



# **ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL**

## ***Panel Report***

**Public**

**Date of Meeting:** 25th October 2012

**Title:** ECONOMIC DEVELOPMENT DIRECTORATE -  
TRANSFORMATION SAVINGS - VERBAL UPDATE

**Report of:** Jane Meek, Director of Economic Development

**Report reference:** ED 33/12

### **Summary:**

To update Environment and Economy Overview and Scrutiny Panel on the draft proposals to deliver the transformation savings as agreed by the Executive on 3<sup>rd</sup> September 2012 (Ref RD 35/12 see attached).

### **Questions for / input required from Scrutiny:**

### **Recommendations:**

That the report is noted.

**Contact Officer:** Jane Meek

**Ext:** 7190

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

## Background:

As part of the Medium Term Finance Plan (MTFP) the Executive agreed the savings target for 2013/14. In the current MTFP the £1.819 million savings required is equally spread over the next 3 years. However the Executive requested Senior Management Team in liaison with Portfolio Holders to come up with proposals to front load the savings in delivering a majority of the savings required by 1<sup>st</sup> April 2013.

With regards Economic Development the Directorate had a target of £150,000 savings to find. However, in view of the administrations priority to support economic growth the Director of Economic Development has worked closely with the Portfolio Holder to ensure that any re-structure will continue to address these issues.

In addition the transformation proposals have taken into account a number of key issues and influences which are taking place at a National and Local level. In particular the changes to the planning system, the introduction of the NPPF and the need to have an up to date Local Plan in order to deliver growth and address Localism.

In view of the fact that when this report was drawn up the transformation proposals had not been announced the Director of Economic Development will provide Overview and Scrutiny with a verbal update on the proposals including structure consultation and implementation programme.

## Impact assessments

Does the change have an impact on the following?

| Equality Impact Screening                        | Impact Yes/No? | Is the impact positive or negative? |
|--|----------------|-------------------------------------|
| Does the policy/service impact on the following? |                |                                     |
| Age  |                |                                     |
| Disability                                       |                |                                     |
| Race   |                |                                     |
| Gender/ Transgender                              |                |                                     |
| Sexual Orientation                               |                |                                     |
| Religion or belief                               |                |                                     |
| Human Rights                                     |                |                                     |
| Health inequalities                              |                |                                     |
| Rurality   |                |                                     |

If you consider there is either no impact or no negative impact, please give reasons:

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.....  
.....

**If an equality Impact is necessary, please contact the P&P team.**



## PORTFOLIO AREA: FINANCE, GOVERNANCE & RESOURCES

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Date of Meeting: 3 September 2012

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Public

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Key Decision: Yes

Recorded in Forward Plan: Yes

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Inside Policy Framework

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**Title:** PROGRESS REPORT ON DELIVERING TRANSFORMATION SAVINGS TO DATE AND DRAFT SAVING PROPOSALS FOR 2013/14

**Report of:** Director of Resources

**Report reference:** RD35/12

**Summary:**

This report provides a summary of the transformation savings achieved to date with details of the draft saving proposals for 2013/14.

**Recommendations:**

The Executive is asked to:

- (i) Note the savings achieved to date and consider the planned savings for 2013/14 (£1.38 million) and future years;
- (ii) Approve the savings of £306,452 which can be delivered immediately in 2012/13, for recommendation to Council on 13 November;
- (iii) Approve the savings plan for future years, noting that these will form part of the 2013/14 budget process and be approved formally as part of the 2013/14 budget in February 2013;
- (iv) Note that proposals in respect of the Economic Development restructure, Claimed Rights and CCTV will be subject to further reports to the Executive prior to implementation.

**Contact Officer:** Peter Mason

**Ext:** 7270

**Note:** in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

## CARLISLE CITY COUNCIL

To: The Executive  
3 September 2012

RD35/12

### PROGRESS REPORT ON DELIVERING TRANSFORMATION SAVINGS TO DATE AND DRAFT SAVING PROPOSALS FOR 2013/14

#### **1. BACKGROUND INFORMATION AND OPTIONS**

- 1.1 During the period 2010/11 to 2015/16 in maintaining a balanced budget/medium term financial plan (MTFP) and in factoring in reductions in Government Grant (27%), new budget pressures, inflation and long term income short falls, the Council has been required to identify £6.829 million in recurring revenue savings (see Table 2).
- 1.2 This is out of controllable staffing and non-staffing budgets of £20.143 million (see Table 1) and represents, once achieved, a reduction of 34% in the Council's controllable staffing and non-staffing costs.
- 1.3 As set out in Table 2, £4.311 million has already been saved with a further £699,000 identified and due to be delivered by 2015/16 (mainly savings to be delivered via the Asset Management Business Case which accounts for £300,000).
- 1.4 This leaves a balance of £1.819 million (see Table 2) still to be delivered by 1<sup>st</sup> April 2016.

#### **2. TRANSFORMATION SAVINGS TARGET FOR 2013/14**

- 2.1 In the current MTFP the £1.819 million savings required is equally spread over the next 3 years.
- 2.2 However the new administration has requested SMT in liaison with Portfolio Holders to come up with proposals to front load the savings in delivering a majority of the savings required by 1<sup>st</sup> April 2013.
- 2.3 The new administration also directing SMT in liaison with Portfolio Holders to minimise staff redundancies.

- 2.4 The 'draft' savings proposals identified in this report will deliver £1.38 million in savings by 2013/14.
- 2.5 By promoting vacancy management, staff redeployment and TUPE transfer arrangements, also reducing overtime working and identifying non staffing efficiencies, staff redundancies will be minimised.
- 2.6 By delivering the £1.38 million savings identified in this Report, £439,000 out of the original £6.829 million will still need to be identified in future years (see table 3). By front loading the £1.38 million savings in 2013/14 the identifying of these residual savings can be delayed until 2015/16 giving the Council 2014/15 to bed down revised service provision arrangements resulting from the significant efficiency savings made to date.

### **3. SAVINGS PROPOSALS 2013/14**

- 3.1 Detailed in appendix 1 is a breakdown by Directorate of efficiency savings proposals agreed after detailed discussions between responsible Directors and Portfolio Holders amounting to £1,100,366.
- 3.2 Many of the proposals can be progressed immediately, due to posts held vacant as part of vacancy management planning.
- 3.3 Some of the proposals will be subject to further reports to Members at detailed planning stage i.e. Economic Development restructure, Claimed Rights and CCTV.
- 3.4 Detailed in Appendix 2 is a breakdown of non staffing savings and reductions in overtime budgets (by Directorate). These savings totalling £279,498 are considered as deliverable after close scrutiny of historic spending against such budgets by finance staff in liaison with Finance, Governance and Resources Portfolio Holder.
- 3.5 In Appendices 1 and 2 (final columns) is an assessment of which savings can be taken immediately, which by the 1<sup>st</sup> April 2013 and which due to the complexity of the savings initiatives may not be delivered until early in the 2013/14 financial year.

### **4. Next Steps**

- 4.1 Subject to the Executive/Council's agreement on progressing the savings proposals set out in appendices.

- i) The savings of £306,452 that can be delivered immediately will be taken and budgets reduced to reflect the reduced budget requirements for the 2012/13 financial year.
- ii) The 2013/14 budget proposals will reflect the savings identified of £778,164 to be taken on 1<sup>st</sup> April 2013 and £601,700 during 2013/14.
- iii) As advised in 3.3 of the report draft proposals in respect of the Economic Development restructure, Claimed Rights and CCTV will be subject to further reports to members before implementation.

## **5. CONSULTATION**

Consultation will take place with key stakeholders including Overview & Scrutiny, Staff and Trade Unions during September and October.

## **6. RECOMMENDATIONS**

The Executive is asked to:

- (i) Note the savings achieved to date and consider the planned savings for 2013/14 (£1.38 million) and future years;
- (ii) Approve the savings of £306,452 which can be delivered immediately in 2012/13, for recommendation to Council on 13 November;
- (iii) Approve the savings plan for future years, noting that these will form part of the 2013/14 budget process and be approved formally as part of the 2013/14 budget in February 2013;
- (iv) Note that proposals in respect of the Economic Development restructure, Claimed Rights and CCTV will be subject to further reports to the Executive prior to implementation.

## **7. REASONS FOR RECOMMENDATIONS**

To consider draft saving proposals in order achieved the transformation savings built into the Medium Term Financial Plan.

## **8. IMPLICATIONS**

- Staffing/Resources – These draft proposals set out in this report minimise any impact on staffing resources.
- Financial – There is £2.573million of transformation savings built into the Medium Term Financial Plan and this report provides a plan of how these savings will be achieved. If Members approve this report, a re-profiling of the savings will be required and this will form part of the 2013/14 budget process.

Savings of £306,452 will be taken in advance in 2012/13 which will reduce the call on Council Reserves in 2012/13.

- Legal – (to follow)
- Corporate – SMT and JMT have been involved in the preparation of this report.
- Risk Management – Delivery of savings and impact on service delivery will need to be closely monitored by SMT to mitigate potential risk.
- Environmental – Not applicable
- Crime and Disorder – Not applicable
- Impact on Customers – Minimal disruption on service delivery to customers
- Equality and Diversity – Not applicable

### Impact assessments

**Does the change have an impact on the following?**

| <b>Equality Impact Screening</b>                 | <b>Impact Yes/No?</b> | <b>Is the impact positive or negative?</b> |
|--|-----------------------|--|
| Does the policy/service impact on the following? |                       |  |
| Age  | <b>No</b>             |  |
| Disability                                       | <b>No</b>             |  |
| Race   | <b>No</b>             |  |
| Gender/ Transgender                              | <b>No</b>             |  |
| Sexual Orientation                               | <b>No</b>             |  |
| Religion or belief                               | <b>No</b>             |  |
| Human Rights                                     | <b>No</b>             |  |
| Health inequalities                              | <b>No</b>             |  |
| Rurality   | <b>No</b>             |  |

**If you consider there is either no impact or no negative impact, please give reasons:**

This report provides a summary of draft saving proposals.

**If an equality Impact is necessary, please contact the P&P team.**



**TABLE 1**

| Original Budget                | Senior Mgt<br>£000 | Chief Exec<br>£000 | Governance<br>£000 | Resources<br>£000 | Com Eng<br>£000 | Ec Dev<br>£000 | Local Env<br>£000 | Total<br>£000 |
|--------------------------------|--------------------|--------------------|--------------------|-------------------|-----------------|----------------|-------------------|---------------|
| Revised Employee Related Costs | 634                | 739                | 731                | 2,188             | 2,181           | 1,536          | 6,274             | 14,282        |
| Transport Related Costs        |                    | 26                 | 58                 | 311               | 58              | 71             | 1,140             | 1,665         |
| Supplies & Services            |                    | 169                | 407                | 508               | 1,007           | 417            | 1,688             | 4,196         |
| <b>Total</b>                   | <b>634</b>         | <b>933</b>         | <b>1,196</b>       | <b>3,007</b>      | <b>3,246</b>    | <b>2,025</b>   | <b>9,102</b>      | <b>20,143</b> |

**TABLE 2**

**Overall Savings Proposed up to 2016/17**

|  | Senior Mgt<br>£000 | Chief Exec<br>£000 | Governance<br>£000 | Resources<br>£000 | Com Eng<br>£000 | Ec Dev<br>£000 | Local Env<br>£000 | Corporate<br>£000 | To be<br>identified<br>£000 | Total<br>£000 |
|--|--------------------|--------------------|--------------------|-------------------|-----------------|----------------|-------------------|-------------------|-----------------------------|---------------|
| <b>Savings achieved/proposed from 2010/11, 2011/12</b> | <b>743</b>         | <b>171</b>         | <b>170</b>         | <b>1,380</b>      | <b>588</b>      | <b>241</b>     | <b>937</b>        | <b>24</b>         | <b>2</b>                    | <b>4,256</b>  |
| Proposed savings from 2012/13                          |                    |                    |                    | 73                | 189             | 40             | 201               | 93                | 4                           | 600           |
| Additional savings from 2013/14 identified             | 120                |                    |                    |                   |                 |                |                   | 34                |                             | 154           |
| Proposed savings from 2015/16                          |                    | 91                 | 41                 | 181               | 235             | 174            | 658               |                   | 439                         | 1,819         |
| <b>MTFP Savings Target (subtotal)</b>                  | <b>120</b>         | <b>91</b>          | <b>41</b>          | <b>254</b>        | <b>424</b>      | <b>214</b>     | <b>859</b>        | <b>127</b>        | <b>443</b>                  | <b>2,573</b>  |
| <b>Total Savings proposed</b>                          | <b>863</b>         | <b>262</b>         | <b>211</b>         | <b>1,634</b>      | <b>1,012</b>    | <b>455</b>     | <b>1,796</b>      | <b>151</b>        | <b>445</b>                  | <b>6,829</b>  |
| % savings proposed                                     | 136%               | 28%                | 18%                | 54%               | 31%             | 22%            | 20%               |                   |                             | 34%           |

|   | Senior Mgt<br>£000 | Chief Exec<br>£000 | Governance<br>£000 | Resources<br>£000 | Com Eng<br>£000 | Ec Dev<br>£000 | Local Env<br>£000 | Corporate<br>£000 | To be<br>identified<br>£000 | Total<br>£000 |
|---|--------------------|--------------------|--------------------|-------------------|-----------------|----------------|-------------------|-------------------|-----------------------------|---------------|
| <b>Savings achieved to date</b>                         | <b>863</b>         | <b>168</b>         | <b>170</b>         | <b>1,157</b>      | <b>629</b>      | <b>218</b>     | <b>1,106</b>      | <b>0</b>          | <b>0</b>                    | <b>4,311</b>  |
| Savings identified but still to be delivered by 2016/17 | 0                  | 3                  | 0                  | 296               | 148             | 63             | 32                | 151               | 6                           | 699           |
| Savings still to be identified by 2016/17               | 0                  | 91                 | 41                 | 181               | 235             | 174            | 658               | 0                 | 439                         | 1,819         |
|   | <b>0</b>           | <b>94</b>          | <b>41</b>          | <b>477</b>        | <b>383</b>      | <b>237</b>     | <b>690</b>        | <b>151</b>        | <b>445</b>                  | <b>2,518</b>  |
| <b>Total Savings</b>                                    | <b>863</b>         | <b>262</b>         | <b>211</b>         | <b>1,634</b>      | <b>1,012</b>    | <b>455</b>     | <b>1,796</b>      | <b>151</b>        | <b>445</b>                  | <b>6,829</b>  |

**Transformation Savings Identified 2013/14**

| Service Team    | Ref  | Proposals   | Executive Proposals | Comments |
|-----------------|------|---|---------------------|----------|
| Chief Executive | ChE1 | A combination of savings achieved through salary differentiation at manager levels, revised way of working in regard to emergency planning and risk management. | £50,500             |          |
|                 | ChE2 | Reduction in training budget due to reduction in staff numbers working for the Council  | £35,000             |          |
|                 |      | <b>Total</b>  | <b>£85,500</b>      |          |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
| £25,250                 | £50,500                     |                                |
| £17,500                 | £35,000                     |                                |
| <b>£42,750</b>          | <b>£85,500</b>              | <b>£0</b>                      |

| Governance | Ref | Proposals                  | Executive Proposals | Comments   |
|------------|-----|----------------------------|---------------------|--|
|            | G1  | Reduction in town twinning | £11,000             |  |
|            | G2  | Lean System review savings | £5,000              |  |
|            | G3  | Civic Dinner               | £4,000              | Civic Dinner will go ahead however it will be self financing other than for invited guests |
|            |     | <b>Total</b>               | <b>£20,000</b>      |  |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
| £5,500                  | £11,000                     |                                |
| £2,500                  | £5,000                      |                                |
| £4,000                  | £4,000                      |                                |
| <b>£12,000</b>          | <b>£20,000</b>              | <b>£0</b>                      |

| Resources | Ref | Proposals                      | Executive Proposals | Comments |
|-----------|-----|--------------------------------|---------------------|----------|
|           | R1  | Insurance and Governance       | £15,625             |          |
|           | R2  | Projects                       | £36,828             |          |
|           | R3  | HR Support                     | £31,571             |          |
|           | R4  | Building and Facilities Review | £20,292             |          |
|           | R5  | ICT Connect Project Work       | £65,850             |          |
|           |     | <b>Total</b>                   | <b>£170,166</b>     |          |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
| £15,625                 | £15,625                     |                                |
| £36,828                 | £36,828                     |                                |
|                         | £31,571                     |                                |
|                         | £20,292                     |                                |
|                         | £65,850                     |                                |
| <b>£52,453</b>          | <b>£170,166</b>             | <b>£0</b>                      |

| Community Engagement | Ref | Proposals                                 | Executive Proposals | Comments |
|----------------------|-----|---|---------------------|----------|
|                      | CE1 | Wellbeing Team Service Provision          | £60,000             |          |
|                      | CE2 | Customer Contact Centre Service Provision | £75,000             |          |
|                      | CE3 | Strategic Housing Service Provision       | £40,000             |          |
|                      |     | <b>Total</b>                              | <b>£175,000</b>     |          |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
| £30,000                 | £60,000                     |                                |
| £37,500                 | £75,000                     |                                |
| £20,000                 | £40,000                     |                                |
| <b>£87,500</b>          | <b>£175,000</b>             | <b>£0</b>                      |

| Economic Development | Ref | Proposals   | Executive Proposals | Comments  |
|----------------------|-----|---|---------------------|---|
|                      | ED1 | Restructure to address new and changing issues e.g. Localism, NPPF, and Council's growth agenda. Deletion of vacant and non-statutory posts. Creation of new posts to focus on implementation and regeneration. | £150,000            | The Director in liaison with the Portfolio Holder will submit a detailed proposal that will deliver the priorities as well as the revenue saving of £150,000. |
|                      |     | <b>Total</b>  | <b>£150,000</b>     |   |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
|                         |                             | £150,000                       |
| <b>£0</b>               | <b>£0</b>                   | <b>£150,000</b>                |

| Local Environment | Ref | Proposals   | Executive Proposals | Comments  |
|-------------------|-----|---|---------------------|---|
|                   | LE1 | Handover Highways Claimed Rights (HCR)            | £230,000            | Proposed as a savings proposal subject to analysis of the impending independent report due 17th July 2012 and constructive discussions with the County Council. These discussions should result in the best possible safeguard for any staff transferring over and a formal influence on maintenance works being left with City Council Members   |
|                   | LE2 | Reduce Highways discretionary services            | £39,700             |   |
|                   | LE3 | CCTV  | £180,000            | Proposal of £110,000 agreed as a revenue saving. Agreed that the Director will work with the Portfolio Holder to identify further savings of £70,000 through reduced capital requirements and maintenance of less equipment. Proposal is to retain the cameras in City Council owned car parks with random remote patrolling and retained facility for recording footage. The remaining cameras to be serviced then offered to Partners to maintain and monitor. Consultation with Partners including the Police and the Business Community need to be organised. |
|                   | LE4 | Allotments to mutual - reduction over three years | £2,000              |   |
|                   | LE5 | Rights of way                                     | £18,000             |   |
|                   | LE6 | Talkin Tarn                                       | £30,000             | The option of increasing the daily parking charge will be considered as part of the Charging Review.  |
|                   |     | <b>Total</b>                                      | <b>£499,700</b>     |   |

| Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|-------------------------|-----------------------------|--------------------------------|
|                         |                             | £230,000                       |
|                         |                             | £39,700                        |
|                         |                             | £180,000                       |
|                         |                             | £2,000                         |
|                         | £18,000                     |                                |
| £15,000                 | £30,000                     |                                |
| <b>£15,000</b>          | <b>£48,000</b>              | <b>£451,700</b>                |

**Total from all Directorates £1,100,366**

**£209,703 £498,666 £601,700**

**Non Staffing Savings Proposals**

|   | Local Environment | Community Engagement | Economic Development | Resources     | Governance    | Chief Executives | Total          | Deliverable Immediately | Deliverable by 1 April 2013 | Deliverable after 1 April 2013 |
|---|-------------------|----------------------|----------------------|---------------|---------------|------------------|----------------|-------------------------|-----------------------------|--------------------------------|
| Communications & Computing                      | 22,598            | 0                    | 20,000               | 0             | 0             | 0                | <b>42,598</b>  | 21,299                  | 42,598                      | 0                              |
| Miscellaneous Expenses                          | 0                 | 4,000                | 0                    | 500           | 1,200         | 0                | <b>5,700</b>   | 2,850                   | 5,700                       | 0                              |
| Equipment Furniture & Materials                 | 17,800            | 34,500               | 0                    | 0             | 0             | 0                | <b>52,300</b>  | 26,150                  | 52,300                      | 0                              |
| Clothing Uniforms & Laundry                     | 0                 | 0                    | 0                    | 0             | 300           | 0                | <b>300</b>     | 150                     | 300                         | 0                              |
| Maintenance                                     | 18,700            | 1,000                | 0                    | 0             | 0             | 0                | <b>19,700</b>  | 9,850                   | 19,700                      | 0                              |
| Water Services                                  | 3,000             | 2,500                | 0                    | 0             | 0             | 0                | <b>5,500</b>   | 2,750                   | 5,500                       | 0                              |
| Public Transport                                | 0                 | 0                    | 0                    | 500           | 0             | 500              | <b>1,000</b>   | 500                     | 1,000                       | 0                              |
| Printing, Stationery & General Office Expenses  | 3,000             | 2,500                | 0                    | 1,000         | 16,000        | 5,000            | <b>27,500</b>  | 13,750                  | 27,500                      | 0                              |
| Services  | 37,100            | 0                    | 0                    | 0             | 1,800         | 0                | <b>38,900</b>  | 19,450                  | 38,900                      | 0                              |
| Additional Savings from Overtime/Additional Pay | 55,600            | 15,200               | 3,800                | 9,000         | 2,100         | 300              | <b>86,000</b>  | 0                       | 86,000                      | 0                              |
| <b>Total</b>                                    | <b>157,798</b>    | <b>59,700</b>        | <b>23,800</b>        | <b>11,000</b> | <b>21,400</b> | <b>5,800</b>     | <b>279,498</b> | <b>96,749</b>           | <b>279,498</b>              | <b>0</b>                       |

**Summary Savings Proposals**

|                                    |                |                |                |                |               |               |                  |                |                |                |
|------------------------------------|----------------|----------------|----------------|----------------|---------------|---------------|------------------|----------------|----------------|----------------|
| Directorate Proposals (Appendix 1) | 499,700        | 175,000        | 150,000        | 170,166        | 20,000        | 85,500        | <b>1,100,366</b> | 209,703        | 498,666        | 601,700        |
| Reduction in Overtime              | 55,600         | 15,200         | 3,800          | 9,000          | 2,100         | 300           | <b>86,000</b>    | 0              | 86,000         | 0              |
| Non Staffing Efficiencies          | 102,198        | 44,500         | 20,000         | 2,000          | 19,300        | 5,500         | <b>193,498</b>   | 96,749         | 193,498        | 0              |
| <b>Total Other Savings</b>         | <b>657,498</b> | <b>234,700</b> | <b>173,800</b> | <b>181,166</b> | <b>41,400</b> | <b>91,300</b> | <b>1,379,864</b> | <b>306,452</b> | <b>778,164</b> | <b>601,700</b> |

**Reserves Position for Transformation Savings**

|  | 2012/13<br>£000 | 2013/14<br>£000 | 2014/15<br>£000 | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| In Year Transformation Savings included in MTFP                              | (600)           | (700)           | (650)           | (587)           | (36)            | 0               |
| Reserves Position Including MTFP Transformation Savings                      | (1,648)         | (1,488)         | (1,836)         | (2,743)         | (3,027)         | (2,761)         |
|  |                 |                 |                 |                 |                 |                 |
|  |                 |                 |                 |                 |                 |                 |
|  | 2012/13<br>£000 | 2013/14<br>£000 | 2014/15<br>£000 | 2015/16<br>£000 | 2016/17<br>£000 | 2017/18<br>£000 |
| Revised In year Transformation Savings                                       | (600)           | (1,380)         | 0               | (439)           | 0               | 0               |
| Additional Savings identified from 2013/14                                   | 0               | (154)           | 0               | 0               | 0               | 0               |
| <b>Revised Reserves Position after reprofiling of Transformation Savings</b> | <b>(1,648)</b>  | <b>(2,322)</b>  | <b>(2,020)</b>  | <b>(2,779)</b>  | <b>(3,027)</b>  | <b>(2,761)</b>  |
|  |                 |                 |                 |                 |                 |                 |