or garden centres. The main aims of the service are to:</p> <ul style="list-style-type: none"> <li>• Provide a door-to-door service,</li> <li>• Enable people to get out and about regularly and retain personal independence,</li> <li>• Offer a pre-booked service,</li> <li>• Be as accessible and easy to use as possible, including for wheelchair users,</li> <li>• Accommodate companions who wish to accompany people on their journeys, and</li> <li>• Maximise the number of journey opportunities.</li> </ul> <p>The provision of a DAR service is not a statutory obligation for SCC but providing one has wider benefits for social inclusion, tackling loneliness, providing a viable option for those unable to use buses etc.</p>	

The current contract commenced in March 2015 and has been extended several times, most recently from September 2022 to March 2023.

For 2023/24 the administration of the DAR was transferred to the Southampton Integrated Commissioning Unit (ICU) with the budget remaining with Integrated Transport. The contract wasn't extended in March 2023 due to limit on exemptions however a grant agreement for 23/24 has been completed with SCiA for costs up to £100,000.

The budget for DAR has been £104,000 and as part of budget review for 2023/24 savings of £29,000 has been identified to permanently reduce the budget to £75,000.

The current service has been operating at 1 minibus since 2020 due to suppressed demand from the Covid-19 pandemic. As demand has not recovered the budget is being adjusted accordingly to reflect this level of service.

#### Service Provision

SCiA, who also provide services for Adult Day Care and other community transport services via the Southampton Integrated Commissioning Unit (ICU), currently provide a 1 minibus Dial-A-Ride service. When the service was tendered in 2015 the offer was for a 2 minibus service Tuesday-Saturday with 1 minibus on a Monday, operating between 0900 and 1500 Monday-Friday and 0900 and 1030 on Saturday.

With demand reducing as a result of the Covid-19 pandemic the 2<sup>nd</sup> minibus was withdrawn and focused on providing a 1 minibus service Monday-Friday 0900-1700. The reduction in number of minibuses also then reduced the contract £104,000 to £76,000 in 2022/23. Within each year annual inflation was also included.

Advanced bookings are permitted, with members able to make a maximum of 3 bookings at any one time. Pick ups can be up to 10 minutes before or after the arranged time. A contribution fare is charged, with the revenue retained by SCiA.

#### Service Use

The Covid-19 pandemic has had a significant impact on the use of Dial-a-Ride in Southampton. This is a trend repeated elsewhere nationally with similar services and in standard bus services.

In 2019 there were 447 people registered to use Dial-a-Ride, in 2022 this decreased to 296 registered users. 31% of these were wheelchair users, and 61% used a walking aid. 75% of members are aged over 70 years, a further 22% between 50 and 70, with less than 3% aged under 50 years.

Since 2015 the total number of passenger journeys has gradually fallen and in 2019 stood 16.5% lower than in 2015. The decline was exacerbated through the pandemic with 2021 patronage 80% lower than 2019.

In 2022 (calendar year) figures have shown an increase on 2021 and are similar to 2020 but remaining 68% lower than 2019. In 2022 there has only been 1 minibus in operation compared to 2 in 2019, and recovery from the height of the pandemic has continued to suppress use.

In 2019/20 the service operated 2 minibuses making 7,500 journeys and received income of £91,949 through the contract payments and fares revenue of £21,418.

This suggests that each passenger journey cost £15.14 to provide. In 2022/23, the service made 2,350 journeys and received income of £52,885 contract payment for 1 minibuss and £5,449 fares revenue. This suggests that each passenger journey costs £22.44 to provide.

Survey in 2019 indicated that people used DAR for shopping (50%), going out as a group (31%) and going on organised trips (29%). 45% had experienced instances of not being able to make a booking at some point in the previous year.

Over past 12-18 months SCC officers have been working with the ICU on developing a combined DAR and Patient Transport offer. This would mean that DAR would be managed by the CCG as part of a combined contract with their own transport needs. With both DAR and CCG transport being operated by SCiA there would be efficiencies for the operator, commissioner and users.

However, the ICU have not been able to progress this to completion due to resources and are placing it on hold. In the interim, the administration of the DAR service has been transferred to ICU along with the budget.

**Potential Positive Impacts**

Dial-a-Ride is a form of Demand Responsive Transport (DRT) as set out in the Local Transport Plan ambition for public transport – the Southampton Mass Transit System. It provides a useful, if small scale, part of the public transport network for those unable to access conventional buses.

The ambition of the Bus Service Improvement Plan (BSIP) is to make bus services as accessible as possible in Southampton. DAR performs that function for those who are unable to use conventional buses. This allows them to engage in activities thereby reducing social isolation and loneliness which may have other costs on NHS and SCC services. The Accessible Southampton Scrutiny Inquiry looks to develop an Inclusive Transport Strategy of which DAR forms part of.

Older people, disabled people and other protected groups, as well as lower socio-economic groups, are more likely to rely on the bus network to access education, employment and other opportunities. Affordable, accessible and well connected services are vital in ensuring these groups are not marginalised.

<b>Responsible Service Manager</b>	Pete Boustred, Head of Transport & Planning
<b>Date</b>	
<b>Approved by Senior Manager</b>	Adam Wilkinson, Executive Director for Place
<b>Date</b>	

**Potential Impact**

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
Age	Dial-a-Ride in Southampton predominately carries elderly and disabled passengers, so they can	Potential negative impacts

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
	<p>access to key facilities (retail, health and education).</p> <p>Eligible people (those at who meet the defined criteria) can access the DAR system either via phone or email to</p> <p>From the 2021 Census 37,768 (14.3%) of Southampton's population of 248,941 is aged 65+.</p> <p>Those who use DAR are generally unable to use standard buses or taxis because they require additional support (e.g. travelling with a companion/carer) or adaptations that the DAR minibus has (e.g. tail lift)</p> <p>In 2019/20 there were 447 people registered to use DAR and in 2022 this had decreased to 296 registered users. 75% of the members were aged over 70 years, a further 22% between 50 and 70, with less than 3% aged under 50 years.</p> <p>Since 2015 the total number of passenger journeys have gradually fallen, and in 2019 stood 16.5% lower than 2015 calendar year. The decline was further exacerbated through the Covid-19 pandemic with 2021 patronage 80% lower than 2019, and 2022 68% lower.</p> <p>Those not eligible for DAR would not be able to participate in the scheme.</p> <p>Since 2020 there has only been 1 minibus in operation compared to 2 in 2019 where demand was higher, and recovery from the height of the pandemic has continued to suppress use.</p>	<p>A 1 minibus operation would fit current level of demand but if demand were to recover quicker the operation may become unavailable increasing the number of incidences where users are not able to make a booking. Enabling bookings to be made further in advance – such as 48hrs instead of 24hrs would increase flexibility. Extending the time that DAR operated is not considered viable give additional costs and lower uptake.</p>



Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
<p><b>Disability</b></p>	<p>Dial-a-Ride in Southampton predominately carries elderly and disabled passengers, so they can access to key facilities (retail, health and education).</p> <p>Eligible people (those at who meet the defined criteria) can access the DAR system either via phone or email to</p> <p>From the 2021 Census 44,062 (17.7%) of Southampton's population of 248,941 is considered disabled under the definitions in the Equalities Act.</p> <p>Those who use DAR are generally unable to use standard buses or taxis because they require additional support (e.g. travelling with a companion/carer) or adaptations that the DAR minibus has (e.g. tail lift)</p> <p>In 2019/20 there were 447 people registered to use DAR and in 2022 this had decreased to 296 registered users. 31% of these were wheelchair users and 61% used a walking aid.</p> <p>Since 2015 the total number of passenger journeys have gradually fallen, and in 2019 stood 16.5% lower than 2015 calendar year. The decline was further exacerbated through the Covid-19 pandemic with 2021 patronage 80% lower than 2019, and 2022 68% lower.</p> <p>Those not eligible for DAR would not be able to participate in the scheme.</p> <p>Since 2020 there has only been 1 minibus in operation compared to 2 in 2019 where demand was higher, and recovery from the height of the pandemic has continued to suppress use.</p>	<p>Potential negative impacts</p> <p>A 1 minibus operation would fit current demand but if demand were to recover quicker the operation may become unavailable increasing the number of incidences where users are not able to make a booking.</p> <p>Enabling bookings to be made further in advance – such as 48hrs instead of 24hrs would increase flexibility.</p> <p>Extending the time that DAR operated is not considered viable give additional costs and lower uptake.</p>

Impact Assessment	Details of Impact	Possible Solutions & Mitigating Actions
<b>Gender Re-assignment</b>	Not applicable	N/A
<b>Marriage and Civil Partnership</b>	Not applicable	N/A
<b>Pregnancy and Maternity</b>	Not applicable.	N/A
<b>Race</b>	The DAR service is open to all eligible people so there is no impact on race.	N/A
<b>Religion or Belief</b>	The DAR service is open to all eligible people so there is no impact on religion or belief.	N/A
<b>Sex</b>	The DAR service open to all eligible people so there is no impact on sex.	N/A
<b>Sexual Orientation</b>	The DAR service open to all eligible people so there is no impact on sexual orientation.	N/A
<b>Community Safety</b>	Not applicable	N/A
<b>Poverty</b>	<p>DAR can provide a more affordable transport option for those who are eligible, as can be cheaper than using standard adapted taxis.</p> <p>Parts of Southampton being among the top decile in England for deprivation and can suffer indirectly from some of the negative impacts of transport such as emissions and lack of access to a private car. They are more likely to rely on public transport to get around to work or health choices.</p> <p>29% of all households in Southampton do not have access to a car, those parts of Southampton that have low levels of car ownership are in the poorer communities. Those eligible for DAR may not have access to a car all of the time. These areas tend to have higher degrees of health inequalities, although DAR users are spread across the city.</p>	Reducing the service to 1 minibus to match current demand will not have a significant impact.
<b>Health &amp; Wellbeing</b>	The planned delivery of improved public transport networks will help offer an alternative to driving, which will reduce congestion and air pollution.	Reducing the service to 1 minibus to match current demand will not have a significant impact.

<b>Impact Assessment</b>	<b>Details of Impact</b>	<b>Possible Solutions &amp; Mitigating Actions</b>
	DAR enables people to travel around to get to appointments, see friends, participate in leisure activities etc that help with mental well-being.	
<b>Other Significant Impacts</b>	None	N/A

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The **public sector Equality Duty** (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with section 17 of the Crime and Disorder Act and will enable the council to better understand the potential impact of the budget proposals and consider mitigating action.

<b>Name or Brief Description of Proposal</b>	<p>Increasing admission, venue hire, catering and retail prices in Sea City Museum, Tudor House and Garden and Southampton City Art Gallery in the following ways:</p> <ul style="list-style-type: none"> <li>• Venue Hire, catering and retail – increase prices by 10%</li> <li>• Increase ticket prices across Sea City Museum and Tudor House and Garden by 50p per ticket</li> </ul>
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**Brief Service Profile (including number of customers)**

SeaCity Museum (SCM) - opened in 2012, the Titanic’s centenary year, as a chargeable venue. It is part of the iconic Grade II\* listed Civic Centre buildings. The Pavilion with its distinct jagged shape was added as part of the major renovation of the building.

Tudor House & Garden (TH) - is a historic Grade 1 listed building established as Southampton's first museum in 1912.

SeaCity Museum (SCM), Tudor House and Gardens (TH) and Southampton City Art Gallery (AG) are three venues managed by the Council and contribute to the visitor economy. In 2022-23 they attracted over 180K visitors per annum from across the region and beyond, and admissions income accounted for 50% of revenue streams (bearing in mind the AG is free to enter).

When SCM opened to the public in April 2012 admission prices were: £8.50 for adults, £6 for concessions and £25 for a family of up to 2 adults and 3 children. At the time this was benchmarked and appropriate for the average dwell time of 2-3 hours and competition within a 1.5hr travel time.

TH reopened to the public in July 2011 as a chargeable venue. Until 1 April 2022, prices stood at £5 for adults, £4 for concessions and £15 for families. Prior to this there had only been a 25p rise in price in the previous 8 years. This venue was benchmarked with an average dwell time of 1-1.5hrs.

A pricing strategy was to be implemented from April 2020 but stalled due to the pandemic. April 2023 prices were increased to position (as outlined below) a further in-year increase of 50p is proposed. Future years will be followed up in September 2023 setting a pricing plan until 2028/29.

Income is generated through admissions, events, retail, catering as well as venue hire e.g. weddings, conferences.

To support additional income targets from 1 April 2022, a review was undertaken of pricing for venue hire and a further 5% increase was implemented from 1 April 2023. A further 10% is proposed in-year and the ongoing market review will steer pricing in future years. This is benchmarked against competitors and retained at a level that seeks to avoid deterring potential customers, particularly given the slow recovery of business following the pandemic and the current financial pressures.

## Summary of Impact and Issues

### Admission prices:

SCM and TH are popular Southampton visitor attractions with audience comprising, adults, children and families.

In line with previous audience analysis, now amplified by the cost-of-living crisis, increases in admission prices have the potential to impact on those who are less engaged with culture and/or individuals/ groups with low incomes, users and non-users from ethnically diverse background, people with disabilities and those that experience financial challenges.

The cost-of-living-crisis is likely to have a considerable impact on discretionary spend of existing audiences and non-audiences as people make difficult choices about how they spend their income. It is highly possible that even this modest increase in prices, following on from the increase on 1<sup>st</sup> April 2023, will deter visitors and result in a commensurate decline in admission and secondary income and present a barrier for people accessing part of Southampton's cultural offer.

### Rise in cost of living:-

Based on the government's £2,500 cap, +120% increase in the energy bills from April 2021 to October 2022, we estimate the discretionary income of approximately 16% of households in Southampton to fall below £0 per month (Discretionary income is the income remaining to spend, save or invest after paying essential bills, mortgage/rent, groceries, utilities and any other necessary expenses)

The cost of living forecasts on the Data Observatory in Southampton -

[https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022\\_tcm71-461859.pdf](https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf), shows that the households most vulnerable to rising energy bills appear to fall most frequently within the I Family Basics, K Municipal Tenants and L Vintage Value Mosaic groups (approximately 64% of households in Southampton). Data shows:

- *I Family Basics* are one of top 3 target markets from within Southampton for SeaCity Museum and Tudor House & Garden.
- *I Family Basics* are predominantly 26-35/36-45 years old. 31.5% have 2 children, most of which are 5-11yrs old. They have low discretionary income.
- *K Municipal Tenants* are mainly 46-55/56-65 years old. They are often single and on low household income. 84% do not have children.
- *L Vintage Value* are 66+ years old, with a household income of lower than £15k and often live in fuel poverty.

Breakdown of most affected groups and two other main markets for venues:

Family Basics		K Municipal Tenants		Vintage Value		Rental Hubs		Aspiring Homemakers	
Age		Age		Age		Age		Age	
18-25	13.8%	18-25	15.7%	18-25	1.0%	18-25	15.7%	18-25	11.9%
26-35	28.4%	26-35	39.0%	26-35	2.1%	26-35	39.0%	26-35	36.9%
36-45	29.9%	36-45	23.8%	36-45	2.9%	36-45	23.8%	36-45	33.1%
46-55	21.3%	46-55	14.0%	46-55	5.7%	46-55	14%	46-55	25.7%
56-65	5.6%	56-65	5.9%	56-65	13.0%	56-65	5.9%	56-65	1.9%
66+	0.9%	66+	1.6%	66+	75.4%	66+	1.6%	66+	0.4%
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
45.4%	54.6%	54.6%	45.4%	43.5%	56.5%	45.4%	54.6%	47.9%	52.1%
Children Age		Children Age		Children Age		Children Age		Children Age	
0-4yrs	20.9%	0-4yrs	5.1%	0-4yrs	0.0%	0-4yrs	5.1%	0-4yrs	28.9%
5-11yrs	45.4%	5-11yrs	7.9%	5-11yrs	0.1%	5-11yrs	7.9%	5-11yrs	37.2%
12-17yrs	41.7%	12-17yrs	2.5%	12-17yrs	0.1%	12-17yrs	2.5%	12-17yrs	23.3%

At the same time, museums provide warm and welcoming family-friendly spaces with high quality exhibitions and events and learning activities which may present positive family and individual activities. The table below shows the current prices and the proposed prices for 23/24:

<b>Sea City</b>	New price implemented 1 April 2023/24	New price proposed from Aug 2023/24
Adults	10.00	10.50
Children	7.50	8.00
Concessions (65+ and students)	8.00	8.50
Family (2 Adults + upto 3 children)	31.00	33.00
Under 5s	Free	Free
Groups (10+ pre-booked)	Discount £1 per ticket	Discount £1 per ticket
<b>Southampton Stories (Pavilion)</b>		No price change
Adults	4.50	4.50
Children	3.50	3.50
Concessions	4.00	4.00
Family	14.00	14.00
Under 5s	Free	Free
Groups	Discount £1 per ticket	Discount £1 per ticket
<b>Tudor House</b>		
Adult	6.50	7.00
Children	5.50	6.00
Concessions	6.00	6.50

Family	21.00	23.00
Under 5s	Free	Free
Groups	Discount £1 per ticket	Discount £1 per ticket
<b>Joint venue entry</b>		
Adult	15.00	16.00
Children	12.00	13.00
Concessions	46.00	49.50
Family	13.00	14.00
Under 5s	Free	Free
Groups	Discount £1 per ticket	Discount £1 per ticket
<b>Joint venue annual pass</b>		
Adult	£41.00	£43.50
Children	£32.00	£34.00
Family	£130.00	£140.00
Senior (65+) + Student	£36.00	£38.50

Whilst the increase in entry charges is minimal (50p) across most entry types (Child, Adult, Seniors/Students) the decision to increase admission charges to both SeaCity and Tudor House museums might mean that visitor numbers decrease. However, the decision to continue to offer a discounted entry fee for pre-booked groups of 10+ to both venues should ensure that school/college/university parties will continue to visit.

**Venue hire:**

A potential impact of a general price increase of a further 10% is that it deters customers from hiring venues, particularly if they can find a cheaper alternative. Reduction in the volume of hires also impacts on associated catering requirements that bring in additional income, which impacts on the overall income target that supports the Council's finances.

The table below shows the current prices and the proposed in year prices (23/24)



	<b>Current £Price</b>	<b>Increased £Price +10%</b>
<b>SeaCity</b>		
Venue Hire	440	485
<b>Art Gallery</b>		
Venue Hire	298.57	313.50
Weddings	462.50	510.00
<b>Tudor House</b>		
Venue Hire	370.00	410.00
Weddings	550.00	610.00

Please note that the prices above are hire costs out of hours for the whole venue (hire) and average 2 hours booking within opening times for weddings. There are a number of different offers and price points for our hireable spaces and add on packages to suit clients.

There are a number of other event/wedding venues both within and outside of the city [Destination Southampton](#) so people looking to hire a venue will have a choice if they feel SCC charges are too high.

<b>Potential Positive Impacts</b>	Assuming they do not deter visitors and customers, these proposals will bring in additional income to support Council finances.
<b>Responsible Service Manager</b>	<u>Steve Newell</u>
<b>Date</b>	<u>28/6/23</u>

<b>Approved by Senior Manager</b>	<u>Carolyn Abel</u>
<b>Signature</b>	
<b>Date</b>	<u>28/6/23</u>

### Potential Impact

<b>Impact Assessment</b>	<b>Details of Impact</b>	<b>Possible Solutions &amp; Mitigating Actions</b>
<b>Age</b>	<p><b>Admission fees:</b></p> <p>Age (older and younger people have less disposable income and therefore, accessing cultural activities at a time of rising costs may affect the ability of these groups to access culture, impacting on audience diversity.</p> <p>(Source: Low Pay Commission Why do young people have lower minimum wages? - Low Pay</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Free access to Art Gallery and activities in other venues including libraries</p>

	<p>Commission (blog.gov.uk);  <a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf</a></p> <p><a href="#">Data from ONS</a></p> <p>In the latest pooled period from 14 September 2022 to 8 January 2023:-</p> <p>Adults aged 25 to 34 years had the highest odds of experiencing some form of financial vulnerability (2.2 higher odds), compared with those aged 75 years and over; around a third of adults aged 25 to 34 years (34%) reported borrowing more money or using more credit than usual compared with a year ago, compared with 7% of those aged 75 years and over</p> <p><b>Venue hire:</b></p> <p><b>Young people</b></p> <p>Individuals/ organisations focused on young people may not be able to afford the cost of venue hire for activities</p> <p><b>Older People</b></p> <p>Individuals/ organisations focused on older people may not be able to afford the cost of venue hire for activities</p>	<p>Visiting a museum is a discretionary activity, so people could choose whether or not to continue visiting</p> <p>Price rise kept to minimum and benchmarked to sector</p>
<p><b>Disability</b></p>	<p><b>Admission fees:</b></p> <p>People with a disability generally have less disposable income than people who do not, so the cost of accessing cultural activities at a time of rising costs may affect access to culture for people with disabilities.</p> <p>(Source: Disability pay gaps in the UK - Office for National Statistics (ons.gov.uk);  <a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf</a></p> <p><b>Venue hire:</b></p> <p>Individuals/ organisations focused on people with disabilities may not be able to afford the cost of venue hire for activities</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Free access to Art Gallery and activities in other venues including libraries</p> <p>Visiting a museum is a discretionary activity, so people could choose whether or not to continue visiting</p> <p>Price rise kept to minimum and benchmarked to sector</p>

<b>Gender Reassignment</b>	None specific - *This data is not collected from service users as it is not deemed relevant, under GDPR, in respect of the service being provided.	
<b>Marriage and Civil Partnership</b>	None specific - *This data is not collected from service users as it is not deemed relevant, under GDPR, in respect of the service being provided.	Price rise kept to a minimum and alternative council wedding and civil partnership venues available, as well as those from competitors
<b>Pregnancy and Maternity</b>	None specific - *This data is not collected from service users as it is not deemed relevant, under GDPR, in respect of the service being provided.	
<b>Race</b>	<p><b>Admission fees:</b></p> <p>Current visitor figures show (and a trend reflected nationally) that communities from ethnically diverse communities are less well represented in visitor profiles. One barrier may be price. The increase in the cost of accessing cultural activities may result in even less people from ethnically diverse groups from accessing these activities.</p> <p>(Source:<a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">Equality Diversity and Inclusion A Data Report 202021.pdf</a>) (<a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">arts council.org.uk</a>); <a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf</a> )</p> <p><b>Venue hire:</b></p> <p>Individuals/ organisations focused on race/diversity may not be able to afford the cost of venue hire for activities</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Free access to Art Gallery and activities in other venues including libraries</p> <p>Visiting a museum is a discretionary activity, so people could choose whether or not to continue visiting</p> <p>Price rise kept to minimum and benchmarked to sector</p>
<b>Religion or Belief</b>	<p><b>Venue hire:</b></p> <p>Individual/ organisations focused on religion or belief may not be able to afford the cost of venue hire for activities</p>	Price rise kept to minimum and benchmarked to sector
<b>Sex</b>	*This data is not collected from service users as it is not deemed relevant, under GDPR, in respect of the service being provided.	
<b>Sexual Orientation</b>	*This data is not collected from service users as it is not deemed relevant, under GDPR, in respect of the service being provided.	

<b>Community Safety</b>	N/A	
<b>Poverty</b>	<p><b>Admission fees:</b></p> <p>The cost of accessing cultural activities at a time of rising costs impacts on discretionary spend, may affect people’s ability to access the activities.</p> <p>(Source: <a href="#">Our statement on the cost of living crisis - Museums Association ALVA Public Sentiment Research - June 2022 - YouTube</a>; <a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf</a>)</p> <p><a href="#">ONS Expenditure Data</a> In the financial year ending (FYE) 2020, the period immediately prior to the coronavirus (COVID-19) pandemic, average weekly household spending in the UK was £587.90, down slightly (not significantly) from FYE 2019 (£603.10 adjusted for inflation), despite average income increasing modestly during the same period. The data also shows that in average weekly household expenditure £19.90 is spent on Recreation and cultural services of which 80p/week is spent on museums, zoological gardens, theme parks, houses and gardens.</p> <p><b>Venue hire:</b></p> <p>Individuals/ organisations focused on poverty may not be able to afford the cost of venue hire for activities</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Free access to Art Gallery and activities in other venues including libraries</p> <p>Visiting a museum is a discretionary activity, so people could choose whether or not to continue visiting</p> <p>Price rise kept to minimum and benchmarked to sector</p>
<b>Health and Wellbeing</b>	<p><b>Admission fees:</b></p> <p>The evidence is that visiting/ participating in cultural activities is beneficial to people’s health and wellbeing. The cost of accessing cultural activities at a time of rising costs generally may affect people’s ability to access them.</p> <p>(Source: <a href="#">Creative Health &amp; Wellbeing: Case studies   Arts Council England</a>; <a href="https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf">https://data.southampton.gov.uk/images/cost-of-living-analysis-september-2022_tcm71-461859.pdf</a>)</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Free access to Art Gallery and activities in other venues including libraries</p>

	<p><b>Venue hire:</b></p> <p>Individuals/ organisations focused on health &amp; wellbeing may not be able to afford the cost of venue hire for activities</p>	<p>Price rise kept to minimum and benchmarked to sector</p>
<p><b>Other Significant Impacts</b></p>	<p><b>Admission fees:</b></p> <p>Impact on wider visitor economy if people do not see Southampton as an affordable destination to visit.</p> <p>Cost of accessing cultural activities at a time of rising costs generally may affect people's ability to access culture.</p> <p><b>Venue hire:</b></p> <p>Impact on business use of venues and stakeholder engagement with the Council</p>	<p>Price rise kept to a minimum</p> <p>Concessions retained</p> <p>Potential for joint offers</p> <p>Free access to Art Gallery and activities in other venues including libraries</p> <p>Price rise kept to minimum and benchmarked to sector</p>

\*The data minimisation principle is expressed in Article 5(1)(c) of the GDPR, which provide that personal data must be "adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed".

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