



# RESOURCES OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

**Public**

**Date of Meeting:** 13 October 2011

**Title:** TRANSFORMATION PROGRAMME

**Report of:** Acting Chief Executive

**Report reference:** CE.28/11

**Summary:** This report updates members of the Panel on progress with delivery of the Council's transformation savings and the proposed savings to deliver 2011/12 budget resolution.

**Questions for / input required from Scrutiny:** Members are invited to scrutinise and comment upon progress with the Transformation Programme and the proposed savings for this financial year (2011/12).

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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**

Presented at Appendix 1 is the progress on the savings proposed as part of the Transformation Programme. Those highlighted in green show where reviews are complete and the savings are in the ledger. Those highlighted in amber are yet to be completed – but are therefore not yet on the ledger.

The 2011/12 budget resolution required identification of c. £1m of further savings during the year so that the full year effect would be delivered for 2012/13. There are broadly two elements of a strategy that will deliver these savings.

Firstly is a re-profiling of the planned savings through reducing the prudent level of revenue reserves and therefore concomitantly reducing the rate at which reserves need to be replenished. This possibility was reported to the Panel at the last meeting and discussed by members. The re-setting of the prudent level of reserves facilitates a re-profiling of transformation savings so that the requirement for this year is reduced to £600k.

The second part of the strategy is to identify a number of savings that can be delivered in year – these are reported in Appendix 2. The proposed savings have been discussed with portfolio holders and consultation and implementation will begin imminently.

Together these proposals enable the delivery of the required savings for 2011/12. They are not part of the budget setting process for 2012/13 – that process is beginning now and will be considered by the Resources Overview and Scrutiny Panel in due course. A budget workshop for the Panel is planned for 11 November 2011.

Progress on the more detailed implementation plans for the service areas will be reported to the relevant scrutiny panels once the reviews are underway.

The proposals in Appendix 2 have been communicated to staff through a newsletter, and more detailed briefing and consultation is taking place at the directorate level.

Should this panel wish to focus its activity on any particular element of the plans or proposals, then officers will make the necessary arrangements.

# APPENDIX 1

	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2014/15 £000's	Est Date From
<b>MANAGEMENT RESTRUCTURE</b>	(827)	(801)	(793)	(793)	(793)	(793)	
<b>NOTE <u>RESOURCES</u></b>							
Staffing Reviews	(105)	(185)	(187)	(187)	(187)	(187)	
Cleaning Review	0	(65)	(65)	(65)	(65)	(65)	Apr-11
Garage Review	0	(9)	(15)	(15)	(15)	(15)	Aug-11
Support Service Team Review - Stage 1	(32)	(56)	(56)	(56)	(56)	(56)	Oct-10
Accommodation Review - Civic Centre	(10)	(40)	(40)	(40)	(40)	(40)	Apr-11
Accommodation Review - Civic Centre 2	0	(10)	(20)	(20)	(20)	(20)	
Accommodation Review - Bousteads Grassing	0	0	0	(28)	(65)	(65)	Aug-11
Resource Planning - Capitalisation of Salaries	0	(30)	(30)	(30)	(30)	(30)	Apr-10
Corporate - Subscriptions	0	(13)	(13)	(13)	(13)	(13)	Apr-10
Corporate - Subscriptions	0	(13)	(37)	(37)	(37)	(37)	Apr-10
Buildings and Facilities Review	0	(6)	(6)	(6)	(6)	(6)	Jun-11
Buildings and Facilities Review	0	0	(28)	(28)	(28)	(28)	Jun-11
Property Services - Asset Review	0	55	69	(16)	(696)	(678)	Apr-12
Concessionary Bus Fares	0	(284)	(340)	(397)	(455)	(515)	Apr-11
Public Conveniences	0	(50)	(72)	(72)	(72)	(72)	Apr-12
Reduction in Discretionary Rate relief Hospice concession	0	(15)	(50)	(50)	(50)	(50)	Apr-12
Cost of Invest to Save capital schemes	0	15	15	15	15	15	Apr-12
<b>Projected savings to date</b>	<b>(147)</b>	<b>(692)</b>	<b>(861)</b>	<b>(1,031)</b>	<b>(1,806)</b>	<b>(1,848)</b>	

## GOVERNANCE

Staffing Reviews	(69)	(79)	(79)	(79)	(79)	(79)	Apr-12
Staffing Reviews	(3)	(17)	(30)	(30)	(30)	(30)	
Town Twinning	0	(9)	(9)	(9)	(9)	(9)	
Projected savings to date	(72)	(105)	(118)	(118)	(118)	(118)	
<b>CHIEF</b>							
<b>EXECUTIVE</b>							
Staffing Reviews	(68)	(102)	(100)	(100)	(100)	(100)	TBA by MM
Reduction in the number of Carlisle Focus editions(min)	(8)	(8)	(8)	(8)	(8)	(8)	
Review the arrangements for the Staff news(min)	(2)	(3)	(3)	(3)	(3)	(3)	
Use of Graphic Designer to undertake work currently				0	0	0	
commissioned externally	(10)	(10)	(10)	(10)	(10)	(10)	
Reduced Communications Marketing budget	(2)	(2)	(2)	(2)	(2)	(2)	
15% Reduction for member group training	(3)	(3)	(3)	(3)	(3)	(3)	
Reduce Payments to consultants	(10)	(10)	(10)	(10)	(10)	(10)	
INTERNAL INCOME CODE				0	0	0	
47110 Hardware Purchase budget reduction	(4)	(4)	(4)	(4)	(4)	(4)	
Emergency Planning stationery/gen exp budget							Apr-10
reductions	(4)	(4)	(4)	(4)	(4)	(4)	
	(111)	(146)	(144)	(144)	(144)	(144)	
<b>LOCAL ENVIRONMENT</b>							
Staffing Reviews	(26)	(118)	(117)	(117)	(117)	(117)	Jun-10
New Green Box Contract (part year-1/6/10 start)	(304)	(363)	(363)	(363)	(363)	(363)	
NB £359k in a full year							
Divestment of Trade Waste							Apr-10
Savings on Hired in vehicles	(65)	(60)	(50)	(25)	(25)	(25)	
NB The annual sum will diminish as the fleet gets older							Apr-10
Highways Services Mileage exps,postage and protective clothing	(10)	(10)	(10)	(10)	(10)	(10)	

Pedestrianisation Area fees and charges	(14)	(14)	(14)	(14)	(14)	(14)	Apr-10
Reduced Grounds Material and Plants Budget	0	(15)	(15)	(15)	(15)	(15)	Apr-10
Revised CCTV Arrangements	0	(30)	(30)	(30)	(30)	(30)	Oct-10
Revised CCTV Arrangements - amendments	0	0	(30)	(30)	(30)	(30)	Oct-10
Organist at Crematorium to retire and a sound system purchased to provide music at funeral services	(8)	(8)	(8)	(8)	(8)	(8)	Apr-10
Bereavement Services Gas Budget Reduction	(5)	(5)	(5)	(5)	(5)	(5)	Apr-10
Reduce Food & H&S Sampling Budget	(5)	(5)	(5)	(5)	(5)	(5)	Apr-10
Waste Services - Phase 1	0	(93)	(93)	(93)	(93)	(93)	Apr-11
Waste Services - Phase 2	0	0	(7)	(7)	(7)	(7)	Apr-12
Neighbourhood & Green Spaces - Phase 1	0	(31)	(31)	(31)	(31)	(31)	Apr-11
Neighbourhood & Green Spaces - Phase 2	0	0	(100)	(100)	(100)	(100)	Apr-12
Play Areas - reduced Inspection & Maintenance	0	(45)	(45)	(45)	(45)	(45)	Apr-11
Environmental Health	0	0	(20)	(20)	(20)	(20)	Apr-12
Clean Neighbourhoods and Environment Enforcement	0	(55)	(55)	(55)	(55)	(55)	Apr-11
Cost of Invest to Save capital schemes	0	20	20	20	20	20	Apr-11
<b>Projected savings to date</b>	<b>(437)</b>	<b>(832)</b>	<b>(978)</b>	<b>(953)</b>	<b>(953)</b>	<b>(953)</b>	

### **COMMUNITY ENGAGEMENT**

5	Staffing Reviews	(11)	(146)	(146)	(146)	(146)	(146)	
	Withdrawal of support for Anchorage Centre	0	(29)	(29)	(29)	(29)	(29)	Jan-11
	Community Engagement delivery infrastructure cost reductions - transport, equipment, supplies & Project Dev	0	(25)	(25)	(25)	(25)	(25)	Apr-11
	Contributions for use of facilities budget given up	0	(6)	(6)	(6)	(6)	(6)	Apr-11
	Phased Reduction of running costs for Tullie House Trust	0	(83)	(154)	(212)	(212)	(212)	Apr-11
	Introduction of Charges for serving notices to Landlords	0	(2)	(2)	(2)	(2)	(2)	Apr-11
	Reduction in discretionary grants	0	0	(41)	(82)	(123)	(164)	Apr-13
	Summer Play schemes	0	(10)	(10)	(10)	(10)	(10)	Apr-11
	Play Raffles	0	(5)	(5)	(5)	(5)	(5)	Apr-11

Visual Arts		0	0	(8)	(8)	(8)	(8)	Apr-12
Visual Arts - delete		0	0	8	8	8	8	
Savings in excess/below forecasted amounts (roundings)		0	0	0	0	0	0	
<b>Projected savings to date</b>		<b>(11)</b>	<b>(306)</b>	<b>(418)</b>	<b>(517)</b>	<b>(558)</b>	<b>(599)</b>	
<b><u>ECONOMIC DEVELOPMENT</u></b>								
7	Staffing Reviews	0	(132)	(142)	(142)	(142)	(142)	Apr-11
	Reduced Environmental Grant Budget	0	(10)	(10)	(10)	(10)	(10)	Apr-11
	Delete Historic Grants Budget	0	(37)	(37)	(37)	(37)	(37)	Apr-11
	Shopmobility Income Offset to Equipment Costs	(1)	(1)	(1)	(1)	(1)	(1)	Apr-10
	Conference Group	0	(28)	(28)	(28)	(28)	(28)	Apr-11
	Carlisle & Brampton TIC's	0	0	(23)	(23)	(23)	(23)	Apr-12
<b>Projected savings to date</b>		<b>(1)</b>	<b>(208)</b>	<b>(241)</b>	<b>(241)</b>	<b>(241)</b>	<b>(241)</b>	
<b>TOTAL</b>		<b>(1,606)</b>	<b>(3,090)</b>	<b>(3,553)</b>	<b>(3,797)</b>	<b>(4,613)</b>	<b>(4,696)</b>	

APPENDIX 2

Directorate	Activity	Projected saving to be delivered from April 2012
Local Environment	Waste Services: Plastic and Card Round Review	£200,000
	Highways: A review of resources needed to deliver highways work	
	CCTV: The completion of new shift rota	
	Bereavement services: Completion of the current Lean Systems Review	
	Neighbourhoods and Green Spaces: Completion of current Lean Systems Review	
Economic Development	Enterprise Centre – Fundamental service review	£40,000
Community Engagement	Housing, Homelessness & Hostel services – Lean Systems and Supporting People contract reviews are underway	£100,000
	Community Safety – Review of staffing and support	£30,000
	Advice and Customer Support Services – Lean Systems review of all advice and related services	£60,000
Resources	Essential car user allowance	£65,000
	Lease cars	£45,000
	Property services	£30,000
	Stores	£30,000
	Buildings and facilities / Resource planning	£30,000
TOTAL		£630,000

Other transformation work will include:

Local Environment

- A review of parking charges
- The introduction of a database to improve the delivery of services for customers across local environment

- The movement of stored equipment from Willowholme to Bousteads Grassing depot.

#### Economic Development

- Planning – A full Lean Systems review is planned for early 2012 – no savings targets yet established.