

- Finance David Clarke - reporting officer
- Other Chief Officers The relevant Strategic Director has prepared comments in the individual appendices
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals Janet Purcell - Cabinet Manager

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Cabinet - 28 January 2010.

2009/10 Savings Plan - Projected Outturn as at Quarter 3

Report of the Strategic Director, Resources

Recommendation

That Cabinet review and comment on quarter 3 performance against the 2009/10 Savings Plan.

1. Introduction

- 1.1 The 2009/10 Budget Resolution included a savings requirement of £13.238 million, to be delivered in this financial year. In setting the budget, Members approved a number of schemes by which each Directorate planned to deliver their element of the target, detailed in Annex C of the Budget Resolution.
- 1.2 This report presents progress towards delivering the savings plan at the end of the third quarter, giving Members assurance that appropriate measures are in place to achieve the target. The report details the forecast for savings to be achieved in 2009/10 and the full effect those savings will have in future years.
- 1.3 This report includes all the measures taken to meet the savings requirement, including those that represent cuts to services and one-off savings to balance the budget. A number of the measures do not qualify as efficiencies under the Government's Value for Money agenda. Our contribution to the overall target for delivering efficiency in Local Government will be reported to Cabinet in June 2010, alongside outturn against the savings included in the budget.
- 1.4 Where schemes are not forecast to deliver the planned savings in 2009/10 and where one-off measures have been used to meet the target, Directorates will need to address the resulting shortfall in 2010/11 in addition to any savings agreed in the 2010/11 Budget Resolution.
- 1.5 Fire and Rescue were not allocated a savings requirement in setting the 2009/10 budget, but feature in this report because they have identified the need to make savings in order to remain within budget.

2. Savings Forecast in 2009/10

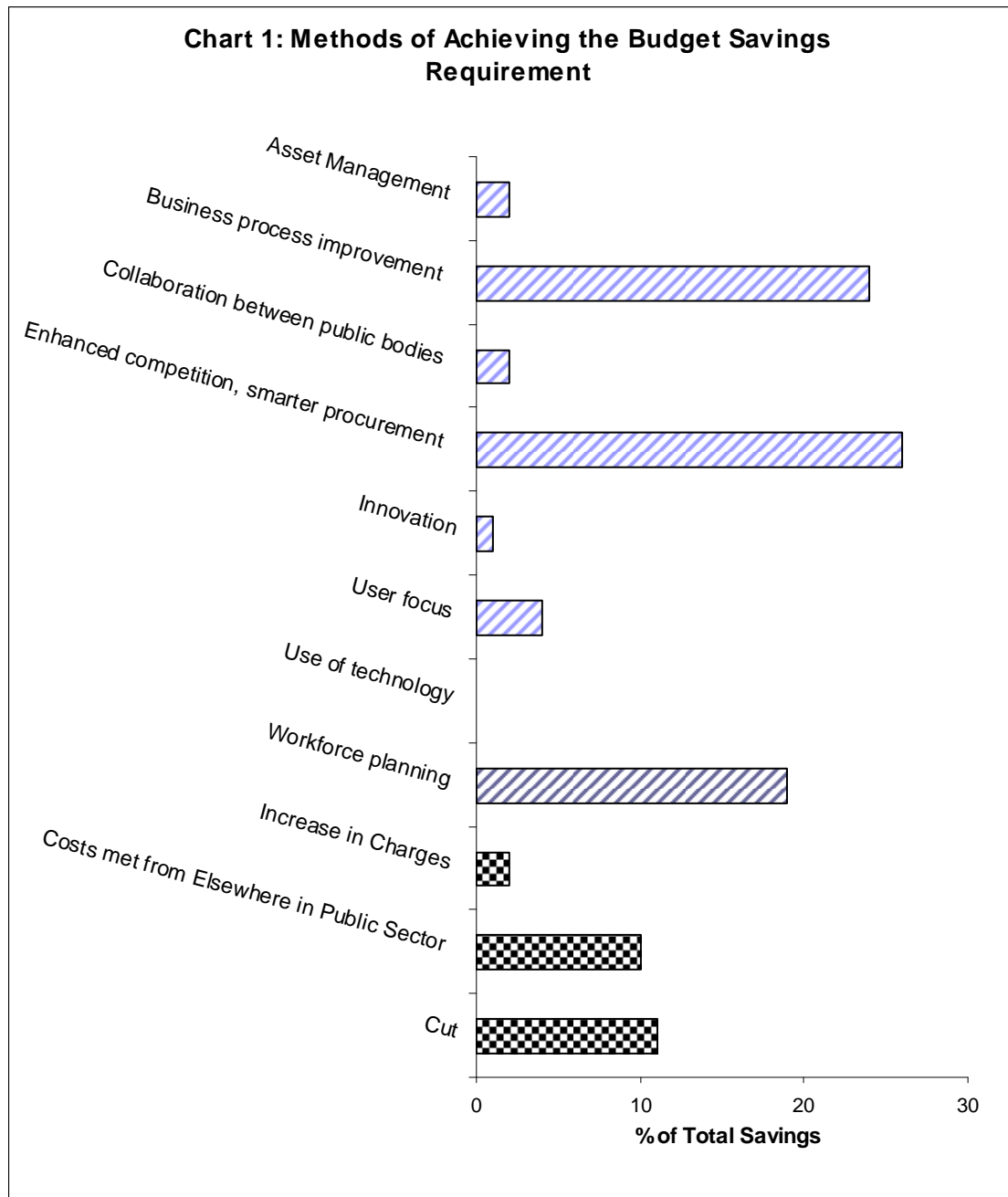
- 2.1 The savings forecast for 2009/10 is made up of two elements. The first element is the savings identified in the 2009/10 Budget Resolution. Progress against these is detailed in the appendix for each Directorate and summarised in **table 1**, below.
- 2.2 As the year progresses, Directorates are expected to ensure revenue spending remains within budget. In order to achieve this, Directorates often have to make savings in excess of those included in the budget. **Table 1**, below, summarises the additional savings required and achieved to date. More details are included in the appendix for each Directorate. Further commentary on the need for these savings is provided in the 2009/10 Projected Revenue Outturn at Quarter 3 report, also presented to this Cabinet meeting.

Table 1 - forecast savings in 2009/10	AH&CS £m	CYPF £m	CWG £m	PPU £m	E&E £m	FR £m	RE £m	Total £m
Asset Management	-	-	-	-	0.206	-	-	0.206
Business process improvement	0.906	0.983	-	-	0.424	-	0.149	2.462
Collaboration between public bodies	-	-	-	-	0.250	-	-	0.250
Enhanced competition, smarter procurement	2.252	0.140	-	-	0.059	-	0.281	2.732
Innovation	-	-	-	-	-	-	0.083	0.083
Use of technology	-	-	-	-	-	-	-	-
User focus	-	0.386	-	-	-	-	-	0.386
Workforce planning	0.781	0.117	-	-	0.813	-	0.268	1.979
Increase in Charges	-	0.013	-	-	0.149	-	-	0.162
Costs met from Elsewhere in Public Sector	0.616	0.383	-	-	-	-	-	0.999
Cut	0.404	0.129	-	-	0.669	-	-	1.202
Combination of Measures (See note)	-	-	0.616	0.109	-	-	-	0.725
Total	4.959	2.151	0.616	0.109	2.570	0.000	0.781	11.186
Budget Savings Required	6.546	2.346	0.616	0.109	2.570	0.000	1.051	13.238
Over/(Under) Budget Requirement	(1.587)	(0.195)	0.000	0.000	0.000	0.000	(0.270)	(2.052)
Additional Savings Required - Identified in Year	2.576	2.180	0.000	0.000	2.257	0.350	0.956	8.319
Savings Planned to Meet Additional Requirement	0.876	2.674	0.118	0.102	1.860	0.000	0.711	6.341
Shortfall against additional pressures	(1.700)	0.494	0.118	0.102	(0.397)	(0.350)	(0.245)	(1.978)
Total Savings Required	9.122	4.526	0.616	0.109	4.827	0.350	2.007	21.557
Total Savings Planned	5.835	4.825	0.734	0.211	4.430	0.000	1.492	17.527
Total Shortfall	(3.287)	0.299	0.118	0.102	(0.397)	(0.350)	(0.515)	(4.030)

Note: CWG and the PPU will provide further details of the savings made against the schemes in the budget at out-turn.

- 2.3 Directorates are currently forecasting a shortfall of £2.052 million against the savings identified in the budget. Where the original plans did not deliver the savings required, Directorates have in some cases identified replacement schemes. However, the forecast shortfall is substantial and will require careful monitoring and remedial action to ensure sufficient savings are delivered.
- 2.4 Directorates have identified the need for additional savings of £8.319 million. To date, £6.341 million of this has been addressed, leaving a shortfall of £1.978 million.
- 2.5 The total level of savings required in 2009/10 is therefore £21.557 million, of which £17.527 million has been identified to date. This leaves an overall shortfall of £4.030 million yet to be addressed.

2.6 Chart 1, below, presents the savings made by each Directorate, classified according to the method by which they have been achieved. The final three items on the chart, below, do not contribute to our progress against the Government's target for delivering efficiency in Local Government.



3. Savings Forecast in 2010/11

3.1 A substantial part of the shortfall in 2009/10 savings relates to delays in implementing the schemes identified in the Budget. **Table 2**, overleaf, shows that by 2010/11, a significantly lower shortfall of £1.062 million is expected against the savings required by the budget, as a result of the full-year effect of 2009/10 schemes implemented part way through the year.

Table 2 - full year effect of savings from 2010/11 onwards	AH&CS £m	CYPF £m	CWG £m	PPU £m	E&E £m	FR £m	RE £m	Total £m
Asset Management	-	-	-	-	0.206	-	0.050	0.256
Business process improvement	1.348	0.901	-	-	0.424	-	0.179	2.852
Collaboration between public bodies	-	-	-	-	0.250	-	-	0.250
Enhanced competition, smarter procurement	2.652	0.140	-	-	0.059	-	0.450	3.301
Innovation	-	-	-	-	-	-	0.088	0.088
Use of technology	-	-	-	-	-	-	-	-
User focus	-	0.386	-	-	-	-	-	0.386
Workforce planning	0.281	0.394	-	-	0.747	-	0.284	1.706
Increase in Charges	-	0.013	-	-	0.149	-	-	0.162
Costs met from Elsewhere in Public Sector	0.950	0.383	-	-	-	-	-	1.333
Cut	0.404	0.129	-	-	0.584	-	-	1.117
Combination of Measures (See note)	-	-	0.616	0.109	-	-	-	0.725
Total	5.635	2.346	0.616	0.109	2.419	0.000	1.051	12.176
Budget Savings Required	6.546	2.346	0.616	0.109	2.570	0.000	1.051	13.238
Over/(Under) Target	(0.911)	0.000	0.000	0.000	(0.151)	0.000	0.000	(1.062)
Additional savings requirement ongoing from 2009/10	2.576	2.180	0.000	0.000	2.257	0.280	0.000	7.293
Savings planned to address the pressures	0.776	2.180	0.000	0.000	0.060	0.000	0.000	3.016
Shortfall against additional pressures	(1.800)	0.000	0.000	0.000	(2.197)	(0.280)	0.000	(4.277)
Total Savings Required	9.122	4.526	0.616	0.109	4.827	0.280	1.051	20.531
Total Savings Planned	6.411	4.526	0.616	0.109	2.479	0.000	1.051	15.192
Total Shortfall	(2.711)	0.000	0.000	0.000	(2.348)	(0.280)	0.000	(5.339)

Note: CWG and the PPU will provide further details of the savings made against the schemes in the budget at out-turn.

- 3.2 The shortfall against the additional savings identified in 2009/10 is forecast to increase to £4.277 million by 2010/11. This is because a number of one-off measures were used to meet the requirement in 2009/10. The forecast shortfall against the total ongoing savings requirement stands at £5.339 million. This needs to be resolved in addition to any further savings required to balance the 2010/11 budget.

4. Commentary on Savings by Directorate

- 4.1 **Adult, Health and Community Services Directorate** is forecasting savings against those schemes identified in the budget of £4.959 million in 2009/10, £1.587 million short of the target. The major variance relates to a shortfall in the savings expected by restructuring Internal Homecare and various other projects where the timescales for implementation assumed when setting the budget did not prove to be viable. The Directorate has identified the need for additional savings of £2.576 million of which £0.876 million are forecast to date. This leads to an overall shortfall of £3.287 million to be addressed in 2009/10. Further details are supplied in **Appendix A**.
- 4.2 **Children, Young People and Families Directorate** is forecasting savings against those schemes identified in the budget of £2.151 million in 2009/10, £0.195 million short of the target. The majority of the variance relates to the incorporation of a number of savings into a Directorate restructure which has delayed delivery until 2010/11. The resulting shortfall has been partially addressed by one-off savings in 2009/10.

- 4.3 The Directorate also needs to make savings of £2.180 million against the Dedicated Schools Grant (DSG), and has identified £2.674 million to date, a surplus of £0.494 million. This gives a total Directorate surplus of £0.299 million, however the surplus relating to the DSG cannot be used to subsidise the shortfall in the remainder of the Directorate's savings. Further details are supplied in **Appendix B**.
- 4.4 **Customers, Workforce and Governance Directorate** are forecasting no variance against the savings of £0.616 million required by the budget. Details of how the savings are to be made will be provided by the Directorate and reported to Cabinet at outturn. Additional savings of £0.118 million have been identified by the Directorate. Further details are provided in **Appendix Ci**.
- 4.5 **Partnership and Performance Unit** are forecasting no variance against the savings of £0.109 million required by the budget. Details of how the savings are to be made will be provided by the Unit and reported to Cabinet at outturn. Additional savings of £0.102 million have been identified by the Unit. Further details are provided in **Appendix Cii**.
- 4.6 **Environment and Economy Directorate** are forecasting no variance against the savings of £2.570 million required by the budget. A number of the original measures are not forecast to deliver the savings required, however they have been replaced by other measures to meet the requirement. The Directorate has identified the need for further savings of £2.257 million, against which £1.860 million is forecast to date. This leaves a total shortfall for the Directorate of £0.397 million. Further details are provided in **Appendix D**.
- 4.7 **The Fire and Rescue Service** were not allocated any savings requirement as part of the 2009/10 budget, however the need for savings of £0.280 million has been identified since the budget was agreed. This relates to the provision of Carbonaceous Fire Behaviour Training. Further projected variations against budget totalling £0.070 million have also been identified, bringing the total shortfall in 2009/10 to £0.350 million. Further details are supplied in **Appendix E**.
- 4.8 **Resources Directorate** is forecasting savings against those schemes identified in the budget of £0.781 million in 2009/10, £0.270 million short of the target. The variance mainly relates to difficulties recruiting staff, reducing the amount of savings delivered by Procurement. The Directorate has also identified the need for additional savings of £0.956 million of which £0.711 million has been planned to date. This leads to a total shortfall of £0.515 million. Further details are supplied in **Appendix F**.

5. Conclusion

- 6.1 The total forecast for savings against the schemes identified in the 2009/10 Budget Resolution is £11.186 million in 2009/10, a shortfall of £2.052 million against the target.

6.2 With the additional savings requirement identified by Directorates, a total of £21.557 million of savings are needed, with £17.527 million planned or achieved to date. The resulting shortfall of £4.030 million is substantial and will need careful management through the remainder of the year to limit as far as possible any overspends against the revenue budget.

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

14 January 2010

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
AHCS 01	Mobile Working/Customer Journey (More efficient processes)	Improvements in care management and assessment processes resulting in a reduced staffing requirement.	Liz Bruce	Efficiency Saving	Business Process Improvement	250	250	0	250	0	
AHCS 02	Review of Voluntary Sector Contracts (Reducing expenditure)	Reduction in spending on voluntary sector contracts.	Kim Harlock	Efficiency Saving	Enhanced Competition, Smarter Procurement	400	52	(348)	52	(348)	One contract has released savings, a second contract to save further did not complete.
AHCS 04	Reablement (More efficient delivery of services)	Introducing a new process of taking new customers through a short term reablement process designed to reable customers such that for many customers they are able to continue living in the community with lower levels of support than they would otherwise have needed if traditional homecare services had simply been prescribed. Requires changes to processes, policies, staff training, etc.	Liz Bruce	Efficiency Saving	Business Process Improvement	500	208	(292)	500	0	Slippage in start date of the reablement service - now due to become operational in November 2009. The Reablement service is to be delivered by the re-shaped internal homecare service and has been delayed.
AHCS 05	Telecare/Telehealth (More efficient delivery of services)	Continuing to expand the telecare initiative of investing in electronic equipment to enable customers to continue to live in the community with lower levels of support than they would otherwise need. Will involve spending more on telecare but saving much more on domiciliary care in the process.	Liz Bruce	Efficiency Saving	Business Process Improvement	500	100	(400)	200	(300)	Original business case setting out the planned savings was optimistic about the potential savings. The impact of up-front investment costs and the loss of income from charging as a result of reducing the need for care services were not factored in.
AHCS 06	Rationalisation with CSC (More efficient delivery of services)	Reduction in duty workers in each team reflecting the transfer of work to staff in the Customer Service Centre.	Liz Bruce	Efficiency Saving	Business Process Improvement	115	0	(115)	0	(115)	The movement of a significant base budget to the Customer Service Centre has taken away the budget which is now not available to contribute to efficiency targets.
AHCS 07	Hospital SW team management (More efficient delivery of services)	Merge the current two hospital teams into one team.	Liz Bruce	Efficiency Saving	Business Process Improvement	40	40	0	40	0	
AHCS 08	Rationalise Resources across Directorate (More efficient delivery of services)	Reduction in staffing/vacant posts in Resources division.	Ron Williamson	Efficiency Saving	Business Process Improvement	200	100	(100)	150	(50)	Further savings initiatives within Resources are being identified to reduce the shortfall on this target.
AHCS 09	Release of one off funding of library budget pressures in 2008/09 (Reducing expenditure)	A budget resource used to fund a one-off redundancy pressure in 2008/09 can be used to support the permanent savings target in 2009/10	Simon Robson	Efficiency Saving	Workforce Planning	98	98	0	98	0	
AHCS 17	Restructure Internal Home Care (More efficient delivery of services)	Develop revised models of home care delivery which maintain service levels but are more cost efficient.	Liz Bruce	Efficiency Saving	Enhanced Competition, Smarter Procurement	2,681	1,400	(1,281)	1,800	(881)	Slippage in implementation date to September 2009 and transitional costs have significantly reduced the savings that may be made in 2009/10.
AHCS 03	Continuing Health Care (Increasing income)	Identification of historical, current, and future care packages that are continuing health care and ensuring that the PCT take responsibility for funding those care packages. Requires significant resources to identify cases and progress them with the PCT.	Liz Bruce	Costs met from Elsewhere in Public Sector		1,000	500	(500)	750	(250)	A significant amount of joint working with the PCT is ongoing but there are significant delays to some CHC assessments. Work is ongoing to improve the ability to measure these savings accurately, at present they can only be estimated approximately.
AHCS 10	Reduced PC charge for public PCs (More efficient delivery of services)	Negotiating reduced charge for public PCs reflecting lower specifications and support costs.	Simon Robson	Costs met from Elsewhere in Public Sector		100	66	(34)	150	50	Negotiations are under way with ICT to negotiate reduced costs but no conclusion has been reached and no savings anticipated from this in 2009/10. £50,000 saving in 2009/10 is an internal ICT salary saving to help balance the budget.
AHCS 11	ICES Management Costs (Increasing income)	Charge CYPF services for a fair share of the costs of management of the service. CYPF services currently only pay for the direct costs of purchases but do not contribute to the management costs.	Liz Bruce	Costs met from Elsewhere in Public Sector		30	0	(30)		(30)	This saving target has been found to be unviable as it would not change overall Council spending. This target has been replaced by other savings initiatives.
AHCS 15	Reduce PC numbers in libraries (More efficient delivery of services)	Reducing PC numbers in libraries.	Simon Robson	Cut		32	32	0	32	0	
AHCS 16	Reduction in book fund (Reducing expenditure)	Reduction in spending on library book stocks.	Simon Robson	Cut		150	150	0	150	0	

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
AHCS 13	Charging (Increasing income)	Widening of charging base in adult social care e.g. equipment only represents 2% of charging base.	Liz Bruce	Increase in Charges							Widening the charging base has been found to be unviable - of the services currently provided that are not charged for, the majority cannot be charged for by law, taking away the potential for savings. Implementation in July rather than April resulted in some slippage. Some initial feedback that activity has initially reduced upon introduction - also reducing income received.
AHCS 14	Public Network member charging (Increasing income)	£200,000 Public Network charging for members.	Simon Robson	Increase in Charges	250	0	(250)	0	(200)		

Original Projects	6,546	2,996	(3,550)	4,172	(2,374)
--------------------------	--------------	--------------	----------------	--------------	----------------

New Projects/ Proposals to Balance the Budget:

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10		2010/11 Onwards			
						Forecast	Variance	Forecast	Variance		
£000	£000	£000	£000	£000							
Shortfall on 2009/10 savings target	Senior staff post savings	Deletion of head of service post and project manager post and associated costs	Simon Robson	Efficiency Saving	Workforce Planning	183	183	183	183	183	Deletion of two senior manager posts and associated costs, reduction in administration support in training and development, and sharing administration and secretarial services.
	Camp Hill	Managing of the library contribution to Camp Hill within existing resources	Simon Robson	Efficiency Saving	Business Process Improvement	12	12	12	12	12	No impact
	Museums service charging	Increase in activity of chargeable Ecology and Field Archaeology charges	Simon Robson	Efficiency Saving	Business Process Improvement	8	8	8	8	8	No Impact
	County Records Office charging	Increase in chargeable activity	Simon Robson	Efficiency Saving	Business Process Improvement	14	14	14	14	14	No impact
	Heritage education charging	Increase in chargeable activity	Simon Robson	Efficiency Saving	Business Process Improvement	8	8	8	8	8	£8,000 internal target but the cost of setting up arrangements may exceed the savings realised.
	Access Project	Introduction of a new intake model in older people, physical disabilities, and learning disability services	Liz Bruce	Efficiency Saving	Business Process Improvement	116	116	116	116	116	No impact
	Strategic Commissioning	Staffing savings	Kim Harlock	Efficiency Saving	Business Process Improvement	50	50	50	50	50	No impact
	Social care contract inflation	The position of the social care market changed significantly in the run up to April 2009 due to the economic downturn. lower inflation awards ion contracts were possible, particularly in residential care services	Kim Harlock	Efficiency Saving	Enhanced Competition, Smarter Procurement	800	800	800	800	800	This continues to put pressure on the market to control costs and prices and the effect of this needs to be carefully monitored.
	Staffing budget reduction	Reduction of staffing budgets by 1.5% to reflect the pay award	Heads of Service	Efficiency Saving	Workforce Planning	500	500	0	0	0	No impact
	Adult Community Learning	Contribution to office accommodation costs and paying for use of rooms for training	Simon Robson	Costs met from Elsewhere in Public Sector		50	50	50	50	50	No impact
	On The Road	Discontinuation of a County Records Office project	Simon Robson	Cut		6	6	6	6	6	No impact
	Arts service projects	Reduction in projects expenditure	Simon Robson	Cut		16	16	16	16	16	Less capacity to deliver new projects.
Top slice targets	Marginal top slice targets dispersed across all services	Heads of Service	Cut		200	200	200	200	200	Savings targets of £640,000 issued across all services to help to balance the budget - measuring the achievement of these is difficult by their nature. The £200,000 forecast is an estimate.	

New Projects	1,963	1,963	1,463	1,463
---------------------	--------------	--------------	--------------	--------------

Total of 2009/10 Budget Requirement	6,546	4,959	(1,587)	5,635	(911)
--------------------------------------------	--------------	--------------	----------------	--------------	--------------

Savings Managed Within the Directorate:

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
Resources shortfall on 08/09 target	Unidentified	The Resources division is identifying further options to save and will be bringing those to forward for consideration as a priority.	Ron Williamson	Efficiency Saving	Business Process Improvement	65	30	(35)	30	(35)	No impact.
Libraries shortfall on 08/09 savings target and carried forward overspend	Unidentified	Libraries Learning and Culture management team are identifying further options to save and will be bringing those to forward for consideration as a priority.	Simon Robson	Cut		1,186	200	(986)	600	(586)	Meeting this target will require significant changes in the service, in particular the library network. Some savings may be realised in 2009/10 but are more likely from 2010/11. Savings are also likely to be cuts rather than efficiencies.
Area Based Grant Top slice	Cost savings in services where the Area Based Grant 3% top slice has been taken	Reduction in available budget for workforce planning, mental health, and learning disability development services to be met by managing within budget.	Heads of Service	Cut		146	146	0	146	0	Reduction in resources available for some area based grant related services.
Reduced Savings requirement for 2009/10		A one-off spending allocation of £500,000 was approved for the Directorate in the 2009/10 Revenue Budget Resolution. This allocation was intended to fund a projected overspend on the 2008/09 revenue budget. Because the expected overspend did not arise, the one-off allocation in 2009/10 can be used to reduce the overall level of savings required by the Directorate. From 2010/11 onwards, the Directorate will need to find a permanent measure as a replacement.	Heads of Service	Use of one-off spending allocation to support a projected overspend from 2008/09 which did not arise at outturn.		0	500	500	0	0	The reduction of savings required only affects 2009/10, therefore when this reduction disappears in 2010/11 it will cause a £500,000 general savings target that will need to be met from elsewhere. This internal pressure has been flagged in the directorate's medium term financial plan and options to meet this and other internal pressures will be considered as appropriate.
Net effect of other variations		Net effect of other variations. Including significant pressures on Learning Disabilities & OPPD.	Heads of Service			1,179	0	(1,179)	0	(1,179)	This balances the efficiency monitoring statement variation to the overall budget monitoring statement variation.
Other Savings						2,576	876	(1,700)	776	(1,800)	
Grand Total						9,122	5,835	(3,287)	6,411	(2,711)	

General Comments

(1) There has been significant slippage in some savings initiatives, and optimism in the level of savings achievable has reduced, however there has also been significant ongoing work to identify new initiatives to replace others that do not materialise.
 (2) More rigorous analysis and checking of savings proposals for 2010/11 will be undertaken to minimise these risks recurring.
 (3) Many of the savings targets happen in a way which can be very difficult to directly measure or monitor. Work is ongoing to implement arrangements to monitor savings as accurately as possible.

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
CYPF 01	Remove the Directorate Development Fund	Reduction in projects and developments.	DLT	Efficiency Saving	User Focus	75	75	0	75	0	
CYPF 04	Remove the Children's Development post	Reduce the rural community development work in the Stratford Area (relocate the current postholder to another post).	DLT	Efficiency Saving	Workforce Planning	17	17	0	17	0	
CYPF 05	Redesignate the Children in Need Project Development Post	Currently supporting grant funded projects so will recover costs from grants.	DLT	Efficiency Saving	Business Process Improvement	64	64	0	64	0	
CYPF 06	Countywide Children's Services Budget	Reduction in funding to support countywide Children in Need Projects.	DLT	Efficiency Saving	Business Process Improvement	50	50	0	50	0	
CYPF 07	Reduce Governance and Performance Management budgets	Reduction in support for schools.	Bob Hooper	Efficiency Saving	User Focus	25	25	0	25	0	Transferred to CWG Directorate 2009/10.
CYPF 09	Delete Professional Assistants	Posts will be deleted.	Jo Dillon	Efficiency Saving	Business Process Improvement	112	112	0	112	0	
CYPF 10	Review of Capital and Property Provision	The service will be reconfigured including consideration of amalgamation with other Directorates property functions, to be more cost effective and work will need to be prioritised.	John Harmon	Efficiency Saving	Business Process Improvement	92	92	0	92	0	
CYPF 11	Reduction in KIMS (Knowledge & Information Management Service) and future increase in charging for additional work from grant funded services and external bodies.	The service will be reconfigured potentially with other Directorates, to be more cost effective and work will need to be prioritised. External organisations will need to contribute to the cost of the service.	Liz Holt	Efficiency Saving	Business Process Improvement	47	47	0	47	0	
CYPF 12	Review and reduce Area Managers	Reduction in the number of Area Managers across the Directorate (linked to delayering exercise - see below), as part of a shift to generic area management.	Geoff King	Efficiency Saving	Workforce Planning	67	0	(67)	67	0	These savings have been incorporated into the planned Directorate restructure. The plan to implement this locality based structure is currently
CYPF 13	Reduction in management posts as a result of delayering across the Directorate	Reduction in management posts across the Directorate as a result of delayering.	Geoff King	Efficiency Saving	Workforce Planning	210	0	(210)	210	0	being developed. This is expected to deliver substantial reductions over the next three years.
CYPF 14	Review to streamline and improve Business Processes and ways of working across the Directorate (including more effective procurement), resulting in the need for less Administrative Support	Reduction in administrative staffing numbers as a result of more efficient processes and new ways of working.	John Betts	Efficiency Saving	Business Process Improvement	400	0	(400)	400	0	
CYPF 16	Reduction in Leaving Care Consultancy	Reduced support for the leaving care service.	DLT	Efficiency Saving	User Focus	10	10	0	10	0	
CYPF 19	Terminate funding for some Service Level Agreements (and reduce other grants) to some Third Sector Organisations.	Reduction in funding for some third sector organisations, and a 20% reduction in the Youth Development Grant which is distributed to individual projects.	Chris Hallet & Hugh Disley	Efficiency Saving	Business Process Improvement	100	100	0	100	0	
CYPF 20	Reduction in support for schools with Gypsy and Traveller children	Stop contribution to West Midlands Gypsy and Travellers Service .	James Shera	Efficiency Saving	Enhanced Competition, Smarter Procurement	140	140	0	140	0	12 months notice of ending contract was needed and this given on 1st January 2009. Operational one off savings from within the ICSS service will enable the full amount to be found in 2009/10 (see contingency plan to balance budget below).

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
CYPF 23	Combine preventative provision in Youth Offending Service and PAYS	Services will need reviewing and reducing.	Hugh Disley	Efficiency Saving	Business Process Improvement	21	21	0	21	0	
CYPF 25	Creation of an Integrated Youth Support Service	Create an Integrated Youth Support Service, to reduce number of management posts required, including the implementation of the Youth Premises Plan.	Hugh Disley	Efficiency Saving	User Focus	276	276	0	276	0	This has been achieved via alternative savings as this plan continues to be delayed.
CYPF 28	Reduce or end subsidy to the Music Service	This savings would require a reconfiguration and probably a reduction to the service. Changes would need to be made from September 2009.	Andrew Atkins	Efficiency Saving	Workforce Planning	100	100	0	100	0	
CYPF 02	Recovery of foster care support costs from Asylum Seekers Grant	Recharge costs of foster care support to asylum seeking children to the Asylum Seekers Grant, subject to no issues being raised with this practice in the Audit of the 2008-09 grant.	DLT	Costs met from Elsewhere in Public Sector		120	120	0	120	0	
CYPF 03	Fund University Bursaries from the Care Matters Grant in the Area Based Grant	The Care Matters Grant will need to be allocated to the service, to meet the cost of university bursaries.	DLT	Costs met from Elsewhere in Public Sector		30	30	0	30	0	
CYPF 15	Remove additional support for Integrated Children's Systems project	This assumes that grant funding is sufficient to deliver the project.	Liz Holt	Costs met from Elsewhere in Public Sector		73	73	0	73	0	
CYPF 18	Reduction in the number of foster care adaptations	Reduce the funding available for foster care adaptations, and fund any remaining adaptations from minor works capital.	John Harmon	Costs met from Elsewhere in Public Sector		60	60	0	60	0	
CYPF 22	Reduce costs of Early Intervention	Reduce the support available through the Early Intervention Service.	Pat Tate	Costs met from Elsewhere in Public Sector		100	100	0	100	0	
CYPF 21	Reduction in support for child minders	Stop contributing to the Childminding Network.	Norma Smeaton	Cut		46	46	0	46	0	
CYPF 27	End subsidy to the Arts in Warwickshire education	End service from 1st September 2009.	Bob Hooper	Cut		83	83	0	83	0	
CYPF 08	Schools to contribute to the cost of New Headteacher Induction Training	Schools will need to contribute 50% of the cost of induction training for new heads.	Lorrie Cooper	Increase in Charges		13	13	0	13	0	
CYPF 17	Close or secure alternative arrangements for running Kingsbury swimming pool	Give notice of closure and invite alternative providers to tender to manage the service.	Peter Hatcher	Increase in Charges		15	0	(15)	0	(15)	Discussions on transfer under way but likely to be a complex issue. Operational costs are being reduced in the meantime.

Original Projects	2,346	1,654	(692)	2,331	(15)
--------------------------	--------------	--------------	--------------	--------------	-------------

New Projects/ Proposals to Balance the Budget:

Pressure	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast				Commentary and Implications
						2009/10		2010/11 Onwards		
						Forecast	Variance	Forecast	Variance	
Shortfall on 2009/10 savings target	DLT Contingency plan	The impact of not being able to achieve all the budget savings needs to be considered in conjunction with the Revenue Budget Monitoring Report which outlines additional pressures and savings and therefore the overall position of the Directorate. The report highlights on-going budget pressures, including a pressure arising from an increase in numbers of looked after children and other safeguarding issues, offset by one-off savings as a result of management action. These pressures will need to be incorporated into the medium term financial plan.	Directorate Wide	All CCM's are aware of the forecasted financial position of the directorate in 2009/10 as well as the budgetary position of the authority for 2010/11. These CCM's are continually refreshing their spending intentions to be achieve the most effective service while minimising the costs. The Directorate has also resolved a number of disputes resulting in one-off savings.	Business Process Improvement	497	497	15	15	

New Projects		497	497	15	15
Total of 2009/10 Budget Requirement	2,346	2,151	(195)	2,346	0

Savings Managed Within the Directorate:

Appendix B

DEDICATED SCHOOLS GRANT (DSG)

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						Savings Required	2009/10		2010/11 Onwards		
							Forecast	Variance	Forecast	Variance	
DSG Efficiency Projects	Review to streamline and improve Business Processes, resulting in the need for less Administrative Support	Original plan to begin consultation in May with leavers from 1st July. Revised timeline would be a maximum of plans for reorganisation from 1st July, 3 months consultation and 1 month notice, so savings for 5 months	John Betts	Efficiency Saving	Business Process Improvement	170		(170)	170	0	These savings have been incorporated into the planned Directorate restructure. The plan to implement this locality based structure is currently being developed. This is expected to deliver substantial reductions over the next three years.
	Reduce commissioning for vulnerable children budget		Geoff King	Efficiency Saving	Collaboration Between Public Bodies	100	100	0	100	0	
	Reduce Schools Partnership and Development DSG budget	Development & Support reduced	N/A	Efficiency Saving	Innovation	32	32	0	32	0	
	Reduce funding available to support the Fair Access Protocol	Awaiting the final position for 2009-10, however, final demand in 2008-09 was greater than the budget, so this saving may not be achieved.	N/A	Efficiency Saving	Workforce Planning	10	7	(3)	10	0	
	Review of ICSS, Reduction of funding by 50%. Implement changes from September	Savings achieved through vacant posts, no redundancies indicated.	James Shera	Efficiency Saving	Workforce Planning	237	237	0	237	0	
	Reduce support for School Performance	Two redundancies with effect from from 1st April 2009	Lorrie Cooper	Efficiency Saving	Workforce Planning	67	67	0	67	0	
	Integrated Disability Service (IDS)		Deb Vickers	Efficiency Saving	Workforce Planning	194	51	(143)	194	0	

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
DSG Efficiency Projects	Early Intervention Service (EIS)		Pat Tate	Efficiency Saving	Workforce Planning	212	133	(79)	212	0	There is a "cost of restructure" for the next two years of £250,000. This results from the savings made in the leadership restructure of EIS services but which cannot fully realised until August 2011 when 4 contracts end, these are the four temporary service development posts created to support the move to locally integrated services and workforce development.
	Stop funding LSU provision - approved by Schools Forum		Liz Holt/ Sue Briggs	Costs met from Elsewhere in Public Sector		120	120	0	120	0	
	Reduce Directorate spend to support Schools ICT and Broadband network.		John Parmiter	Costs met from Elsewhere in Public Sector		379	379	0	379	0	
	Reduce support for Early Years providers, through Early Years Team and current allocations to Sure Start Grant	Met in 2009-10 from one off savings, but will need redundancies to meet on a ongoing basis.	Norma Smeaton	Costs met from Elsewhere in Public Sector		500	500	0	500	0	Met in 2009-10 partially from one off savings, restructuring is currently taking place to deliver savings on an on-going basis.
	Stop providing support for retiring heads	Function discontinued	N/A	Cut		31	31	0	31	0	
	WES Board	Funded from trading income.	Janice Ogden	Increase in Charges		22	22	0	22	0	
	Reduce subsidy to Governor Training services	Reduction of some support functions and others offered on a traded basis.	Dave Potter	Increase in Charges		52	52	0	52	0	Transferred to CWG Directorate 2009/10.
	Remove funding for the European Development Officer		Geoff King	Increase in Charges		54	54	0	54	0	
	Contribution from over-all DSG budgetary position including one-off in-year savings.	These savings need to be considered with the overall savings and pressures reported in the Revenue Budget Monitoring Report. This report identifies additional one-off savings that contribute to the overall position.	Directorate Wide	Combination of all measures		0	889	889	85	85	

DSG Savings	2,180	2,674	494	2,180	0
Total Savings	4,526	4,825	299	4,526	0

General Comments

The Children, Young People & Families Directorate is partially funded by the Dedicated Schools Grant (DSG is approximately £37m for designated CYPF services and the remaining £250m for Schools). This is a ring fenced grant that must be spent on schools and pupil services. Falling pupil numbers and increasing costs particularly from Out of County SEN placements has meant the Directorate has needed to find savings to ensure spending remains within the grant. These savings are outlined above. Previous year out-turn variances are retained in an earmarked reserve which can be used to meet one off pressures on DSG services. The future of the DSG is uncertain beyond 2010/11, as this is subject to a national review of funding for schools.

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
PD 01	Directorate support	Merge financial services manager and improvement and support manager posts	Chris Kaye	Efficiency Saving	Business Process Improvement	40	0	(40)	0	(40)	
PD 02	Members Services	Reduce printed copies of committee papers	Greta Needham	Efficiency Saving	Use of Technology	28	0	(28)	0	(28)	
PD 04	One Stop Shops	Integrated staffing	Kushal Birla	Efficiency Saving	Workforce Planning	43	0	(43)	0	(43)	
PD 05	Area Committee Grants	8% reduction	Monica Fogarty	Efficiency Saving	Workforce Planning	99	0	(99)	0	(99)	
PD 07	Human Resources	Non-renewal of learning and development consultant on Academy work	Bob Perks	Efficiency Saving	Workforce Planning	95	0	(95)	0	(95)	
PD 09	Corporate Legal	Reduce corporate legal support	Greta Needham	Efficiency Saving	Workforce Planning	35	0	(35)	0	(35)	
PD 10	Communications and Media	Reduce communications and media funding	Eric Britton	Efficiency Saving	Innovation	88	0	(88)	0	(88)	
PD 13	Consultation	Reduce capacity across the organisation.	Kushal Birla	Efficiency Saving	Business Process Improvement	40	0	(40)	0	(40)	
PD 15	Internal Audit	Reduced capacity.	Greta Needham	Efficiency Saving	Workforce Planning	30	0	(30)	0	(30)	
PD 16	Human Resources	Redirect resources from Advisory Team to pay and conditions Phase 2.	Bob Perks	Efficiency Saving	Workforce Planning	118	0	(118)	0	(118)	
		Savings programmes rolled into Customers Workforce & Governance Base Budgets in Apr-09	David Carter	Efficiency Saving	Combination of Measures	0	616	616	616	616	Detailed information on achievement of savings to be provided at year-end.

Original Projects	616	616	0	616	0
--------------------------	------------	------------	----------	------------	----------

Savings Managed Within the Directorate

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
Remainder of Over / Underspend against 2009/10 Revenue Budget	N/A	Remainder of forecast underspend against the Directorate's 2009/10 revenue budget.				0	118	118	0	0	Underspend across directorate as a result of Management action to reduce expenditure as a result of projected revenue overspend reported to Cabinet at Quarter 2.

Other Savings	0	118	118	0	0
----------------------	----------	------------	------------	----------	----------

Grand Total	616	734	118	616	0
--------------------	------------	------------	------------	------------	----------

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
PD 08	Project Support	Delete corporate project management post	Monica Fogarty	Efficiency Saving	Business Process Improvement	59	0	(59)	0	(59)	
PD 14	Planning and Performance	Reduction of capacity.	Monica Fogarty	Efficiency Saving	Business Process Improvement	50	0	(50)	0	(50)	
		Savings programmes rolled into Partnership & Performance Unit Base Budgets in Apr-09	Monica Fogarty	Efficiency Saving	Combination of Measures	0	109	109	109	109	Detailed information on achievement of savings to be provided at year-end.

Original Projects	109	109	0	109	0
--------------------------	------------	------------	----------	------------	----------

Savings Managed Within the Directorate

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
Remainder of Over / Underspend against 2009/10 Revenue Budget	N/A	Remainder of forecast underspend against the Directorate's 2009/10 revenue budget.				0	102	102	0	0	Delay in recruitment on staff posts within unit.

Other Savings	0	102	102	0	0
----------------------	----------	------------	------------	----------	----------

Grand Total	109	211	102	109	0
--------------------	------------	------------	------------	------------	----------

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
AHCS 12	Trading Standards BPI work (Reducing expenditure)	Use business process improvement, staff development, and restructure to improve prioritisation and productivity. Program is on target to produce 9% savings (£179,000) from Trading Standards over the period from 2008/09 to 2010/11.	Mark Ryder	Efficiency Saving	Business Process Improvement	30	30	0	30	0	
EED 01	The Observatory	Delete vacant post	Andy Davis	Efficiency Saving	Workforce Planning	6	6	0	6	0	
EED 01	Finance and Office Services	Staffing changes	Liz Firmstone	Efficiency Saving	Workforce Planning	14	14	0	14	0	
EED 01	Communications and Information management	Closing Barrack Street Reception and changing the method of provision of technical literature	Jane Inman	Efficiency Saving	Business Process Improvement	22	17	(5)	17	(5)	£5,500 transferred to CWG for Meet and Greet.
EED 01	Waste Management	New Income Streams , savings from the slow down in waste tonnages	Roy Burton	Efficiency Saving	Business Process Improvement	244	244	0	244	0	
EED 01	Rural Communities	Reduction in maintenance costs for smallholdings	Stuart ikingill	Efficiency Saving	Asset Management	40	40	0	40	0	
EED 01	Regeneration Strategy and Europe	Savings and new funding streams	Janet Fortune	Efficiency Saving	Business Process Improvement	22	22	0	22	0	
EED 01	Highways Maintenance	Reorganisation of County Highways area offices	Peter Samwell / Andrew Savage / Jeff Welsby	Efficiency Saving	Workforce Planning	187	187	0	187	0	
EED 01	Transport Operations	Changes to publicity and marketing and further integration of services.	Kevin McGovern	Efficiency Saving	Business Process Improvement	76	76	0	76	0	
EED 02	County Highways - insurance costs	Saving on Third Party Insurance Premium.	Graeme Fitton	Efficiency Saving	Workforce Planning	137	137	0	137	0	
EED 03	County Highways - cleaning vehicles	Reduced frequency of the full washdown to clean vehicles after gritting.	Graeme Fitton	Efficiency Saving	Workforce Planning	50	50	0	50	0	
EED 04	County Highways - management of winter maintenance	A number of minor changes to the management of the winter gritting operation including a £14,000 saving on the purchase of salt.	Graeme Fitton	Efficiency Saving	Workforce Planning	63	63	0	63	0	
EED 05	County Highways - vehicle	Saving on Asset (vehicle) replacement.	Graeme Fitton	Efficiency Saving	Asset Management	150	150	0	150	0	
EED 07	Regeneration and tourism	Seek greater economies of scale by increased partnership working, especially in the sub-region. Prioritise projects and activities, especially where the County Council should lead joint working arrangements.	John Scouller	Efficiency Saving	Collaboration Between Public Bodies	250	250	0	250	0	
EED 08	Business property portfolio	Largely this is increased income due from University of Warwick Science Park. Further savings are dependent on increased occupancy.	Sarah Board	Efficiency Saving	Asset Management	16	16	0	16	0	
EED 09	Waste Management	Reconfiguration of contracts.	Glen Fleet	Efficiency Saving	Enhanced Competition, Smarter Procurement	59	59	0	59	0	
EED 11	County Highways - structure changes	Additional Staff saving as part of the County Highways review.	Peter Samwell / Andrew Savage / Jeff Welsby	Efficiency Saving	Workforce Planning	140	140	0	140	0	
EED 11	Support Services	Rationalisation/bringing together support services.	Liz Firmstone	Efficiency Saving	Workforce Planning	213	216	3	150	(63)	The plans are being achieved by cutting vacant staff posts and reducing the spend on project work .A small amount of this is one off in 2009/10 but these will be replaced by permanent savings in 2010/11.
EED 13	Opportunities Centres	Develop income earning capacity & curtail less productive activity.	Janet Fortune	Efficiency Saving	Business Process Improvement	35	35	0	35	0	
EED 14	Employment Training Warwickshire	Develop income earning capacity & curtail less productive activity in skills delivery. Collaboration with other training providers.	Mark Maffey	Efficiency Saving	Collaboration Between Public Bodies	60	0	(60)	0	(60)	There are now issues with the contracts that we have with the Learning and Skills Council such that this saving is not now achievable.
EED 01	Sustainability	Savings on staffing costs , cessation of coton nappies scheme , removing subsidy for Warwickshire Environmental Trust , and savings on home composting	Glen Fleet	Cut		57	57	0	57	0	
EED 01	Countryside Services	Cessation of the Health in the Countryside project and Warwickshire tree scheme	Stuart ikingill	Cut		95	95	0	95	0	
EED 01	Regeneration Projects	Rephasing of spend on Business Improvement Districts and other general budget reductions	Mandy Walker	Cut		89	89	0	89	0	
EED 01	Neighbourhood Initiatives	Budget reductions	Colin Ball	Cut		8	0	(8)	0	(8)	This saving was achieved in 2008/09 and was duplicated in error in 2009/10.
EED 01	Highways Maintenance	Reduction in the Area Response Teams	Peter Samwell / Andrew Savage / Jeff Welsby	Cut		133	133	0	133	0	
EED 01	Highways Maintenance	Reduction in Road Marking renewals	Peter Samwell / Andrew Savage / Jeff Welsby	Cut		33	33	0	33	0	

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
EED 06	Payments to third parties	Curtailing payments to third parties where the original justification for engagement has diminished, e.g. Groundwork, Regensis, Connexions.	John Scouller	Cut							
EED 12	Countryside Services	Cease the wood chipping service.	Stuart Ikeringill	Cut							Some service still retained at a lower level and funded from Waste Management as there will be reduced landfill as a result.
EED 15	County Highways - patching	Further capitalisation of patching.	Peter Samwell / Andrew Savage / Jeff Welsby	Cut							
EED 16	Shared services, Business Support and inward investment	Potential to share services with other sub-regional agencies, notably in relation to business support / inward investment. Secure external grants and more focus on activities that support the corporate priorities.	Janet Fortune	Cut							
EED 01	Education Business Partnership	Steps to make EBP self financing	Sheila Hancox	Increase in Charges							
EED 01	Traffic Projects	Use of surpluses from Civil Parking Enforcement	Jonathan Simkins	Increase in Charges							
EED 01	Traffic Management	Income from Penalty notices on utilities	Keith Davenport	Increase in Charges							
EED 01	County Fleet Maintenance	Increased Surplus	Alec Would	Increase in Charges							

Original Projects	2,570	2,485	(85)	2,419	(151)
--------------------------	--------------	--------------	-------------	--------------	--------------

New Projects/ Proposals to Balance the Budget:

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Forecast	Variance	Forecast	Variance		
£000	£000	£000	£000								
Shortfall on 2009/10 savings target	Countryside services use of capital resources	With part of the wood chipping service continuing to balance the reduced saving on this, reductions are being made elsewhere including making use of the capital funds.	Stuart Ikeringill	Cut							No major implications.
		Other one off savings within the Directorates budget.		Cut							

New Projects	85	85	0	0
---------------------	-----------	-----------	----------	----------

Total of 2009/10 Budget Requirement	2,570	2,570	0	2,419	(151)
--------------------------------------------	--------------	--------------	----------	--------------	--------------

Savings Managed Within the Directorate:

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
Remainder of Over / Underspend against 2009/10 Revenue Budget	Gain on the Highways Maintenance Contract	The contract requires continuous improvement to generate efficiencies and this has resulted in savings on the Highways Maintenance contract.	Peter Samwell / Andrew Savage / Jeff Welsby	Efficiency Saving	Business Process Improvement	100	100	0	0	(100)	This limits our ability to respond to unforeseen events.
	Transport Operations - savings on contract tendering	Savings on tenders for bus routes	Kevin McGovern	Efficiency Saving	Enhanced Competition, Smarter Procurement	50	50	0	0	(50)	The savings are due to the current economic climate and merging routes so it remains to be seen if this is a sustainable saving.
	Resources Teams savings	Savings in vacant posts	Liz Firmstone	Efficiency Saving	Workforce Planning	122	122	0	0	(122)	Savings from not filling vacant posts.
	Regeneration Projects	Savings in vacant posts and supplies and services	Mandy Walker	Efficiency Saving	Workforce Planning	83	83	0	0	(83)	Savings from not filling vacant posts.
	Street Lighting Energy Contract	Savings on the retendering of the contract	Peter Samwell / Andrew Savage / Jeff Welsby	Efficiency Saving	Enhanced Competition, Smarter Procurement	500	500	0	0	(500)	
	County Highways	Further savings on the maintenance contract, and increased income and savings in administration.	Peter Samwell / Andrew Savage / Jeff Welsby	Cut		100	100	0	0	(100)	This limits our ability to respond to unforeseen events.
	Country Parks additional Income	Additional income generated through increased visitors at the Country Parks	Stuart Ikeringill	Increase in Charges		70	70	0	0	(70)	Mainly generated as a result of additional numbers visiting the Country Parks.
	Transport planning additional income	Additional Income from the Park and Ride in Stratford and from section 74 licences	Keith Davenport / Tom Pierpoint	Increase in Charges		248	248	0	60	(188)	Windfall increases in income from utilities and additional patronage for the Stratford Park and Ride site.
	Use of contingency funds within County Highways	This fund is to cover unforeseen cost increases	Peter Samwell / Andrew Savage / Jeff Welsby	Cut		100	100	0	0	(100)	This limits our ability to respond to unforeseen events.
	Waste Management	Cuts in strategy and educational activity	Glenn Fleet	Cut		79	79	0	0	(79)	
Regeneration and Tourism	Savings in Asset Management and Regeneration projects and from holding vacant posts	John Scouller	Cut		408	408	0	0	(408)	One off cost saving within the Business Centres.	
Remainder of pressure	Remainder of shortfall in permanent efficiencies in 2009/10 for which no replacement plan is in place		Cut		397	0	(397)	0	(397)		

Other Savings	2,257	1,860	(397)	60	(2,197)
----------------------	--------------	--------------	--------------	-----------	----------------

Grand Total	4,827	4,430	(397)	2,479	(2,348)
--------------------	--------------	--------------	--------------	--------------	----------------

Savings Managed Within the Directorate

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
Carbonaceous Fire Behaviour Training	Projected overspend relating to the provision of Fire Training	The Service will endeavour to manage costs within the Directorates overall budget, and is currently looking at how these budget pressures can be addressed.	Simon Frost			280	0	(280)	0	280	The provision of this training is part of the Improvement Plan, public consultation on which has recently closed. The ongoing funding for this will not become clear until a decision has been taken on the implementation of the plan.
Remainder of Over / Underspend against 2008/09 Revenue Budget		Various pressures / underspends. See Revenue Monitoring form for details.				70	0	(70)			This is a one-off effect that does not impact on 2010/11.
Total						350	0	(350)	0	280	

2009/10 Budget Savings Requirement

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
RE 01	Office Accommodation - County Buildings Portfolio	Rationalisation of Office accommodation included within the County Buildings portfolio by means of increasing density of occupation within existing buildings and the subsequent release of other buildings. The release of expenditure used to service the existing occupation of the other buildings will release the efficiency savings.	Phil Evans	Efficiency Saving	Asset Management	30	0	(30)	0	(30)	Delay in rationalisation of current county building portfolio caused by delays in the agreement of the relocation of staff in Swan Street with the County Buildings portfolio. This shortfall is currently made up by additional savings below.
RE 02	County Building - Energy Efficiency	Delivery of cost savings from expenditure on energy and water expenditure within County Buildings .	Phil Evans	Efficiency Saving	Innovation	50	80	30	80	30	Additional efficiencies achieved within energy costs due to new technology and increase monitoring of usage.
RE 03	Water Coolers	Introduction of changed arrangements in relation to the provision of water in WCC (non-schools) premises. Existing arrangements for the purchase of bottled water will be terminated and mains fed water provided in lieu.	Phil Evans	Efficiency Saving	Innovation	10	3	(7)	8	(2)	Water coolers within Shire Hall now replaced with mains water coolers. First year purchase price reduced the amount achieved.
RE 04	Re-organisation of post and admin functions		Phil Evans	Efficiency Saving	Workforce Planning	8	8	0	8	0	
RE 05	Procurement savings	A number of discrete projects working with Directorates to procure goods and services more effectively. The key areas of activity cover: temporary and agency staff, taxi services, ICT consumables and recovery audit. This list of areas where procurement savings are expected to be made will be expanded over a period of time and is likely to include children services, consultancy, landline telephony, print solutions and building maintenance. This initial project plan concentrates predominantly on 2008/2009 but in reality procurement savings in future years will be expected to be delivered.	Oliver Winters	Efficiency Saving	Enhanced Competition, Smarter Procurement	551	281	(270)	450	(101)	Under achievement of Procurement saving due to being unable to recruit staff.
RE 06	Unit Charge - Freezing Support Charge	One of the justifications for the introduction of the Unit Charge was that the establishment of a more standard desktop ICT Infrastructure would help manage the escalating support costs associated with supporting our desktop ICT infrastructure. As a result of this the Unit Charge per PC passed to ICT to manage and support the elements of the ICT infrastructure covered by the Unit Charge has not been increased for the last five years to demonstrate the efficiencies associated with this more managed environment. ICT continue to deliver the Unit Charge Services within a frozen charge and must operate more efficiently to do so as they are incurring inflationary salary and licence charges.	Tonino Ciuffini	Efficiency Saving	Business Process Improvement	79	149	70	149	70	Original target met as per previous years and additional savings achieved through system costs being reduced.
RE 07	Patapsco Savings (IP Trunking)	This will be specifically using Patapsco Units to allow telephone traffic to be carried over existing data links. It requires Patapsco Units to allow us to utilise our data lines in this way. We have to ensure that the data lines have the necessary reliability and resilience before implementing, and ensure that they do not relate to critical services until full confidence in the approach is achieved. £30,000 savings in rental in 2008/09 is only achievable with £30,000 investment in Patapsco units.	Tonino Ciuffini	Efficiency Saving	Use of Technology	30	0	(30)	0	(30)	Following detailed technical evaluation this option is no longer being pursued. Other savings have been identified to replace these.
RE 08	Service Desk - implementation of new working practices	Service Desk implementation will see changes in process with medium to long term savings. In addition to other less realisable savings that we are also planning achieve, we plan to specifically remove one post from the Service Desk arena to demonstrate the achievement of realisable savings.	Tonino Ciuffini	Efficiency Saving	Workforce Planning	19	19	0	19	0	Full year effect of post removed in previous year.
RE 09	Rationalisation of WAN suppliers		Tonino Ciuffini	Efficiency Saving	Enhanced Competition, Smarter Procurement	25	0	(25)	0	(25)	Following detailed technical evaluation this option is no longer being pursued. Other savings have been identified to replace these.
RE 10	Staff restructuring within Financial Support		Joanna Rhodes	Efficiency Saving	Workforce Planning	20	20	0	20	0	Full year effect of post removed in previous year.

Ref	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Budget	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
RE 11	Undertake all cash management in-house		Oliver Winters	Efficiency Saving	Enhanced Competition, Smarter Procurement	26	0	(26)	0	(26)	Bringing the service in-house would require existing cash assets to be liquidated which in the current market conditions would cause a loss.
RE 12	Rationalise financial processes in the Resources Directorate	Re-engineering of processes including changing the approach to cost centre management support and training.	Joanna Rhodes	Efficiency Saving	Workforce Planning	81	92	11	90	9	Vacancies within the Resources Directorate not being filled but same standard and volume of work being achieved.
RE 13	Reorganise Fire Safety and Security within overall caretakers responsibilities		Phil Evans	Efficiency Saving	Business Process Improvement	30	0	(30)	30	0	Savings now not achievable because post could not be released until 2010/11.
RE 14	Close Northgate Street Offices entirely and leave vacant		Phil Evans/Steve Smith	Efficiency Saving	Asset Management	50	0	(50)	50	0	Delays in the agreement of the relocation of staff from Northgate Street within the County Offices Portfolio (Mainly Shire Hall and Barrack Street).
RE 15	Contribution from/to Directorate Reserves	Some of the projects initiated in 2009/10 will not deliver savings until future years. Therefore this contribution will be used to manage the timing differences.		Efficiency Saving	User Focus	42	0	(42)	0	(42)	Savings have been found from other areas which do not affect current Directorate Reserves, detailed under the section on new projects to balance the budget, below.

Original Projects	1,051	652	(399)	904	(147)
--------------------------	--------------	------------	--------------	------------	--------------

New Projects/ Proposals to Balance the Budget:

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Forecast	Variance	Forecast	Variance		
£000	£000	£000	£000								
Shortfall on 2009/10 savings target	Workforce Planning	Workforce Planning within the Resources Directorate		Efficiency Saving	Workforce Planning	129	129	147	147	Further reductions to be made throughout the year within the Resources Directorate.	

New Projects	129	129	147	147
---------------------	------------	------------	------------	------------

Total of 2009/10 Budget Requirement	1,051	781	(270)	1,051	0
--------------------------------------------	--------------	------------	--------------	--------------	----------

Savings Managed Within the Directorate

Description	Efficiency Project	Description of the Project and Explanation of Changes Required	Responsible Officer	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
						2009/10			2010/11 Onwards		
						Savings Required	Forecast	Variance	Forecast	Variance	
£000	£000	£000	£000	£000							
Surplus Properties		Projected revenue over spend relating to surplus properties.	Steve Smith	N/A		329	0	(329)			More details of these variances are provided in the 2009/10 Projected Revenue Outturn - Q3 report, also presented to this Cabinet meeting.
Fee Income in Property		Original fee target within Property not met within 2009/10.	Steve Smith	N/A		297	0	(297)			
Procurement Efficiencies		Carried forward Procurement Savings target from previous years.	Oliver Winters	N/A		330	0	(330)			
Payroll Services		Restructuring Cost will now fall in 2010/11 and additional trading income.	Oliver Winters	Other		0	171	171			
Network Services		Rephasing of project to replace wide area network.	Tonino Ciuffini	Other		0	263	263			
Other Minor Variations		Combined effect of variety of minor under & overspends throughout the Directorate.		Other		0	277	277			

Other Savings	956	711	(245)	0	0
----------------------	------------	------------	--------------	----------	----------

Grand Total	2,007	1,492	(515)	1,051	0
--------------------	--------------	--------------	--------------	--------------	----------