

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio	2013/14			Total
	Efficiencies	Income	Service Reductions	
	£000's	£000's	£000's	
Adult Services	(3,295)	(185)	(567)	(4,047)
Children's Services	(2,175)	(62)	(3,012)	(5,249)
Communities	(123)	(35)	(629)	(787)
Environment & Transport	(587)	(875)	(1,570)	(3,032)
Housing & Leisure Services	(248)	0	(1,537)	(1,785)
Leader's	(481)	(50)	(123)	(654)
Resources	(29)	0	(835)	(864)
Total	(6,938)	(1,207)	(8,273)	(16,418)

Corporate Savings - Deletion of one Director to be achieved through the merger of the Adult Social Care & Children's Directorates (105)

(16,523)

IMPACT OF PROPOSALS ON STAFFING

Portfolio	FTE In Post	FTE Vacant	FTE Total
Adult Services	1.00	6.52	7.52
Children's Services	57.34	41.04	98.38
Communities	6.41	3.98	10.39
Environment & Transport	19.82	10.60	30.42
Housing & Leisure Services	54.57	14.31	68.88
Leader's	5.50	7.21	12.71
Resources	4.00	1.00	5.00
Total	148.64	84.66	233.30

Corporate Savings - Deletion of one Director to be achieved through the merger of the Adult Social Care & Children's Directorates 1.00

234.30

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
<u>Adult Services - Efficiencies</u>									
AS 1	Adult Disability Care Services	Increase in Supported Housing capacity for OPMH clients at Graylings.	This exercise will provide alternative care provision for the equivalent of 8 OPMH clients. This will allow 8 clients to live with more independence within a sheltered housing setting with extra care support as opposed to receiving a traditional residential care service.	(25)	(50)	(50)			Carol Valentine
AS 2	Portfolio Wide	Remodelling through use of Social Care transfer funding allocated via NHS.	To remodel services, including improving efficiencies, using the Social care transfer funding to support change. This will be focused on developing integrated working to improve outcomes and reduce duplication as well as faster implementation of personalisation.	(2,380)	(2,380)	(2,380)			Stephanie Ramsey
AS 3	Provider Services City Care	Full review of current reablement services to inform future commissioning – covering quality, eligibility, productivity and funding sources	Improve effectiveness and uptake of reablement service to improve outcomes for clients and reduce impact on residential placement spend	(600)	(600)	(600)			Stephanie Ramsey / Jane Brentor
AS 4	Portfolio Wide	Increase in the usage of Shared Lives as an alternative to residential care for older persons	To increase the current number of family carers willing to support social care clients in their own homes supported with appropriate funding, this proposal will require the addition of a shared lives officer. The proposal will provide better outcomes for clients in addition to a more cost effective way of providing care. The effectiveness of this service will depend on the ability to recruit appropriate family carers and the suitability of potential clients. This level of saving is reliant on achieving an increase of 50 clients in Shared Lives as opposed to Residential Care by 2015/16.		(100)	(250)			Jane Brentor
AS 5	Adult Disability Care Services	Review of low level packages and reprovision of non personal / non time restricted tasks from existing Domiciliary care providers.	There are a number of low level need packages, (less than five hours a week) where potential alternatives could be sourced.	(30)	(65)	(65)			Stephanie Ramsey

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AS 6	Care Management	Reduction in various Care Management posts	The proposal is to redesign the structure for the Care Management teams leading to a reduction in the overall posts. In addition savings will be made from the future Sensory Services repositioning and support staff as a result of changes to the Paris system that will reduce inputting required.	(130)	(200)	(200)	1.00	5.00	Carol Valentine
AS 7	Learning Disability Commissioning	Learning Disability Development Fund	Reduction in administrative costs of Valuing People Board and minor service reductions	(15)	(15)	(15)			Stephanie Ramsey
AS 8	Supporting People	Reduction in staff and supplies and services	Reduction of one time limited contracts officer post will reduce ability to manage back log of work contracts and quality assurance work. Efficiencies from staff costs under the sheltered housing contract to be managed by Housing.	(85)	(25)	(25)		1.00	Stephanie Ramsey / Nick Cross
AS 9	Provider Services Management	Provider Services Management	Deletion of 0.52FTE vacant Organisational Development Manger post. This level of reduction may lead to the requirement for Change Programme funding for short term staffing to manage major service developments in 2013/14.	(30)	(30)	(30)		0.52	Jane Brentor
Sub-total				(3,295)	(3,465)	(3,615)	1.00	6.52	
<u>Adult Services - Income</u>									
AS 10	Adult Disability Care Services	Increase in income arising from proposed changes to the Non Residential Charging Policy	This is an addition to the estimate of additional income proposed and accepted in Feb 2012. Under the proposed charging policy there will be a greater degree of fairness to ensure that all chargeable services are actually charged for and that all clients will only pay what they can afford. The changes to day services charges will be phased in over two years with the proposed actual full cost rate being introduced fully in 2014/15.	(135)	(260)	(260)			Carol Valentine
AS 11	Adult Disability Care Services	Increase in income from clients due to increase in benefits.	This is not an increase in charges. This increase in income is achieved through the annual increase in benefits that clients receive. It does not represent a shift in the application of the charging criteria. This sum is in addition to the amount approved in February 2012.	(50)	(50)	(50)			Carol Valentine
Sub-total				(185)	(310)	(310)	0.00	0.00	

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<u>Adult Services - Service Reductions</u>									
AS 12	Supporting People	Undertake cuts in the Supporting People programme, resulting in service reductions.	Reductions would be made to contracts for older people, mental health, drugs and alcohol, homelessness and women fleeing domestic violence leading to remodelled services and reductions in accommodation and support. Several contracts are up for renewal. There could be impacts on other service areas including care budgets and health.	(370)	(715)	(715)			Stephanie Ramsey
AS 13	Adult Disability Commissioning	Advice and Information / Day Care contracts	The cessation of the Age Concern advice contract could lead to the potential increase in referrals to Adult Contact Service. The SCA Day Care contract will reduce by 4% of placements for older people. This may increase risk of carer breakdown or entry into care. However work will be undertaken to maximise under used provision	(59)	(59)	(59)			Stephanie Ramsey
AS 14	Wellbeing	Reducing the contract values to provide specific support for HIV/Aids	This support is non statutory. The funding allows for two organisations to provide counselling, training, individual support etc for individuals with HIV/Aids. The level of incidence of HIV/Aids in young adults has increased by more than half over the past five years. This proposal may reduce the viability of the organisations which as a result which could mean that no specialist service will be available in the city.	(33)	(33)	(33)			Stephanie Ramsey
ASCH 15	Mental Health Commissioning	Drug Action Team - Reducing the commissioning budget to purchase services for drug users	This reduces the DAT capacity to commission services. This service is currently not meeting all national targets. Services are currently out to tender to address this issue, improvement will be restricted by the proposed reduction in resources. In addition this reduction will limit the ability of the DAT to cope with the potential impact on the city arising from reductions within other Portfolios. This proposal will reduce the Adult Services contribution to drug services to nil, although the Council will retain the responsibility and consequent contribution for the budget following the transfer of Public Health in 2013/14.	(105)	(105)	(105)			Stephanie Ramsey
Sub-total				(567)	(912)	(912)	0.00	0.00	
Adult Services Portfolio Total				(4,047)	(4,687)	(4,837)	1.00	6.52	

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<u>Children's Services - Efficiencies</u>									
CS 1	Prevention	Early Years & Children's Centres	Efficiencies in operating the city's Children's Centres in two hubs - East and West. Reducing staffing duplication, contracts with partners and some reduction in services and supplies. Limited impact on targeted work with vulnerable families.	(935)	(1,000)	(1,000)	8.57	6.51	Alison Alexander
CS 2	Education	Learning Support (Statutory) Home to school transport	Efficiencies through the introduction of a pilot for families in 2013/14 to take responsibility for transporting their children to special schools with reimbursement.	(100)	(100)	(100)			Alison Alexander
CS 3	Prevention	Learning Support (Statutory) Locality management	Reduction in management as a consequence of operating Children's Centres and Parenting Teams into two hubs - East and West.	(188)	(223)	(223)	2.40	1.00	Alison Alexander
CS 4	Prevention	Learning Support (Non Statutory) Traded Services	Efficiencies in provision offered to schools by traded services Music service and Education Welfare	(58)	(58)	(58)	2.00		Alison Alexander
CS 5	Safeguarding	Emergency Duty Team	Efficiencies from the Emergency Duty Team managed through Children First	(31)	(37)	(37)	0.50		Felicity Budgen
CS 6	Safeguarding	Fostering/Adoption	Increase the number of adopters that SCC recruit and sell to other local authorities and deletion of a vacant post.	(39)	(47)	(47)		0.60	Felicity Budgen
CS 7	Safeguarding	Family Centres	Efficiencies through delivery of all family based social care activity from one Family Centre and Children's Centres.	(83)	(120)	(120)	2.25	3.11	Felicity Budgen
CS 8	Safeguarding	Child and Adolescent Mental Health	Efficiencies through removing vacant posts and reviewing a range of services for children and young people with mental health needs and integrating services	(60)	(71)	(71)		2.00	Felicity Budgen
CS 9	Safeguarding	Children in care services	Removal of vacant posts within family centres.	(53)	(64)	(64)		3.00	Felicity Budgen
CS 10	Safeguarding	Our House	Closure of the underused local authority managed children's home, Our House. With alternative arrangements for children requiring care at no additional cost from the forecast position for 2013/14.	(628)	(788)	(788)	13.04	8.54	Felicity Budgen
Sub-total				(2,175)	(2,508)	(2,508)	28.76	24.76	

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<u>Children's Services - Income</u>									
CS 11	Prevention	Learning Support (Statutory) Traded Services	Increased growth in products and services sold to schools and other organisations covering special needs, educational psychology and governance and leadership in schools.	(62)	(73)	(73)			Alison Alexander
Sub-total				(62)	(73)	(73)	0.00	0.00	
<u>Children's Services - Service Reductions</u>									
CS 12	Infrastructure	Asset Management Children's Services & Learning Estate and school ICT strategy	Redesign existing workforce to respond to purchased ICT/broadband services by school and a reduction in the level of officer available to undertake health and safety functions with schools	(159)	(173)	(173)		3.00	Karl Limbert
CS 13	Children's Services and Learning	Management redesign & centralisation of support teams	Reduction in service support functions including Planning, Performance, Data, Contracting, Business Support and senior and middle management positions	(674)	(831)	(831)	3.40	10.36	Alison Alexander
CS 14	Children's Services and Learning	Workforce development	Redesign of staff development programme. Removing funding for Early Years Practitioners following recent upskilling of the workforce and reduced demand.	(475)	(518)	(588)	2.00	1.60	Alison Alexander
CS 15	Commissioning	Contracted services	Reduction in contracts with the third sector to achieve a 50% decrease A decommissioning process informed by an holistic impact assessment would seek to minimise the overall impact of these service reductions on critical key performance indicators.	(796)	(996)	(1,396)			Alison Alexander
CS 16	Prevention	Youth Support	Cease Council delivery of universal and targeted youth support services. Seek alternative providers and funders for open access youth provision	(458)	(765)	(765)	23.18	1.32	Alison Alexander
CS 17	Infrastructure	Asset Management Schools PFI	Sharing of PFI affordability gap with schools	(450)	(450)	(450)			Karl Limbert
Sub-total				(3,012)	(3,733)	(4,203)	28.58	16.28	
Children's Services Portfolio Total				(5,249)	(6,314)	(6,784)	57.34	41.04	

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<u>Communities - Efficiencies</u>									
COMM 1	Skills, Economy & Housing Renewal	Reduce running cost, supplies & services for regeneration and city limits team - includes resources for projects	Includes resources for project development so could impact on things like ability to match fund or create projects to respond to city needs	(33)	(33)	(33)			Suki Sitaram
COMM 2	Skills, Economy & Housing Renewal	Fund Skills team from Adult Learning Grant	Reduction in number of adult learning courses	(90)	(90)	(90)			Suki Sitaram
Sub-total				(123)	(123)	(123)	0.00	0.00	
<u>Communities - Income</u>									
COMM 3	Skills, Economy & Housing Renewal	Employment & Skills Team income generation	Fund Section 106 post from external grant	(35)	(35)	(35)			Suki Sitaram
Sub-total				(35)	(35)	(35)	0.00	0.00	
<u>Communities - Service Reductions</u>									
COMM 4	Customer & Business Improvement	Reduce the Grants to Voluntary Organisations Budget by approximately 7% per annum	The Cabinet agreed this principle in the context of approving the outcomes based commissioning model for grants. The level of reduction is subject to annual budget setting decisions by Full Council. Current applicants have been advised about recommendations made by officers and provided information on feedback to Members about the impact on their organisation. The recommendations are within the agreed budget limits.	(73)	(193)	(304)			Suki Sitaram
COMM 5	Skills, Economy & Housing Renewal	Reorganisation of Regeneration and Renewal Team to focus on accountable body and external funding work only	Cessation of some regeneration functions. Provide statutory regeneration function and ability to bid for external funds	(102)	(119)	(119)	3.21	0.79	Suki Sitaram
COMM 6	Customer & Business Improvement	Review and rationalisation of performance management systems, including CORVU	The Policy, Performance Management and Systems Review identified a number of systems used for Management Information and Performance Monitoring. Further work is being undertaken to review licences, staffing levels, maintenance costs and value of the existing systems to realise the required savings.	(58)	(64)	(64)	1.20		Suki Sitaram

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COMM 7	Skills, Economy & Housing Renewal	Refocusing and reduction of City Limits	Removal of General Fund resources for City Limits Employment (53% of previous General Fund resources to be replaced by Housing Revenue Account funding). Potential impact on services for residents with learning difficulties/disabilities.	(133)	(140)	(140)	2.00	0.19	Suki Sitaram
COMM 8	Customer & Business Improvement	Reduction in general support budgets	These cover budgets in Communities, Communications and Corporate Policy and Performance.	(21)	(21)	(21)			Suki Sitaram
COMM 9	Change Management	Restructure of Change Management Team	Deletion of vacant posts expected to support the Change Programme. The Change Programme will be supported by the Policy and Performance Analysts who will contribute 50% of their time for 2 / 3 years. In addition this proposal seeks to fund 2 Project Managers from the Transformation Fund.	(192)	(192)	(192)		2.00	Suki Sitaram
COMM 10	Customer and Business Improvement	Restructure of Communities Team	Delete vacant post. This will reduce the capacity of the team	(50)	(50)	(50)		1.00	Suki Sitaram
Sub-total				(629)	(779)	(890)	6.41	3.98	
Communities Portfolio Total				(787)	(937)	(1,048)	6.41	3.98	

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<u>Environment & Transport - Efficiencies</u>									
E&T 1	Planning, Transport & Sustainability	Reduction of Transport for South Hampshire (TfSH) Contribution	No direct impact as reduction to contribution agreed in 2011/12	(50)	(50)	(50)			Paul Nichols
E&T 2	Planning, Transport & Sustainability	Efficiencies in Bikeability cycle training	No impact as will be funded from Department for Transport income.	(25)	(25)	(25)			Paul Nichols
E&T 3	Planning, Transport & Sustainability	Efficiencies in School Crossing Patrols	Supervisor to reduce hours and removal of some vacant School Crossing Patrol posts. Limited impact as it has not been possible to fully staff this service.	(15)	(15)	(15)	0.34	0.50	Paul Nichols
E&T 4	Planning, Transport & Sustainability	Reduction in market research/consultation budget	Limited direct impact as essential market research/consultation activities will be funded as needed on a project specific basis	(15)	(15)	(15)			Paul Nichols
E&T 5	Planning, Transport & Sustainability	Reduction of PUSH contribution	There is a risk of a full re-evaluation of Partnership for Urban South Hampshire (PUSH) funding and PUSH programmes being significantly downscaled.	(50)	(50)	(50)			Paul Nichols
E&T 6	Bereavement	Crematorium - staff reduction	Following refurbishment of the Crematorium and installation of new cremators (to be completed by the end of 2012/13) it is proposed to reduce staff by one. This would have an impact on resilience at times of unexpected staff shortage.	(25)	(25)	(25)	1.00		Mitch Sanders
E&T 7	Environmental Health	Additional Licensing of Houses in Multiple Occupation	The additional licensing of HMO's will generate income. Any associated work that can be done using existing resources within the Environmental Health Team through reprioritising work would produce a net saving.	(50)	(50)	(50)			Mitch Sanders
E&T 8	Waste Collection and Disposal	Various measures including - improving efficiency of waste collections, policy changes at the Household Waste Recycling Centre and reductions in waste disposal costs.	This will require a concerted publicity campaign to advise residents of changes to services. Consultation with staff and Trade Union will be required on the detail proposed for a range of waste collection efficiencies built around merging of some collection services supported by optimisation of collection rounds. Changes to the waste acceptance policy at the City Depot Household Waste Recycling Centre will also be required along with a review of summer opening hours.	(357)	(464)	(464)	6.00	1.00	Jon Dyer-Slade
Sub-total				(587)	(694)	(694)	7.34	1.50	

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<u>Environment & Transport - Income</u>									
E&T 9	Planning, Transport & Sustainability	Increase in planning fees	Government proposal to increase planning fees nationally by 15%.	(90)	(90)	(90)			Paul Nichols
E&T 10	Parking and Patrol	Introduction of evening charges	Currently there is no charge for on and off street evening parking in the City Centre with the exception of multi-storey car parks. This change would bring the council in line with competitors and other neighbouring authorities.	(300)	(500)	(500)			Paul Nichols
E&T 11	Parking and Patrol	Introduction of charges at District Centre Car Parks	Currently in District Centre car parks parking is free for up to 5 hours with a single charge of £5 a day thereafter. The introduction of an hourly 50 pence rate would simplify enforcement and generate additional income. Due to the potential impact on local businesses, any implementation of this proposal will be delayed to 2014/15 pending a review.	0	(70)	(70)			Paul Nichols
E&T 12	Parking and Patrol	Charge for first Residents Permit	Currently the first resident permit issued for a property is free. Introduction of an annual charge of £30.	(115)	(130)	(130)			Paul Nichols
E&T 13	Parking and Patrol	Review of Car Parking Charges	There has been no increase in charges since 2009. Some charges will increase and some will decrease, with a net 5% increase in income target.	(250)	(250)	(250)			Paul Nichols
E&T 14	Parking and Patrol	Shared use of on street parking bays for resident parking	Would require a change in the councils Parking Policy. Increased income from additional residents permits.		(50)	(50)			Paul Nichols
E&T 15	Port Health	Government funding for Port Health sampling	Government funding to support sampling in the port as part of dealing with national threats has allowed the revenue budget to be reduced.	(10)	(10)	(10)			Mitch Sanders
E&T 16	Bereavement Services	Increase burial fees	A 5% increase is proposed.	(15)	(15)	(15)			Mitch Sanders
E&T 17	Pest Control	Increase Pest Control fees	A 5% increase is proposed.	(5)	(5)	(5)			Mitch Sanders
E&T 18	Registration	Increase registration fees for ceremonies	A 5% increase is proposed.	(10)	(10)	(10)			Mitch Sanders
E&T 19	Bereavement Services	Increase in cremation fees	Review charges to bring an overall increase of 5% is proposed.	(50)	(50)	(50)			Mitch Sanders
E&T 20	Trading Standards	Use of Food Standards Agency (FSA) government grant income to fund existing service.	Grant is not guaranteed in future years and this risk will need to be managed.	(30)	(30)	(30)			Mitch Sanders

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		Sub-total		(875)	(1,210)	(1,210)	0.00	0.00	

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<u>Environment & Transport - Service Reductions</u>									
E&T 21	Planning, Transport & Sustainability	Restructure of Planning and Development team, Sustainability team and Business Support team	This will significantly reduce capacity to undertake planning policy, planning conservation, archaeology and sustainability policy work. The loss of some Team Leader posts will be balanced by some reinforcement of more junior technical roles to ensure that statutory requirements can be met.	(95)	(134)	(134)	4.98		Paul Nichols
E&T 22	Waste Collection	Introduce a chargeable garden waste collection service where income covers operating costs.	Will require a concerted publicity campaign to advise residents of the change to a chargeable service. Residents would still have access to the Household Waste Recycling Centre (HWRC) to dispose of their garden waste free of charge. With a chargeable service there would be a reduction in the number of posts required to operate the service, the actual reduction will be dependent on resident take up of the service. Changes would reduce the council recycling performance slightly.	(542)	(542)	(542)	4.00	2.00	Jon Dyer-Slade
E&T 23	Planning, Transport & Sustainability	Reduction in bus subsidies affecting evening bus services, night buses and the S1/S2 services plus the Hythe Ferry.	All evening bus and night bus service subsidies will be removed plus all cross boundary subsidy. The night buses can be retained to 2015 using S106 funding. Some of these services may be replaced on a commercial basis. The S1/S2 services would be combined and provided on an off peak basis, leading to service reductions affecting Freemantle, Shirley and Lordshill. The subsidy for the Hythe Ferry is relatively small and it is unlikely that this will place the service at risk.	(404)	(574)	(574)			Paul Nichols
E&T 24	Planning, Transport & Sustainability	Revert to national disabled bus pass scheme	Retain the national scheme with no local enhancement. It is proposed that current local passes should remain in place until their normal expiry date, in order to mitigate the impact.	(30)	(70)	(100)			Paul Nichols
E&T 25	Directorate Support	Remove Directorate Business Support Manager post	The post has been deleted following approval of a Voluntary Redundancy request made in summer 2012.	(50)	(50)	(50)		1.00	Suki Sitaram
E&T 26	Directorate Support	Reduction in Management Assistant posts	A reduction in Management Assistant posts to reflect the downsizing of senior management in the Environment & Economy Directorate	(41)	(41)	(41)	2.00	1.00	Dawn Baxendale

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E&T 27	Waste Disposal	Reduce Project Integra membership costs	The saving would be made by reducing costs associated with the councils membership of Project Integra. This would be following discussion with other Project Integra partners.	(40)	(40)	(40)			Jon Dyer-Slade
E&T 28	Planning, Transport & Sustainability	Reduction of Road Safety Partnership budget	Reassign funding of road safety education and publicity initiatives to the local sustainable travel programme, to mitigate impacts and ensure that the Council continues to fulfil its statutory functions in support of the Police's speed enforcement programme.	(50)	(50)	(50)			Paul Nichols
E&T 29	ROMANSE (traffic and network management)	Additional saving from ROMANSE and CCTV contract arrangements in year one.	Additional savings from the ROMTV contract arrangements. In addition, there will be no contingency budget for the outsourced service.	(64)	(64)	(64)			Jon Dyer-Slade
E&T 30	Highways Retained Client	Remove additional revenue budget for costs not covered by the Highways Partnership.	There will be no budget to deal with specialist / localised requests and other ad hoc work not covered by the intervention levels in the main Highways Strategic Partnership (HSP) contract.	(100)	(100)	(100)			Jon Dyer-Slade
E&T 31	Waste Disposal	Continued reduction of waste reprocessing costs.	None.	(25)	(25)	(25)			Jon Dyer-Slade
E&T 32	Registration Service	Reduction in staff levels.	Deletion of vacant Support Assistant post currently covered by temporary arrangements. Possible impact on non-statutory income earning work.	(20)	(20)	(20)		1.00	Mitch Sanders
E&T 33	Port Health	Reduction in staff levels.	Deletion of posts and reprioritisation of work within Environmental Health.	(57)	(70)	(70)		2.60	Mitch Sanders
E&T 34	Regulatory Services Business Support	Review and restructure of Business Support and Admin	Reduction of Business Support admin, vacant Trainee Environmental Health Officer post and associated budgets.	(52)	(62)	(62)	1.50	1.50	Mitch Sanders
Sub-total				(1,570)	(1,842)	(1,872)	12.48	9.10	
Environment & Transport Portfolio Total				(3,032)	(3,746)	(3,776)	19.82	10.60	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
<u>Housing & Leisure Services - Efficiencies</u>									
HLS 1	Housing Needs	Outcome based Service Level Agreement on delivering a Housing Needs Service by the Housing Revenue Account (HRA) on behalf of the Council	The HRA will agree an outcome based agreement with the Council on delivering Housing Allocations, Homelessness and Homelessness prevention services for a fixed sum of £1m per annum. The HRA will then use its wider resources to remodel how services are provided reducing financial impact on the general fund	(110)	(220)	(220)			Nick Cross
HLS 2	Kanes Hill	Review of charges and management resources for the site	Charges to be reviewed to ensure water and electricity are charged to plot holders at the required rate. Review the level of staff time provided to the site to reflect the previous investment in the management and maintenance arrangements ensuring there is no impact from the site to the wider Thornhill area	(18)	(28)	(28)			Nick Cross
HLS 3	Allotments	Implement the self financed allotment service arrangements	Complete the maintenance cost reductions and increased income from plot rents (as previously agreed and advertised) to achieve a self financing allotment service	(67)	(67)	(67)			Jon Dyer-Slade
HLS 4	Skills, Economy & Housing Renewal	Integration of Estate Regeneration & Housing Strategy and Development teams	Charge percentages of cost of Housing development posts to HRA as they will also work on estate regeneration	(53)	(53)	(53)			Barbara Compton
Sub-total				(248)	(368)	(368)	0.00	0.00	
<u>Housing & Leisure Services - Service Reductions</u>									
HLS 5	Leisure & Culture	Provide only web based visitor information service	Closure of face to face and telephone service and replace by commissioning a dedicated resource to provide digital content and the provision of an electronic information point at SeaCity Museum	(46)	(75)	(75)	2.84		Mike Harris
HLS 6	Leisure & Culture	Closure of Archaeology Service	Archaeology team is intended to be a self funding trading unit. However, reduction in development and more competition from the private sector has meant that substantial losses have been consistently incurred. It is not anticipated that the trading position will recover substantially.				9.00	1.00	Mike Harris

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
HLS 7	Leisure & Culture	Restructure of Leisure & Culture	Review of Leisure & Culture team to provide focused contract management resource, and rationalise business support and project management. Substantial restructure of the Arts & Heritage team, reducing staffing resource committed to education and curatorial functions (including conservation) and enhancing the visitor management functions to provide greater focus on front of house operations. Risk of reputational damage and potential impact on 'Accreditation' for collections. Significant reduction in ability to respond to public enquiries regarding the collections.	(200)	(266)	(266)	5.63		Mike Harris
HLS 8	Leisure & Culture	Reductions in Library service	Reduction of posts, removal of business information service, withdrawal of Saturday service on Mobile library, reduction in services to children and in professional support for the service and reduction in opening times of between 5 and 10 hours per week for eight libraries. There has been a reduction in the libraries materials purchase fund which has been partially offset by the increased costs that may be incurred through the operation of the new Woolston Library. In order to deliver the previously agreed budget reduction of £97,000, the mobile library and Bookbus will be consolidated into a single mobile service.	(97)	(303)	(303)	7.10	5.01	Mike Harris
HLS 9	Leisure & Culture	Reductions in Events Team	Delete all general support budgets for events. Further reductions in 2014/15 would require the reduction to a single coordinator post, so that events promoted and managed by others can be effectively coordinated and facilitated. Likely to lead to the loss of many events in the City, or the need to find additional finance for each event to buy in event management capacity. Deletion of funding for Senior Citizen's Festival and Community events. This may be offset if external funding can be secured.	(25)	(96)	(96)	2.00		Mike Harris

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
HLS 10	Parks & Grounds Maintenance	Reorganise & Restructure Grounds Maintenance Management & Operations	Staffing, overhead and resource savings and efficiencies realised through re-structuring front-line parks service into three much larger and less localised operational groupings (i.e. East District Team, West District Team, Commercial Services Team) with clearer distinction between HRA and non-HRA operations, and elements of service re-designed to more closely address needs of HRA tenants. New streamlined operational groupings will have a smaller core (i.e. winter) staff establishment and will increase service capacity in the peak spring / summer season possibly through annualised hours to maximise use of high output grass cutting machinery, employment of additional seasonal staff, and improved co-working with partner agencies.	(580)	(697)	(697)	14.00	4.50	Jon Dyer-Slade
HLS 11	Street Cleansing	Reorganise and restructure the street cleansing service with reduced management and operational staff, fleet resources and move to a primarily reactive cleansing service model	Significant staff, fleet and resource / overhead savings realised through moving to a more reactive service, with frequency of programmed mechanical sweeping operations reduced by around 35% but response targeted within one working day of report for specific locations developing unacceptable build-ups of litter between routine cleans. Maintenance inputs for highly labour intensive areas such as the city centre, district centres and central estates reduced by around 25%	(400)	(482)	(482)	12.00	1.00	Jon Dyer-Slade
HLS 12	Parks & Natural Environment	Restructure the operational arrangements of the Natural Environment and Tree Management teams	Reduce the general fund costs of management and technical work by the Trees, Natural Environment and Parks Development functions by part funding specialist posts through grants, additional income / contributions from partner agencies or reduced staff levels. Includes additional offset income from the HRA for part funding posts working on improving housing open spaces. If external income cannot be found the service needs to reduce staff numbers.	(129)	(155)	(155)	2.00		Jon Dyer-Slade
HLS 13	Leisure & Culture	Reduction in Art Gallery opening hours	Focus of opening hours at times where usage is highest and school visits can be maximised. New hours to be 10am to 2pm Monday to Friday, weekend hours to be determined. The shop will be located upstairs in the main gallery	(60)	(80)	(80)		2.80	Mike Harris
Sub-total				(1,537)	(2,154)	(2,154)	54.57	14.31	
Housing & Leisure Services Portfolio Total				(1,785)	(2,522)	(2,522)	54.57	14.31	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
<u>Leader's- Efficiencies</u>									
LEAD 1	Customer & Business Improvement	Review and restructure of the Communications function	This will significantly reduce communications capacity and activity and require the Communications team to move to generic roles undertaking both marketing and PR functions and a rota system to deal with reactive press enquires. This requires the council to take a different approach to commissioning communications work on a council wide basis to ensure better prioritisation within reduced resources.	(95)	(114)	(114)	3.50	2.00	Suki Sitaram
LEAD 2	Directorate Management	Environment & Economy restructure	Reduction in Senior Management implemented November 2012	(360)	(387)	(387)	1.00	2.60	Dawn Baxendale
LEAD 3	Democratic Services	Reduction in the number of Cabinet Members	Deletion of 2 Cabinet Member posts	(26)	(26)	(26)			Richard Ivory
Sub-total				(481)	(527)	(527)	4.50	4.60	
<u>Leader's - Income</u>									
LEAD 4	Skills, Economy & Housing Renewal	Economic Development - income from city centre spaces	Space in the city centre is being tendered to provide market/events that will deliver more income.	(50)	(50)	(50)			Barbara Compton
LEAD 5	Democratic Services	Sale of DVLA number plate "TR 1"	One off saving. Will incur small cost in provision of new number plate and registration with DVLA	TBC					Richard Ivory
Sub-total				(50)	(50)	(50)	0.00	0.00	
<u>Leader's - Service Reductions</u>									
LEAD 6	City Development	Deletion in posts and supplies & services	Limited capacity to take on new projects or facilitate development schemes on non council land.	(64)	(75)	(75)	1.00	0.50	Tim Levenson
LEAD 7	Skills, Economy & Housing Renewal	Reduction of Economic Development activity	Less reactivity and slower response times to enquiries regarding inward investment	(59)	(59)	(59)		2.11	Barbara Compton
Sub-total				(123)	(134)	(134)	1.00	2.61	
Leader's Portfolio Total				(654)	(711)	(711)	5.50	7.21	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
<u>Resources - Efficiencies</u>									
RES 1	Admin Buildings	Review and restructure of Building Cleaning	The ongoing rationalisation of the civic buildings portfolio and cleaning specifications will enable a reduction in the number of staff within the cleaning team and review of supervision arrangements	(29)	(32)	(32)	1.00	1.00	John Spiers
Sub-total				(29)	(32)	(32)	1.00	1.00	
<u>Resources - Service Reductions</u>									
RES 2	Property, Procurement and Contract Management	Reduction of 1 FTE Business and Account Management Officer post	Due to a reduction in the size of the Council's property portfolio and the reducing capital and revenue budgets available for service areas to commission works, the amount of client agency support to service areas will be reduced. Service managers requiring professional construction services from Capita will be increasingly required to work directly with Capita and not be able to draw on the Business and Account Management Team to ensure work is correctly specified or that VFM is being obtained.	(30)	(41)	(41)	1.00		John Spiers
RES 3	Capita Partnership Costs	Contract Changes	Saings delivered in partnership with Capita	(700)	(400)	(400)			Mark Heath
RES 4	Finance Service	Delete part-year funding for Project Accountant post	Project resource to be funded from Transformation fund for 6 months if needed. Position to be reviewed in September 2013.	(30)					Andy Lowe
RES 5	Property, Procurement and Contract Management	Deletion of Customer Services Support Officer and associated general support budgets	The post manages the Customer Excellence Awards, dissemination of quarterly telephone reports and general support to the Customer Services Client function	(50)	(54)	(54)	1.00		John Spiers
RES 6	Property, Procurement and Contract Management	Reduction of 1 FTE Partnership Officer Post	The planned re-launch of the SSP Partnership will change the working arrangements with Capita. A full review of KPI's will be undertaken as part of the re-launch and less reliance will be placed on verifying and interrogating the figures produced by the Partnership. This will enable the reduction of one Partnership Officer post, with any residual activities to be undertaken by the client teams.	(25)	(30)	(30)	1.00		John Spiers
Sub-total				(835)	(525)	(525)	3.00	0.00	
Resources Portfolio Total				(864)	(557)	(557)	4.00	1.00	

SUMMARY OF EFFICIENCIES, ADDITIONAL INCOME AND SERVICE REDUCTIONS

Portfolio Ref	Service Activity	Description of Item	Impact / Issues	2013/14	2014/15	2015/16	Net Reduction in Posts		Senior Manager
				£000's	£000's	£000's	FTE In Post	FTE Vacant	
GRAND TOTAL				<u>(16,418)</u>	<u>(19,474)</u>	<u>(20,235)</u>	<u>148.64</u>	<u>84.66</u>	