

Business Case for the Transformational Fund

Project Name: Customer and Accommodation

Amount Requested: £2m

Length of Project: 2018/19 to 2021/22

Rationale for the request:

The Digital Transformation Programme aims to achieve several outcomes and will allow Slough Borough Council to truly align with customer needs, move towards a more commercial model and embrace the digital age in order to maximise customer outcomes and revenue, significantly reduce costs and eliminate waste whilst continuing to meet statutory obligations.

Project outputs/outcomes:

Activities of the programme will help the Council to deliver its strategic, operational and financial targets. The benefits of improved customer experience and outcomes, savings and income will be achieved across the Council.

The key **customer benefits** are improved customer outcome attainment and improved customer experience:

- i) The Council's improved understanding of customers will lead to improved commissioning and service redesign around, and alignment with, customer needs.
- ii) The Council will draw on the data created through digital transactions to ensure customers receive more personalised and tailored services. In some cases, services may be able to intervene earlier to stop problems escalating.
- iii) Information about Council services will be easier to access and will be better targeted at people based on an understanding of their interests, needs and situation.
- iv) Community networks will put people in touch locally, allowing them to support each other, share information and contribute to their community.
- v) The Council's digital offer will be fully mobile accessible, providing 24/7 access on the move.
- vi) A new single customer portal will provide radical improvements to how customers access services. The vast majority of service users will report issues and request, book and pay for services online and receive up to the minute alerts about how their transaction is being addressed. This capability will include opportunities for customers to manage their personal information in a way that ensures they only need to provide information once (including changes in circumstances), and that they have an opportunity to contribute their experience and other relevant contextual information directly into case records.
- vii) All services will build in assistance to ensure we do not create access problems that are not apparent currently.

These benefits will be explored further and set in context in a series of 'customer journeys'. These will be developed to provide an indication of what the customer programme could mean for customers in the future by highlighting examples of how key aspects of processes might change (for example through the introduction of online payments or appointments booking, the introduction of risk verified assessments, integration of services, or improvements to multi-agency working across complex families, localities and health).

The programme will also contribute to the '**Open for Business**' agenda – for example, businesses in Slough and surrounding region will benefit (through their online business account) from improved opportunities to manage their business rates or to access regulatory services (including booking inspections or applying for licenses). Our proposed approach to targeting information and supporting community self-support via a special website could also be drawn on, for example to promote peer-to-peer business support or improve the timelines and dissemination of destination marketing or events information.

There are numerous **benefits for the Council** (and its partners / contractors):

- i) Corporate transformation (defining, and enabling our approach to, corporate transformation).
- ii) Cost avoidance (demand forecasting): Better linking together of data intelligence will provide opportunities to improve decision making, for example by predicting future demand for services. This, in return, will allow the organisation to prepare its response and invest, for example, in staff development or new systems and processes.
- iii) Cost avoidance (improved customer satisfaction): Improved customer satisfaction will reduce contacts and complaints.
- iv) Cost avoidance (service and back office process efficiency): Customer journeys will be seamless, reducing transactions, contacts, hand-offs, visits which customers make/receive and other unnecessary actions.
- v) Cost avoidance (channel shift): Customer engagement will shift to channels that are cheaper to support and run.
- vi) Cost avoidance (reduced service demand): Customers will better understand what we provide, have more realistic expectations and more easily find other service providers.
- vii) Cost avoidance (improved staff satisfaction and productivity): Business processes will be improved, increasing the time spent on value-adding activities (reduced avoidable contacts, administration, and rework).
- viii) Cost avoidance (reduced sickness absence): Staff will be able to work in agile (mobile and flexible) ways and develop a better work-life balance.
- ix) Cost avoidance (reduced estate): Staff will be able to work efficiently and effectively from locations outside the office, thereby reducing demand for Council owned desk and parking space.
- x) Income generation (existing revenue streams): Increased customer satisfaction will result in loyalty and advocacy (which equate to demand).

- xi) Income generation (new revenue streams): Improved understanding of customers will lead to idea generation (identifying new opportunities) and innovation (creating new solutions).
- xii) Continuous improvement (ongoing benefit generation): Fundamental changes in operating model, process, culture and systems will enable the Council to relentlessly evolve and improve the customer experience and continuously derive maximum value from services. New solutions, opening up data, integrating technologies, and replacing more traditional digital communications such as the Intranet and email will make the Council’s operation and culture more open and collaborative and facilitate greater self-service and control. Digital assistance will help the workforce adapt to and adopt new digital technologies, increasing the levels of confidence and skills in the Council.

Metrics will be defined by the programme and data analysis and benchmarking will be undertaken during the programme as and when required.

Activities of the programme will help the Council to deliver its strategic, operational and financial targets. The benefits of improved customer experience and outcomes, savings and income will be achieved across the Council.

Risk Management:

(a) Risk Management

Risk	Mitigating action	Opportunities
Contract Management – the arvato work programme will need to be altered.	Information Governance Board to engage key stakeholders in re-setting priorities.	Stop initiatives which will be replaced by better initiatives emerging from this programme.
Legal – the current arvato contract cannot be re-negotiated to enable delivery of our ambitions.	Begin exploring opportunities at the start of the Design Phase.	Identify opportunities for solution development which will benefit arvato and the Council.
Employment Issues – the future operating model will have a number of workforce implications primarily related to organisational and job redesign, behaviour and culture change and workforce reductions; details will begin to emerge during the Design Phase which could cause some staff to become unsettled.	Employee engagement will be a key activity of the Design Phase.	Begin mind-set shifts that will be required to deliver the benefits of the programme.

Risk	Mitigating action	Opportunities
Equalities Issues – solutions could be designed that are not suitable for particular customers.	Appropriate customer representatives will be involved in solution design.	N/A
Communications (customers) – engagement with customers may raise expectations that cannot be met.	Establish contextual messages to manage expectations.	Reduce existing over-expectations.
Financial – double counting of benefits which have already been identified in other Outcome areas.	Develop a benefits framework that refers to all existing business plans.	Identify business plans with under-stated benefits already identified in relation to digital enablement.
Financial – the £2m resource requirements are estimates and have not been tested in the market. It may be that more temporary resources are required and that some of these costs are currently understated.	The Finance team will work closely with the project team to update these requirements and costs as further information is received.	N/A
Financial – there may be additional capital investment required, the details have still to be determined.	A submission will be made for consideration under the capital programme.	N/A
Timetable for delivery – the programme will be competing for resources as there are many other priorities across the Council.	Engage the PMO in Portfolio Management.	N/A
Project Capacity – arvato are unable to commit the resources required to complete the solutions design in the timescales required.	Engage arvato as a key partner in the programme.	N/A
Project Capacity – IT is unable to recruit Business Analysts (several attempts have already been made).	Restart the recruitment process, adding market supplements.	N/A

Risk	Mitigating action	Opportunities
Project Capacity – use of internal staff either reduces their performance of ‘day jobs’ or stops them from engaging in this programme as required.	Cabinet and CMT to set and clarify corporate priorities. Budget to backfill.	Ask staff to think very carefully about their ‘day jobs’ – evaluating what they do regarding its customer value – and reset their own work accordingly.

Staffing Implications: To be determined.

Savings:

40% is the potential savings of total budget from digital transformation for ambitious councils willing to transform everything they do (from procurement to how they organise) . 13% of total budget is what the average unitary council could save purely from digitisation . 18% - 35% by 2020 is the target we have set for our digital and customer transformation programme. In addition, we know that the real impact will be for residents and the workforce in greatly improving the quality and efficiency of services and taking pressure off frontline staff.

We have evidence that this is achievable in Slough Borough Council as our exemplar project with Planning (the planning application process specifically) has surfaced efficiencies of 20.59% of total budget.

As shown in the table below, we have also conducted a desktop analysis of **minimum** potential savings across the whole council. Taking a very conservative view of the likely opportunities and linking them exclusively and crudely to FTEs, we are confident of achieving savings of 11.8% (column F) on total budget. Together with evidence from the LGA and our own Planning project we believe the target of 18% to 35% is achievable.

We have also illustrated in the table below the extent of possible cashable savings if the FTE efficiencies resulted in a reduction in headcount. For example if 100% of the FTE efficiencies are cashable the saving would be over £3m (column K), and if only half were cashable then this would be over £1.5m (column L)¹.

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1. Estimates have been set at the lower end of the expected benefits and projections are therefore considered to be the minimum that could be achieved.
 2. Calculations have assumed that the number of established FTEs is distributed evenly across the services provided by the service team.
 3. The projections exclude transactional services undertaken by arvato e.g. HR, Finance, Ctax, Benefits, Blue Badge, Bus Pass, Logistics, Contact Centre, MyCouncil
 4. Average salary estimates were used.

B	C	D	E	F	G	H	I	J	K	L	M
SUMMARY			Customer and Digital Transformation (Projected FTE Efficiency Savings)		FTE-linked efficiencies (our target range): ALL SERVICES (FTE)		Customer and Digital Transformation (If FTE efficiency savings are cashable)				
Directorate	No. of services	Establishment (FTE)	No. of FTE	% of FTE (vs establishment)	18%	35%	FTE Cashable (100%) (£)	FTE Cashable (50%) (£)	FTE Cashable (25%) (£)		
Chief Executive's	16	58	4.5	7.7%	10.4	20.3	139,844	69,922	34,961		
Customer & Community	98	278	31.9	11.5%	50.0	97.3	996,328	498,164	249,082		
Regen. Housing, Resources	100	210	31.5	15.0%	37.8	73.5	983,594	491,797	245,898		
Wellbeing	14	342	36.9	10.8%	61.6	119.7	1,153,125	576,563	288,281		
Total	228	888	104.7	11.8%	159.8	310.8	3,272,891	1,636,445	818,223		

	Name	Signature	Date
Project Sponsor	Jasvir Chohan		06/12/18
Strategic Director	Roger Parkin		

The digital building blocks of a Customer and Accommodation programme



2018/19 REVENUE BUDGET BUILD**Awarded as Transformation Funding in 2018/19****GROWTH BID****TITLE: Growth Homelessness Prevention****AMOUNT:**

YEAR	2018/19	2019/20	2020/21	2021/22
£'000	£512,750			

DIRECTORATE: RHR**SERVICE: Housing GF****This growth bid supports the following 5 Year Plan Outcome / Enabler:**

Outcome 4: Our residents will have access to good quality homes: one of the outcomes is to prevent homelessness where possible through early intervention and using a range of housing options.

DETAILS:

The Homeless Prevention Act comes into force on 1st April 2018. It requires a different way of working with potentially homeless households and in the main replaces the 28 day period, where a homeless application has to be assessed (and temporary accommodation used), with a 56 day duty. This increases the time we have responsibility for potentially homeless households, which is likely to increase the number of homeless applications and numbers in temporary accommodation. The growth bid is to put in place additional resources, which were removed initially, because the staff of the previous Social Lettings Team, were not available to manage the increased demand.

SERVICE BENEFITS:

This is necessary growth as this reinstates the 'Social lettings Team', which is needed to work in the private sector with landlords and provides the service with the proper tools to provide the options to our customers instead of the 'dead end' that is currently on offer. The service will also benefit as it will be under pressure if additional accommodation is procured to manage the pressures of the demand.

IMPACT OF NOT APPROVING:

The service is projecting a sizeable overspend and this can be directly attributed to the loss of the service that procures private sector properties to reduce the burden on temporary accommodation. This overspending will continue if the Housing Service does not have the ability to find alternatives for expensive nightly paid accommodation, which is being used because cheaper accommodation cannot be sourced.

STAFFING IMPACT:	Additional resources will take some of the pressure away from staff at the frontline because at the moment limited options exist for homeless households.
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SUBMITTED BY: Colin Moone

SIGN: 

PRINT:
Colin
Moone

DATE: 11/09/2017



2019/20 Savings:

Impact of James Elliman Homes	£200k
Social Lettings / Private Sector Acq'ns Team	£100k



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2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Utilise Public Health funds for Get Active Slough

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	79k			

DIRECTORATE: Adult & Communities

SERVICE: : Communities & Leisure -

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
The Leisure Service currently runs a very successful Get Active Programme, actively impacting on Outcome 2 with a key agenda of getting people more active more often. The key to this programme is to target individuals, groups and communities who are unlikely to visit leisure centres or get involved in physical activity without targeted encouragement and support.

SAVINGS DELIVERY:
We will save £97k from the leisure teams core budget, however, the programme will be able to continue as public health have agreed to fund the programme.

13th dec 2018

STAFFING IMPACT: Nil

SUBMITTED BY:

SIGN: 
PRINT: Ketan Gandhi

DATE: 12.12.18

2019/20 REVENUE BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Leisure Services - leisure contract management savings
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AMOUNT:	YEAR	2019/20	2020/21	2021/22	2022/23
	£'000	184	1,489		

DIRECTORATE: C&CS

SERVICE: Leisure

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment): Contract negotiations

DETAILS:

Following the re-letting of the leisure contract to a new provider - Everyone Active (SLM) the council has negotiated a favourable financial situation over the period of the contract. From year 3 to 10 of the contract SLM will be making a payment to the council. In year 3 of the contract this amount is £184K and in year 4 £1,489K. In addition is £40K from an amount kept back from the existing management fee to cover the business rates charges on the leisure facilities under construction.

SAVINGS DELIVERY:

Leisure Contract payments to SBC - £184K (paid in March 2020)

EQUALITIES IMPACT ASSESSMENT	There is no expected impact on any direct services in regard to these savings.
COMPLETION DATE:	

STAFFING

IMPACT: N/A

SUBMITTED BY:

SIGN:

PRINT:

Alison Hibbert

DATE:

14th December 2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Remodelling floating support

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	100	100		

DIRECTORATE: Adults and Communities

SERVICE: Commissioning and Transformation

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
To remodel floating support services.

SAVINGS DELIVERY:
To ensure that services are more effective and efficient and deliver to a higher number of people.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 07-Dec-18

STAFFING IMPACT: None

SUBMITTED BY:

SIGN: 

PRINT: Jane Senior

DATE: 7 December 2018.

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Regulatory Services Move to Fully Self Financing

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000		300K		

DIRECTORATE: A & C

SERVICE: Regulatory Services

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):

Income generation and efficiency

DETAILS:

Move the combined services within the Regulatory Services Group to a fully self financing budget position by 2020/21 increase income and reduce costs to close an estimated gap of £300K Group managers will be responsible for developing an enhanced commercialisation approach across the services to ensure that resources match demand based upon risk and statutory enforcement intervention together with enhanced demand for traded services. The drive to generate income will focus on cost recovery and charged for discretionary services to businesses, residents and other customers beyond Slough.

SAVINGS DELIVERY:

£300K to move to a fully self financing position for the combined services within Regulatory Services through increased commercialisation and identified efficiencies.

EQUALITIES IMPACT ASSESSMENT

13.12.2018

COMPLETION DATE:

**STAFFING
IMPACT:**

Limited to 2 to 3 staff as most are involved in delivery of core regulatory services to a statutory minimum or income generation

SUBMITTED BY: Ginny de Haan

SIGN:



PRINT:

DATE:

13.12.2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Slough Mental Health Services

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	100k	100k		

DIRECTORATE: Wellbeing

SERVICE: MH Services

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency savings

DETAILS:
To ensure that stringent processes are followed in terms of the approval and review of funded packages of care. To develop and expand on the success of Hope House by increasing bed numbers and refining the process for discharges into independent living. To continue transitioning clients in high level packages to lower need placements and in particular Hope House which continues to produced cost savings (cost reduction and cost avoidance).

SAVINGS DELIVERY:
Tighter control on the assessment process which is in line with what we as a service require. Better negotiation on cost of services being provided (contracts and review). Regular and frequent review of open packages of care by having a 0.6 WTE Reviewing Officer in post and based in Slough CMHT. Increased bed numbers and units at Hope House to improve cost savings and avoidance of high level packages.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 18.12.2018

STAFFING IMPACT: Nil.

SUBMITTED BY:

SIGN: 
PRINT: Geoff Dennis

DATE: 18.12.2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Deregistration of Lavender Ct from residential care to supported living

AMOUNT:	YEAR	2019/20	2020/21	2021/22	2022/23
	£'000	77			

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	77			

DIRECTORATE: Adults &

SERVICE: Adult Social Care Operations
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Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment): Efficiency
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DETAILS:

To deregister Lavender Ct from a residential care home to a supported living scheme

SAVINGS DELIVERY:

Reduced hotel costs will bring in an annual saving of £77k.

10/12/2018

STAFFING IMPACT: None

SUBMITTED BY:

SIGN:

PRINT:

Simon Broad

DATE:

10/12/2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Leisure Restructuring

AMOUNT:	YEAR	2019/20	2020/21	2021/22	2022/23
	£'000	125K			

DIRECTORATE: Adult & Communities

SERVICE: : Communities & Leisure -

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment): Efficiency
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DETAILS:

Communities and Leisure consists of the following service areas: Young People's Service, Leisure, Parks & Open Spaces, Community Development, Community Cohesion, Creative Academy, Community Learning & Skills, Libraries & Culture. A reorganisation which will be tabled in Jan 2018 will result in some cross over areas becoming better aligned and working more collaboratively.

SAVINGS DELIVERY:

The proposed restructure details will be tabled in January 2019. Examples of how the savings will be met are: building the community cohesion work in to the community development team and not replacing the existing 0.5fte community cohesion coordinator post, reorganising the community learning and skills service to be fit for purpose with a more streamlined management team and a better teaching infrastructure, improved commissioning and small revenue spend savings as a result of improved collaborative working

13th dec 2018

STAFFING IMPACT:	TBC - expecting some redundancies e.g. the current teaching posts in CLaSS (to many teachers on adhoc hour arrangements), full analysis of staffing
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SUBMITTED BY:

SIGN:	
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PRINT:	Ketan Gandhi
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DATE:	12.12.18
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2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Deletion of vacant QA Manager post.

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	40			

DIRECTORATE: Adults and

SERVICE: Commissioning and

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
Deletion of QA Manager post within the Commissioning and Transformation team.

SAVINGS DELIVERY:
The post is currently vacant and is no longer required.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 07-Dec-18

STAFFING IMPACT: None

SUBMITTED BY:

SIGN: 
PRINT: Jane Senior

DATE: 7 December 2018.

2019/20 BUDGET BUILD

GROWTH BID

TITLE: SAB Fund (Investment & Regeneration Assets)

AMOUNT:

YEAR	2019/20	2020/21	2021/22	22/23
£'000	1,650			

DIRECTORATE: Regeneration

SERVICE: Asset Management

This growth bid supports the following 5 Year Plan Outcome:

DETAILS:
 The AM section would like to bid for a budget of £50m to purchase a combination of investment and regeneration assets. It is assumed that no less than 50% of this budget would be spent on investment assets - albeit some (that facilitate town centre regeneration) may have a lower than desired yield.

SERVICE BENEFITS:
 The creation of a budget to acquire town centre sites will allow the Council to start negotiations to purchase key sites. Whilst CPO is a last resort, the Council needs to prove at the start of the process that it has funds in place. Assuming a 5% yield on the £25m for investments assets and spreading the spend over two years, the AM team would generate £750,000 in 2019/20 and £1,250,000 per annum thereafter. Subject to the outcome of the proposed AM fee (see Fees and Charges) a Purchase fee £250,000 would be created in 2019/20/ and 2020/21.

IMPACT OF NOT APPROVING:
 The Council will soon announce the details of it's ambitious Transport Strategy. The proposal, which could become planning policy, will improve connectivity to T5 and Windsor, making Slough even more accessible to new business. The Council will need to be proactive in purchasing land and property required to deliver the most efficient routes on behalf of Transport. Failure to do so now will lead to long-term additional costs and an increase the likelihood of delays via CPO.

STAFFING
IMPACT: None

SUBMITTED BY:

SIGN:

PRINT:
 Stephen Gibson

DATE: 27/09/2018

2019/20 BUDGET BUILD

Fees & Charges

Total Income:	YEAR	2018/19	2019/20	2020/21	2021/22	22/23
	£'000	445	0	0	0	TBC

Now £200k for 2019/

DIRECTORATE: Regeneration

SERVICE: Asset Management

Date of last review:

Fees and charges expected throughout year:			
Title	Cash Amount	Last Reviewed	Last % Increase/Decrease
HRA	£79,000	unknown	unknown
Recharge Cap	£273,500	2017	2017
Rents	£3,765,900	N/A	N/A
Capital income	£439,500	unknown	unknown
Valuers Fees	£50,000	17/18	unknown
Total	£4,607,900		

Other possible fees or charges
 The Asset Management ("AM") section does not currently charge a fee when it purchases a strategic asset on behalf of the Council. This financial year alone, the AM team has acquired the new HQ at 25 Windsor Road (£39,000,000), Gala Bingo (£4,000,000), 100A Wexham Road (£640,000), the TVU site (installment in 2018/19 - £8,000,000) and 33 Bath Road (£12,960,000) for a grand total of £64,600,000. Applying a 1% fee, which could be capitalised (less hours already capitalised), would generate additional revenue of circa £500,000 in 2018/19. The SAB has a balance of £36.5m to invest. At the same time, the Council will need to pay the third installment of circa £8,000,000 in 2019/20. Applying the same approach (and assuming that **50%** of the balance of the SAB funding is spent next year on investment assets), the AM team could generate a further £262,500 by 31/3/20. Generating additional fees beyond 2019/20 would be dependent on the Council awarding the SAB with an additional SAB budget - see Growth Bid. Finally, The LPA has now started to outsource all Development Appraisal (to determine viability and/or s106 contributions) to third parties. Whilst this approach it is understandable for a site promoted by SBC, the LPA could still use Asset Management to undertake an appraisal for third party sites. This would generate **xxxxxx** per annum.

SUBMITTED BY:

SIGN:

PRINT:

DATE:

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Consolidated Approach to Housing-Led Regeneration?

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000		200		

DIRECTORATE: Regeneration

SERVICE: Major infrastructure Projects

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
income from digital infrastructure

DETAILS:
New digital infrastructure i.e. Digital billboards and Mega six advertising to be located where current billboards are positioned around the borough. Initial business case to allow for £1m of investment to provide seven structures on the public highway.

SAVINGS DELIVERY:
Income to be set initially at £200K but this will be evaluated after tenders are returned. This proposal is subject to a successful Capex bid to the capital strategy board.

EQUALITIES IMPACT ASSESSMENT will be undertaken as part of any future cabinet
COMPLETION DATE: approval process.

STAFFING None
IMPACT: .

SUBMITTED BY:

SIGN:

PRINT:
Savio De Cruz

DATE:

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Slough Mental Health Services

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	100k	100k		

DIRECTORATE: Wellbeing

SERVICE: MH Services

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency savings

DETAILS:

To ensure that stringent processes are followed in terms of the approval and review of funded packages of care. To develop and expand on the success of Hope House by increasing bed numbers and refining the process for discharges into independent living. To continue transitioning clients in high level packages to lower need placements and in particular Hope House which continues to produced cost savings (cost reduction and cost avoidance).

SAVINGS DELIVERY:

Tighter control on the assessment process which is in line with what we as a service require. Better negotiation on cost of services being provided (contracts and review). Regular and frequent review of open packages of care by having a 0.6 WTE Reviewing Officer in post and based in Slough CMHT. Increased bed numbers and units at Hope House to improve cost savings and avoidance of high level packages.

**EQUALITIES IMPACT ASSESSMENT
COMPLETION DATE:**

18.12.2018

**STAFFING
IMPACT:** Nil.

SUBMITTED BY:

SIGN:



PRINT:

Geoff Dennis

DATE:

18.12.2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE:

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	£15,543			

DIRECTORATE: Finance & Resources

SERVICE: Governance

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
The Legal Services Department entered into a contract with Lexis Nexis on 19 May 2016 for a period of 39 months to subscribe to their on- line legal information service. This subscription was for 10 Licences for member sof the Legal Services team. The price form this service, exclusive of VAT, was £20,000 for year 1, £20.500543.12 for year 2 and £21,012 for year 3. The Legal Service was outsourced with effect from 1 June 2018. Due to the contract not being terminable until 18 August 2019 fees of £8,059.40 are payable for the F/Y 2019/20 but by cancelling this subscription £15,543.12, inclusive of VAT, can be saved for that financial year.

SAVINGS DELIVERY:
Notice has been served terminating the subscription service on 18 2019 thus preventing an automatic roll over of the contract for another three year period.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 07-Feb-19

STAFFING IMPACT: None

SUBMITTED BY:

SIGN: 

PRINT: Sushil Thobhani

DATE: 07-Feb-19

Request for flexible use of capital receipts

1. **Scope:** Dealing with current pressure and re-modelling Housing Regulations Team (HRT) in the medium to long term.
2. **Purpose of Report**
 - 2.1 This paper sets out the current state of the HRT and highlights the risks to private sector tenants and indeed the Council for failing to carry out timely and effective intervention in the private rented sector (PRS). The paper also provides a short term proposal to mitigate or better manage these risks whilst a medium to long term approach is being worked up, part of which has already been agreed by the Director and Assistant Director..
3. **Funding requested**
 - 3.1 We require a £76k fund for a Business Development Manager for 12 months to complete the transformation of HRT as detailed below.
 - Transformation of HRT and Private Sector Housing for improving PRS on a sustainable basis
 - Commissioning and delivery of private sector stock review through Stock Modelling
 - Develop and deliver a Five Year Private Sector Strategy
 - Feasibility and development of self-financing schemes such as Landlord Registration / Licensing schemes
 - Development of an effective empty property strategy, policies, procedures for dealing with derelict long term empty properties and progress 12 current identified cases.
 - Implementation of the forthcoming legislative changes such as the potential expansion of Mandatory HMO Licensing Scheme, Housing and Planning Bill and Energy Regulation 2015 England and Wales, Smoke and Carbon Monoxide Regulation 2015.
 - To put in place mechanism to introduce an outcome based performance management. This is to evaluate health outcome in accordance with the Health Impact Assessment model.
 - Using data from Stock Modelling; develop partnership with utility companies and all relevant agencies to access their energy efficiency funding to insulate homes and reduce fuel poverty.
 - Develop a fit for purpose Enforcement Policy
 - 3.2 This will also enable to us second the current HRT Team Leader to the HRT Manager's post to manage the day to day work of the team and help to deal with the backlog and complex cases
4. **Details of the request**
 - 4.1 To address immediate concerns, i.e. deal with the backlog, and prepare the Council for the forthcoming legislative changes; we need to stabilise service delivery to ensure that it is effective in achieving the objectives in Slough's Five Year Plan and the national agenda as described above. In addition this will help:
 - Support the Council's overall resilience
 - Mitigating in part the risks associated with not fulfilling the Council's statutory obligations
 - Homelessness prevention and thereby a reduction in Temporary Accommodation costs

- Dedicated resource to license HMOs that should have been licensed under the national Mandatory Scheme since 2006. It must be noted that part of the cost associated with HMO licensing would be recovered through licensing fees.
- Stabilise a team during a period of transformation and service review

5. **Proposal to address immediate risks and Transformation programme**

5.1 The Director and Assistant Director of Housing & Neighbourhoods have already agreed the first part of the original business case. These were to extend the contracts for the existing 3 agency temp Housing Regulation Officers until March 2017 or beyond as necessary to ensure continuity and consistency. Similarly they agreed to extend the contract for the interim Housing Regulation Manager for the same period to complete the work listed above in point 3.1.

Please Note: The followings were the second part of the initial business case which requires funding and CMT approval.

5.2 Existing 1 X Interim Manager reclassified as Regulatory Business Development Manager and offered 12 months fixed term contract to carry forward the agenda set out in 3.1.

5.4. To improve the overall resilience, build continuity and better manage the team and the potential risks outlined above, the current team leader, Rhian Richards, to take up the Housing Regulation Managers role as an interim and her Team Leader role advertised internally as an interim placement.

6. **Links Five Year Plan Outcomes**

6.1 Improving conditions of the private rented sector is in line with objective two and four of Slough's Five Year Plan

- **Outcome 2:** *There will be more homes in the Borough, with quality improving across all tenures to support our ambition for Slough*

Key Action- *Higher quality private rented sector housing will be a valued housing option and will reduce long term health problems*

Key Action- *Prevent homelessness where possible through early Intervention and using a range of housing options*

- **Outcome 4:** *Slough will be one of the safest places in the Thames Valley area*

Key Action - *Build on success in tackling anti-social behaviour*

7. **Potential Savings to be achieved**

7.1 It is not possible to accurately account for the direct financial savings to the Housing general fund budget except through prevention of Homelessness. In general all local authorities are grappling with spiralling costs of temporary accommodation. A key objective of this service is to ensure people remain in their rented accommodation and landlords are compelled to improve their living accommodation to enable them to remain in the property.

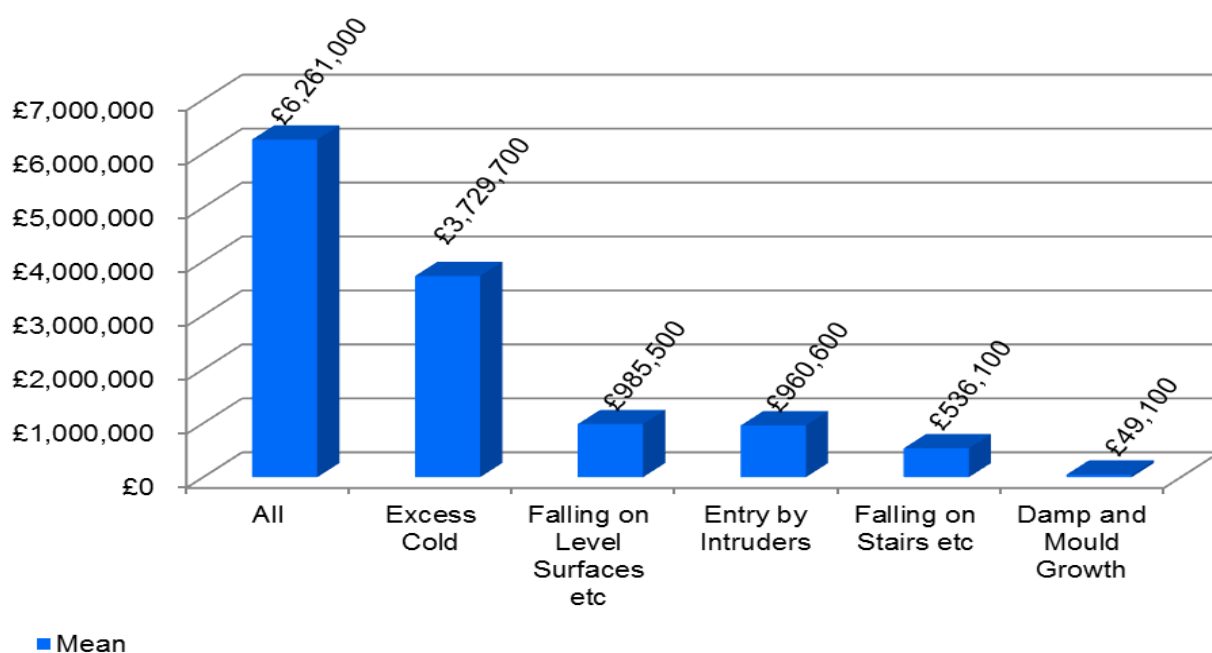
7.2 However, actual direct savings to Health and social care are far greater as detailed in **Appendix1**.

7.3 Through our transformation agenda, we are therefore aiming to build a cohesive and effective partnership with Health, Public Health and Social Care to improve health and wellbeing through

“better Housing better Health”. As detailed in **Appendix1** the Health Impact Assessment programme developed by the British Research Establishment (BRE) in conjunction with the Chartered Institute of Environmental Health (CIEH), enables an accurate calculation of financial savings by removing Category 1&2 Hazards from a PRS.

7.4 A key objective of our transformation is to move away from the current reactive and ad hoc approach, to a proactive preventative intervention programme - targeting substandard areas or individual PRS.

7.5 The table below demonstrates a performance monitoring model for implementing a Health Impact Assessment through a transformed HRT. The below example (based on the five most prevalent hazards) shows how we would be able to accurately calculate cost-savings to health and social care, directly as a result of HRT’s intervention. This is explained in more detail in Appendix 1. *Please note the figures below are used only as an example – actual figures will be included once our own stock modelling is completed.*



7.6 In respect of the medium to long term objectives and potential revenue generation, there is an explicit rule forbidding councils to generate income from discharging their duties under the Housing Act 2004. However under Part 2 and 4 of the act, Local Housing Authorities(LHA) can recover the costs of Licensing/Registration. As part of our transformation of HRT we intend to carry out an options appraisal and, if deemed viable, consult on introducing Licensing or Registration of PRS. This could mean the council would achieve its vision of ensuring its PRS is of a high and safe standard while also ensuring all schemes are self-financed and do not require revenue funding from the council.

8 Have you identified and secured the internal support resources

8.1 There is no specific action required by any of the support services listed. We have sufficient work stations for the additional staff members requested.

8.2 We do not envisage any significant associated costs to any other part of the council as a result of this proposal. Any potential legal costs for prosecuting landlords would be recovered through the Courts costs awards.

8.3 In terms of Planning and Building Control, not only will there be additional costs, but there could be an increase in fee generation through retrospective applications to legitimise suitable building which will be met by the owners. Similarly any out buildings investigated and found to be in residential use will be referred for Council Tax collection. We are not in a position to estimate potential numbers at this stage.

8.4 In terms of homelessness, the main principle and ethos of HRT is to prevent homelessness and sustain tenancy in PRS. Essentially, the service will prevent homelessness by removing Category 1 Hazards from PRS which would otherwise result in the council owing Housing duty to affected residents. Transformation of HRT into an effective and efficient service will be the key in the future homeless prevention strategy as well increasing the supply of good quality PRS for meeting local housing demands.

9. **Approval process**

This is for CMT to approve

Please insert the minutes of the CMT below

xxx

One of the following postholders must have signed this approval off beforehand as meeting the definition of the flexible use of capital receipts:

Signed

Dated

Head of Finance (transformation)

Signed

Dated

Head of Financial Reporting

John Griffiths
Head of Neighbourhood Services
Ian Blake
Neighbourhood Manager Resilience and Enforcement

Date 19th July 2016

1. Supporting Information

- 1.1 The Housing Regulation Team discharges the Council's statutory duties to enforce standards in private rented accommodation to ensure properties that are rented by private landlords are safe for habitation. Currently, there is a backlog of over 430 cases which require full investigation.
- 2.2 The summary below sets out some of the key challenges we are facing and puts in context the background and size of these challenges and the potential risks.
- i. Significant and incremental increase in private rented sector (PRS) – we estimate that PRS is 3 times larger than the Social Housing in Slough – currently we have a backlog of 430 cases for investigation. Without proper investigation and intervention the occupiers of these properties could become statutorily homeless which places a duty on the Council to house them. Hence spiralling TA costs.
 - ii. Lowest number of Licensed HMO – in total around 50 HMOs have been licensed under Mandatory licensing. This signifies the fact the landlords are taking risk with often vulnerable tenants lives by not installing adequate fire safety measures, means of escape or precautions.
 - iii. Increasing number of unprofessional or rogue/criminal landlords exploiting the situation.
 - iv. New Regulatory and Legislative directive placing further duties on local authorities such as:
 - Smoke and Carbon Monoxide Alarm regulation
 - Energy Efficiency Regulation 2015 requirements came into force 1st April 2016
 - Housing and Planning Bill – expected in Autumn.
 - Anticipated expansions of Mandatory HMO Licensing scheme to cover all HMO types
 - v. Corporate Five Year Plan to improve homes across all tenure and make Slough one of the safest places in the Thames Valley.
 - vi. Increasingly housing has been recognised as the key determinant of; Health and wellbeing, educational attainment and social mobility. This provides us with a huge opportunity.
 - vii. Shortages of good quality and affordable housing is getting bigger and as a result it is harder for Slough's residents to access affordable good quality homes resulting in an increase in homelessness and TA costs.
 - viii. In contrast, we have a team with a single permanent member of staff, who is on long term sick leave, and 3 Agency Officers, an Admin Officer and a Team Leader who also carries her own caseload. This is wholly inadequate and ineffective for the size and make up of PRS such as Slough. Given the conditions and vulnerability of some of the occupiers in PRS; there is a very high risk of serious incidents as described above.
 - ix. Hard to recruit posts, a number unsuccessful recruitment campaigns to fill the vacancies.
- 1.3 At the same time, through legislative changes and policy directives the Government is aiming to address the current housing crisis in the South East through a better managed / regulated PRS which is now by far bigger than Social Housing.

1.4 To address the immediate concerns, i.e. deal with the backlog, and prepare the Council for the forthcoming legislative changes; we need to establish a fit for purpose service delivery that is effective in achieving the objectives in Slough's Five Year Plan and the national agenda as described above. In addition this will help:

- i. Improve the Council's overall resilience.
- ii. Mitigating against the risks associated with not fulfilling the Council's statutory obligations.
- iii. Homelessness prevention and thereby a reduction in Temporary Accommodation costs.
- iv. Proactively seeking to license HMOs that should have been licensed under the national Mandatory Scheme since 2006. It must be noted that cost associated with HMO licensing would be recovered through licensing fees..
- v. Change of approach from reactive to proactive outcome based intervention. This approach is proven to be a much better value for money.

2. Option Considered

2.1 The Council has no option but to discharge its duty as effectively and efficiently as possible.

2.2 It is well documented that there is a shortage of qualified, experienced and competent Housing Regulation officers and this has been proven by the number of unsuccessful attempts to recruit to the vacant post in Slough. In recent time there has been a number of recruitment campaigns to fill the current vacancy without any success. This resulted in resorting to agency staff. For this reason we have no option in the short or immediate term then to offer the current agency temps a 12 month contract whilst we look at all available options such as apprenticeships, bring other professionals or trades people and train them on the job. This will be part of the medium to long term strategy which we will submit as a separate report later in the year.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3.1 The importance of an increase in Decent Homes is linked to improved communities, reducing crime, improving employment opportunities and educational achievement¹.

3.2 The Public Health Outcomes Framework has established a wider determinant of health under four domains. Three out of the four domains are linked to housing and the impact of poor housing on the society considering its effect on the occupiers. Any steps that improve housing conditions would directly benefit the health/wellbeing of individuals, thus society as a whole. Through a robust Housing Regulation approach, enforcement and timely intervention the Council will proactively adopt a holistic approach in improving the private rented sector thereby improving health and wellbeing.

3a. **Slough Joint Wellbeing Strategy Priorities**

3a.1 For many people the private rented sector is not a tenure of choice, but a tenure of necessity. Conditions in the private rented sector are worse than in any other form of tenure. Nationally, over 33% of private rented homes fail to meet the Government's Decent Homes Standard, compared to 20% of owner occupied. This we believe is higher in Slough as the proportion of PRS is significantly higher than the national average, over 25% compared to 17% nationally. Almost one in five privately rented homes (18.9 per cent) contains a Category 1 hazard.

¹ Department of Health : Improving outcomes and supporting transparency. Part1A: A public health outcomes frame for England, 2013- 2016

- 3a.2 Shelter's research shows that 61 per cent of tenants have experienced at least one of the following problems in the last 12 months: mould or damp; leaking roofs or windows; electrical hazards; pests infestations; a gas leak or inadequate heating. 10% of tenants report that their health has been affected in the last year because their landlord has not dealt with repairs and poor conditions in their property, and nine per cent of parents in private rented properties said their children's health has been affected. Almost one in six councils in England say that private landlords' neglect of their property has required the intervention of health services. The BRE Group have calculated that poor housing is costing the NHS in excess of £600 million a year.
- 3a.3 Notwithstanding, there is universal recognition at all levels; government departments including the DoH, Public Health Practitioners that Housing is a key determinant of health and wellbeing. This means that by improving housing quality, significant savings could be achieved in Health and Social Care. It is therefore crucial to have an effective and fit for purpose service that not only ensures the Council meets its statutory obligations, but has an overarching aim of achieving health & wellbeing, community cohesion, social mobility and educational attainment through better housing for its community.
- 3a.4 The British Research Establishment (BRE) had developed a costs calculator^[1] which clearly and accurately calculates financial savings to health by improving housing conditions. This is in addition to the overall benefits to social care, community cohesion through social mobility and environmental improvements.
- 3a.5 Effective regulation of private rented sector gives the council an opportunity to tackle the worse condition properties and improve housing conditions which will improve health and wellbeing of a significant number of residents. Thus, making savings in health, social care and the wider community

^[1] Housing Health Cost Calculator
Quantifying and demonstrating the health-cost benefits of housing improvements

REVENUE BUDGET 2019/20 - DETAILED SAVINGS PROPOSALS APPENDIX A

The table below is an example to illustrate as to how the envisaged regulatory service will be transformed into a preventative, proactive outcome focused service.

The table below demonstrates the performance monitoring model and the principle of implementing Health Impact Assessment we intent to adopt through transformational change to Housing Regulatory Team. The table below is an example (based on the top five most prevalent hazards) to show we would be able to accurately calculate (to the penny) costs savings to health and social care as a result of Housing Regulatory Services intervention by removing Category 1 Hazards. This is explained in more detail in Appendix 1. Please note figure in table below is an example and is not related to Slough. This just to demonstrate the Vision

that once we have the stock modelling data and implement e the planned c to illustrate as to how the transformed from a reactive “request lead” service to preventative proactive outcome based service as to how the is demonstration of our vision and illustration as to how the.

STAR CHAMBER INFORMATION REQUIREMENTS

Agenda Item	What do Directorates need to do	Finance will provide									
QUICK WINS	<ul style="list-style-type: none"> Review their controllable non-staffing budgets (EG Stationery, Postage, Catering etc.) and assess the implications of a 10% and 20% reduction going forward. 	<ul style="list-style-type: none"> Hard Copy Budget Books for each Service Lead setting out original budget 18/19 for each Cost Code. Directorate Budgets by Account Code 2018/19 <p>10% is £21,600 on non-staffing budgets 20% = £43, 342</p> <p>NOTE – FOLLOWING THE SENIOR MANAGEMENT RESTRUCTURE LAST YEAR WHERE PROPERTY, ASSETS AND FM WERE MERGED INTO ONE TEAM FOR DAY TO DAY OPERATIONAL ACTIVITIES, NO RESOURCES TRANSFERRED TO THE NEW SERVICE, HOWEVER WORKLOAD DID. THE RESOURCES HAVE BEEN RETAINED FOR REGENERATION AS THEY ALSO HAD A NEED FOR RESOURCES. WITH THE INCREASED NUMBER OF BUILDINGS MANAGED AS PART OF THE CORPORATE LANDLORD INITIATIVE, THIS ALSO REQUIRES RESOURCE GROWTH, IN PARTICULAR TO ENSURE BUILDING COMPLIANCE – SOMETHING THE COUNCIL HAS HISTORICALLY FALLEN SHORT ON, RESULT IN RISK OF PROSECUTION. THEREFORE RATHER THAN SUBMIT A GROWTH BID, I HAVE SOUGHT TO MAKE EFFICIENCIES TO FUND A NEW STRUCTURE THAT IS FIT FOR PURPOSE AND PROTECTS THE COUNCIL FINANCIALLY, POLITICALLY AND LEGALLY. THIS RESTRUCTURE WILL BE LAUNCHED IN THE NEXT 2 MONTHS, THEREFORE ANY SAVINGS NEED TO BE RE-INVESTED INTO THE SERVICE TO FUND THESE COSTS AND PREVENT BUDGET GROWTH BIDS. ESTIMATED BUDGET REQUIREMENT £240K, TO BE FUNDED THROUGH SAVINGS RATHER THAN GROWTH BID.</p>									
STAFFING											
Analysis of vacancies	<ul style="list-style-type: none"> Each SL to confirm current vacant posts ascribed to their area Detail how long the post has been vacant Detail if an agency/interim 	<ul style="list-style-type: none"> List of vacant posts by Directorate <table border="0"> <tr> <td>FTE</td> <td>34.2</td> <td></td> </tr> <tr> <td>Head Count budgeted</td> <td>41</td> <td></td> </tr> <tr> <td>Vacancies</td> <td>8</td> <td>Mostly FO with irregular hours – difficulty in recruiting due to hours of work. Posts being merged in</td> </tr> </table>	FTE	34.2		Head Count budgeted	41		Vacancies	8	Mostly FO with irregular hours – difficulty in recruiting due to hours of work. Posts being merged in
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	<p>has been engaged to cover the vacant post. Including name(s) of agency/interim cover and length of time engaged</p> <ul style="list-style-type: none"> Each SL to identify any vacancies within their area not currently on the list (Post and Grade and Timescale) 	<p>restructure to make them more attractive.</p> <p>How long vacant? Varies 0 – Vacancies covered through paying existing staff enhanced overtime rates.</p> <p>Agency</p>
<p>Analysis of Interims</p>	<ul style="list-style-type: none"> Each SL to confirm current Interims ascribed to their area and for each interim, detail: <ul style="list-style-type: none"> how long the interim has engaged how often internal/external recruitment has been sought for each post How long interim is contracted to remain at SBC. Length of notice required to terminate. The implications if the interim arrangement was terminated immediately, in 3 months, 6 months. Each SL to identify any interims within their area not currently on the list (Post and Grade and Timescale) 	<ul style="list-style-type: none"> List of current Interims by Directorate 2 x Interims M&E Operations Manager – Building Compliance Manager. New post to be created in restructure, following the senior management restructure when Building Compliance responsibility transferred to my service area. Therefore due to present urgent need, we recruited via agency on a 6 month contract from September. Termination would result in the council being at risk of prosecution as there is no corporate resource to manage building compliance, as well undoing of the progress that has been made since the temporary recruitment. RSM Audit recently concluded that the council was breaching various responsibilities due to this weakness and a recommendation was received to recruit to a post of this competence. IT Lead – Cost being charged to HQ relocation capital budget as this interim is supporting the IT workstream for this project. Termination would have an impact on delivery of the IT workstream for the HQ relocation, which would delay the programme.

<p>Analysis of Administrative Staff</p>	<ul style="list-style-type: none"> Each SL to confirm whether staff identified as back-office/administration via post title are performing back-office/administrative duties. Where there is a discrepancy SL's should detail the non-administrative/back office duties undertaken by that member of staff and percentage of time spent on non-administrative/back-office duties. Each SL to identify any non-administrative/back office staff not currently on the list (Name/Post and Grade) 	<ul style="list-style-type: none"> List of Back-office/Administrative Staff by Directorate. 																																								
<p>Impact of 5%, 10%, 15% reduction in headcount .</p>	<ul style="list-style-type: none"> Each Service Lead to identify which posts would be removed from within their Service Areas if their overall <u>headcount</u> (including vacancies) was to be reduced by 5%, 10% and 15% and set-out the consequent implications for the service (Political/Operational/Strategic). If less than 10 staff in Service Area: 5% = 0 x Post, 10% = 0.5 x Post and 15% = 1 Post. 	<ul style="list-style-type: none"> Staffing budgets for each directorate and overall staffing list <table border="1" data-bbox="920 884 2152 1385"> <thead> <tr> <th></th> <th style="text-align: right;"><i>Staffing</i></th> <th style="text-align: right;"><i>5% reduction</i></th> <th style="text-align: right;"><i>10% reduction</i></th> <th style="text-align: right;"><i>15% reduction</i></th> </tr> </thead> <tbody> <tr> <td>Budgets</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Salaries</td> <td style="text-align: right;">875,800.00</td> <td style="text-align: right;">43,790.00</td> <td style="text-align: right;">87,580.00</td> <td style="text-align: right;">131,370.00</td> </tr> <tr> <td>Agency Staff</td> <td style="text-align: right;">0.00</td> <td></td> <td></td> <td></td> </tr> <tr> <td>National Insurance - Employers Contribution</td> <td style="text-align: right;">75,300.00</td> <td style="text-align: right;">3,765.00</td> <td style="text-align: right;">7,530.00</td> <td style="text-align: right;">11,295.00</td> </tr> <tr> <td>Other Staff Expenditure</td> <td style="text-align: right;">126,700.00</td> <td style="text-align: right;">6,335.00</td> <td style="text-align: right;">12,670.00</td> <td style="text-align: right;">19,005.00</td> </tr> <tr> <td>Employers Pension Contribution</td> <td style="text-align: right;">189,100.00</td> <td style="text-align: right;">9,455.00</td> <td style="text-align: right;">18,910.00</td> <td style="text-align: right;">28,365.00</td> </tr> <tr> <td>Training</td> <td style="text-align: right;">4,100.00</td> <td style="text-align: right;">205.00</td> <td style="text-align: right;">410.00</td> <td style="text-align: right;">615.00</td> </tr> </tbody> </table>		<i>Staffing</i>	<i>5% reduction</i>	<i>10% reduction</i>	<i>15% reduction</i>	Budgets					Salaries	875,800.00	43,790.00	87,580.00	131,370.00	Agency Staff	0.00				National Insurance - Employers Contribution	75,300.00	3,765.00	7,530.00	11,295.00	Other Staff Expenditure	126,700.00	6,335.00	12,670.00	19,005.00	Employers Pension Contribution	189,100.00	9,455.00	18,910.00	28,365.00	Training	4,100.00	205.00	410.00	615.00
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		<ul style="list-style-type: none"> As we are a building management function, already short on resources as specified above, there would be operational, security, safety and statutory implications from removing posts. As specified above, the service already has insufficient resources, leaving the council and the buildings vulnerable, as well as excessive workload to existing staff who are already working long hours to cope with workload. Therefore further reducing staff resources would have a serious implication to the service as well as creating a greater risk to the council. At the moment the service’s priority is to restructure and self-fund the additional resource requirement, creating a structure that is fit for purpose.
TRANSFORMATION		
Transformation Projects - Existing	<ul style="list-style-type: none"> Each Directorate to review current transformation projects assigned to their directorate (and business cases where available) to assess: Whether proposed savings targets are still achievable Work done to date to implement transformation project Whether Business Case is robust 	<ul style="list-style-type: none"> List of transformation projects with expected savings/efficiencies and individual business cases. HQ Relocation – Project Group set up with all workstream leads part of the group. Project being managed in line with Prince 2. Group reports into the Accommodation & Assets Board.
Transformation Projects – NEW	<ul style="list-style-type: none"> Each Directorate to propose new Transformation Programmes (i.e. Invest to save) that could be developed. At this stage only a brief description of proposal, likely scale of investment and ball park possible future financial returns required. 	<ul style="list-style-type: none"> New Transformation Projects Template Business Development Officer Post proposed, to help concentrate on income generation initiatives and PR of buildings.
Statutory/Non-	<ul style="list-style-type: none"> Each Service Lead to identify 	<ul style="list-style-type: none"> Statutory/Non-Statutory Service Template

<p>Statutory Services</p>	<p>the Statutory Functions undertaken by their service areas and set-out how these functions are funded (General Grant/Specific Grant/Fees & Charges etc.) and to what cash amount.</p> <ul style="list-style-type: none"> • For each Statutory Function, each Service Lead to detail what process and financial efficiencies could be made to the current arrangements. 	<ul style="list-style-type: none"> • Building Compliance and Health & Safety Management. • No savings can be made as per above, insufficient resources have led to recent audit confirming need to recruit.
<p>SAVINGS</p>		
<p>£500k per Directorate</p>	<ul style="list-style-type: none"> • Each Directorate to outline how they could make a £500k revenue saving in 2019/20 	<ul style="list-style-type: none"> • Savings item template • As above, any savings to fund restructure as service presently under resourced.
<p>Agreed Savings</p>	<ul style="list-style-type: none"> • Each Service Lead to review any identified 19/20 savings and beyond agreed as part of the revenue budget process 2018/19 and ascertain whether there are any changes to the underlying assumptions. 	<ul style="list-style-type: none"> • Previously agreed savings • No changes
<p>Fees and Charges</p>	<ul style="list-style-type: none"> • Each Service Lead to list all Fees & Charges currently in force within their service areas. Including Current Fee levels/last time reviewed/last % 	<ul style="list-style-type: none"> • Fees & Charges Template

	increase/total income generated.	
Income	<ul style="list-style-type: none"> Each Service Lead to identify other non-fees & charges income (E.g. Specific Grants/General Grants etc.) currently received and expected funding profile over the next 4 years (18/19 to 21/22). 	<ul style="list-style-type: none"> Income Template None
CONTRACTS	<ul style="list-style-type: none"> Each Service Lead to review the current contract register for accuracy. Each Service Lead to provide an assessment of possible options for change for each contract, including: bringing the service/ function back in-house, the ability to invoke performance related penalty clauses and the ability to make further efficiencies. 	<ul style="list-style-type: none"> Current Contract Register Main Contract – Bouygues just let Dec 2017. No savings to be made as a lot of work being done to ensure the council is compliant in maintaining its building assets. Unfortunately lots of gaps have come to light since the start of this contract, evidencing that Interserve were not fully delivering statutory responsibilities, leaving the council vulnerable. Therefore as this work develops, cost will increase but the service is trying to absorb the pressure through its own efficiencies rather than making a growth bid. Contracts being reviewed as they get close to end date. Looking to achieve ROI by appointing additional contracts support through the restructure, enabling greater time to be spent in reviewing all FM contracts and exploring savings opportunities. However without the initial assessment, difficult to forecast any savings. Previous commitment already made to annual ongoing contract savings.
GROWTH	<ul style="list-style-type: none"> Each Directorate to submit any additional growth bids they believe are necessary for 2019/20, 2020/21 and 2021/22. 	<ul style="list-style-type: none"> Growth item template Nothing at present, with fund growth requirement through savings/income generation.
2018/19 Outturn	<ul style="list-style-type: none"> Each Service Lead to review the Q1 Financial Monitoring 	<ul style="list-style-type: none"> Cabinet Q1 Financial Monitoring Report. No overspend forecast. Underspend to be utilised to fund restructure building

	Cabinet Report and identify, where an overspend is forecast for year end, how they propose to break-even.	maintenance/compliance gaps failed with Interserve and now picked up by Bouygues, rather than request budget growth.
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Business Case for the Transformational Fund

Project name: Children, Learning and Skills stabilisation, improvement and reform

Amount requested: £1.5 million

Length of project: Project duration January 2018 - April 2019

Rationale for the request:

The request is to agree additional funding for the CLS Directorate to enable service stabilisation and improvement, following their return from Cambridge Education and SCST. The directorate would commit to service reform to ensure sustainable delivery of non –SCST services. This would enable the budget to reduce back to 2017-18 baseline by April 2019 and a further £500k savings by April 2020. *(exclusive of any changes that may be agreed re Slough Children's Services Trust SCST budget)*

Background

- Education services returned to the council from Cambridge Education (CE) in December 2016. The services previously run by CE, together with SEND and Family Information Services (FIS) which returned from SCST in October 2017, now form the Children, Learning and Skills Directorate. The directorate is also responsible for managing the contract and relationship with SCST for which the DfE has provided a grant of £206k per annum until 2020.
- In June and September 2016 Cabinet received reports indicating that the net budget for the Cambridge Contract in 2016-17 was £12,338 million with a core SBC contribution on £7,896 million.
- It has since been established that the net budget was in fact £5,036m.
- Cabinet agreed savings to the Cambridge contract of £1.3million for the period 2015-2018. A reduction of 26% on the £5,036m net budget
- A further £346k has been agreed for 2018/19 and 2019/20 this would have reduced the budget for services previously managed by Cambridge Education by 40% in a 5 year period.
- *It has however, recently been agreed by Cabinet that the 17-18 saving of £350k will be found corporately. This funding has now been added to the CLS base budget.*
- The 2015-2020 savings were linked to either a proposed review of the contract with CE or service rationalisation following the return of the services to SBC. No detail was provided as to how this might be achieved. It is reported that discussions took place around a potential rationalisation of Children's Centres to achieve savings. Such a rationalisation would require public consultation and explicit Cabinet approval- neither of which occurred. There was a further mistaken assumption that savings to Children's Centres could be offset by income generation.

Current pressures in CLS services:

1. **Children's Centres-** The savings to CLS have almost entirely been taken from the Children's Centre budgets. s251 returns to the DfE report that the net budget for Children's Centres has reduced from £3,816 in 2016-17 to £539k in 17-18. The budget has now increased by £350k following the recent decision not to apply the 17-18 saving. However, this does not completely address the pressures as the core cost of delivering the current Children's Centres services is £1.5m. *additional one off pressures of c£250k* are created by the need to upgrade outdoor learning equipment in the Children's Centres. The quality of delivery is currently compromised by the lack of investment in outdoor equipment.
2. **Home to School Transport** - the council has a statutory duty to provide home to school transport to those who live more than 2 miles from school if they are under 8 years old and more than 3 miles if over 8. In addition pupils with an EHCP are entitled to transport if they have a physical or medical condition that prevents them walking or using public transport regardless of distance. In practice the vast majority of the Transport budget in Slough is linked to children with SEN. The budget has been consistently overspent in each of the last 3 years and this *pressure is likely to increase to c£575k* in 2017-18. These budget pressures are linked inexorably to the rising SEN need and accessibility to suitable local provision. The numbers of schools age children in Slough with an EHC plan have increased by 200 in the last year. Children are also presenting with more complex needs, requiring more expensive individual, chaperoned transport. There are also increasing number of Post 16 young people with SEN entitled to education support, including transport, until they are 25. Cabinet agreed a small saving to the transport budget for children under 5, but many parents are appealing and some have already been successful, which means the saving is difficult to fully achieve and is unlikely to lead to more than a £30k reduction on the overall budget pressure. The work to reduce this budget must go hand in hand with the work to reduce dependency on out of borough placements and to improve the mix of provision in Slough. There can also be work to gain efficiencies from the procurement of transport for those pupils who are eligible. All transport contracts must be renewed in September 2018. The existing contracts will have been running for five full years by July 2018. Contractors have had no automatic annual increases during this period so there is a risk that overall costs for SBC could increase from September 2018. Some contractors have already surrendered contracts because they do not cover existing running costs.
3. **School Effectiveness:** Until 2017 this area was been funded via a combination of £725k Centrally Retained DSG supplemented by £249 core funding. (*Total £974k*) The GF contribution to this area is currently increased to (£466k) in order to address the errors in reports to Schools Forum surrounding the use of former ESG funding. Past inaccuracies in reports to SF and to the EFA have led to the Centrally Retained DSG element being

reduced to £402k for 17-18 and ended from September 2017 thus creating a potential *pressure of £402k for 2018-19 in order to maintain the current level of service.*

It is vital that the council continues to build its relationship with schools and supports the development of a strong school system, as this underpins wider council regeneration objectives. SBC is still building capacity in school effectiveness following their return from Cambridge Education. The recent inspection outcomes at Arbour Vale and Lynch Hill Enterprise Academy have shown that school improvement, finance and safeguarding risks were not clearly identified at an early stage by either Cambridge Education or the council. There was also no support in place for school governance. The £402k DSG funding supports a small core team of consultants who provide essential 'soft intelligence' on schools which enables us to identify and address risks at an early stage and to develop strategic approaches to school improvement. It also funds an education safeguarding post and an on-line advice and CPD tool for governors. This will be extremely difficult to maintain once the DSG funding is removed in 2018-19. There is also a need to develop more efficient internal digital systems to support the relationship with schools e.g. schools website. Transformation funding would enable CLS to sustain these services for a further year and plan for service reduction or cost transfer to schools.

4. **Education Psychology:** the council has a statutory function in this area as the EPS assess children for SEN. Currently we have no core funding for this function. The service is entirely reliant on trading. Traded services are successful but undermine our capacity to meet statutory SEN timescales. *c£100k pressure to address this gap*
SEND: SEND services remained in the council during the period of the Cambridge Education contract and then moved to SCST in 2015. There has been a significant rise in demand for statutory assessment, the proportion of children with a statement or EHC Plan is now well above the national average. This has created knock on pressures both the DSG High Needs Block and the Home to School Transport budget. There have been several changes of SEND leadership and wider staffing instability during this period which has also coincided with the implementation of major reforms to SEND. It has become apparent that recording is inaccurate and that systems and processes in SEND have not been implemented consistently. The service is behind with implementation of the reforms, particularly the statutory conversion of statements to Education Health and Care plans (EHCP) which must be completed by April 2018. Additional capacity has been agreed for 2017-18 to implement a recovery plan to meet this deadline. *c£120k additional one off costs.*
5. **Early Help:** One of the deficits identified by previous inspections of Slough Children's Services was the absence of an effective early help strategy and related governance structure, led by SBC on behalf of partners. An Early Help Board (EHB) has now been established and a draft Multi-Agency Early Help Strategy agreed. There is nevertheless a need for funding to employ a consultant to accelerate the implementation of this work, identifying future efficiencies and to

provide additional data analysis capacity to support this work. *c£80k additional one –off costs pressure*

- 6. DSG Changes:** Changes to schools revenue funding for 2018-19 will impact on the level of centrally retained funding from all blocks. This may create additional pressures to GF in areas where there are currently recharges or where DSG is currently fully funding statutory functions e.g. Send Staffing, Virtual School, Admissions. *The full extent of potential additional DSG pressures is not known at this stage.*

Project outputs/outcomes:

Transformation funding of @1.5 million is provided to the CLS directorate for the period of Jan 2018 April-2019 to stabilise the budget and allow proper planning for budget savings to be delivered in 2019 and 2020. This will include:

- Review of CC offer – consider options for less CC, alignment to HUB and Early help strategies including wider use as Family centres working with partners.
- Review of School Effectiveness – developing school system to be self sustaining, developing webs communication, formal school funded partnership or traded offer by 2019-20 or service reduction
- Review of SEN Provision and processes inc Transport – aim to reduce demand, ensure provision matches need, gain better value from contracts, increase independent travel
- Review of existing Early Help offer, identify gaps, duplication and efficiencies
- Service structure review to deliver further efficiencies

Actions required:

A funding decision is required to approve the removal of CLS savings targets for 2018-19 and 2019-20 and the allocation of additional transformation funding of £1.5 million for the remaining period January 2018 to April 2019.

Staffing implications:

CLS staffing restructure options to be reviewed

Ongoing revenue savings identified:

Original 17-18 core budget	£29,318 +594 SEND in SCST	
Revised 17-18 core budget	£30,262	SEND Transfer to SBC 17-18 savings not taken
2018-19 core budget	£31,762	Assumes £1,500m transformation fund allocated for 2018-19 and 18-19 savings not taken.
2019 -20 core budget	£30,262	TF ends
2020 -21 core budget	£29,694	£500k savings delivered.

	Name	Signature
Officer		
Finance Manager	George Grant	
Strategic Director	Cate Duffy	
Date		

Request for flexible use of capital receipts

As part of the 2016-17 Local Government finance settlement, the Government announced that capital receipts could be used to support transformation activity. As part of the draft settlement, Councils were required to have a strategy in place that was approved by full Council. Ours is at appendix A. The Government has since delayed the requirement for this and will issue further guidance in 2016. However, for the purposes of utilising the flexible use of capital receipts, this was the list approved by members so, unless under exceptional circumstances, these should be the list for 2016-17

Required information

This request supports an application to:

- recruit 1 Intelligence Officer on a fixed term contract for a duration of 24 months; and
- provide training for “open source” internet enquiries.

The above measures support the implementation of the Anti Fraud and Corruption Strategy.

Anti Fraud and Corruption Strategy requires proactive review of existing departmental policy and procedure, in areas suspected to be vulnerable to fraud, such as Housing, Adult Social Care, Procurement and Recruitment. Proactive reviews will identify fraud and weaknesses, allowing Corporate Fraud Team (CFT) to recommend counter fraud measures and investigate offenders. The implementation of reviews will be conducted by developing working relationships with the departments in question and internal audit. At present the CFT has one full time investigator and one manager carrying an investigative workload. With limited resources the scope of the team is restricted to acting in reactive capacity, investigating referrals which are made internally or by members of the public. The limit in resources negates any proactive reviews from being conducted.

To prevent fraud, it is vital experienced fraud staff can review existing processes, removing the vulnerabilities which may cost SBC a significant amount money. For example, in 2015, Bedford Council counter fraud staff conducted a review of residents claiming direct payments, for supported living. Counter fraud staff established a significant number were no longer entitled, due to non-residency, saving circa £100,000.00.

The recruitment of an Intelligence Officer, will allow CFT staff to delegate basic enquires and administration, freeing time for experienced staff to conduct the reviews which are required.

In addition, training is required for existing staff and the proposed new member for internet based enquires. There exists a wealth of “open source” intelligence through the internet. The use of the internet is dynamic and ever changing; in order to maximise its investigative potential, training is required.

This bid proposes training for 3 applicants from Qwarie, at a cost of £833 per delegate.

The outcomes that this funding will achieve

The Intelligence Officer would be employed to provide administrative support to investigation officers and conduct basic investigation enquires. The training would assist all CFT officers in investigating allegations of fraud. The outcomes to be expected from this investment are as follows:

1. Identifiable savings from the adoption of counter fraud measures.
2. Increased fraud investigations and sanctions.
3. Increased revenue from successful fraud and financial investigations.
4. Increased positive publicity from successful fraud prosecutions.

The scope of the project

Recruitment of Intelligence Officer on a 24 moth FTC and Internet training for all staff. Basic details:

- Project name: Anti Fraud and Corruption Strategy
- Amount requested: £36,000
- Length of project: Project duration 2 years.

The funding requested (and for which year)

A costs schedule is as follows:

Year 1

1. Year1 – scale point 23 – salary £12,318. Total cost to SBC £15,766.
2. Intelligence gathering training for the post holder from the National Crime Agency. Current cost £1, 187.
3. Qwarie, Internet based” open source” training available at £833 per delegate. Total cost for 3 delegates £2,499.
4. Total cost for year 1 = £19, 452.00

Year 2

1. Year2 – scale point 24 – salary £12,703. Total cost to SBC £16,261.
2. Total cost for year two, circa £16,261

Total overall cost £35,713.00

The links to the 5YP & Medium Term Financial Strategy

The Anti Fraud strategy will focus on completing a number of proactive fraud reviews to coexist with existing investigations and commitments, resulting in:

1. Paragraph 7.2. Increased revenue savings from areas under review.
2. Paragraph 7.1. Increased collections of council tax and business rates, through an increased number of investigations.

The on-going savings from this work

The challenge facing the strategy is to convert recruitment and training into the reality of fraud savings. I firmly believe, the additional resource will allow experienced staff to conduct the identified reviews and make savings.

I anticipate a savings yield of at least £100,000, as identified above in the Direct Payments example for Bedford Council, for the 2 year period 2017-19. However, this estimate is conservative and the greater the number of reviews conducted, the greater the level of savings.

Are there any on-going revenue costs?

Following the end of the fixed term contract period, the Intelligence Officer will be entitled to redeployment and or redundancy. I hope the savings generated over the two year period may allow for the post to continue. If it does not, I don't know what any redeployment opportunities will exist, so I am unable to quantify any ongoing revenue cost.

Timescales for this work

The recruitment and training should be complete within 3 to 6 months. Allowing 18 months for pro active fraud review.

Have you identified and secured the internal support resources

- Other – RSM internal audit are keen to engage with CFT on any proactive fraud exercise, which may assist the audit plan.

Approval process

This is for CMT to approve

Please insert the minutes of the CMT below

xxx

One of the following postholders must have signed this approval off beforehand as meeting the definition of the flexible use of capital receipts:

- Head of Finance (transformation)
- Head of Financial Reporting

Please put the name and date below

Xxxxx

Date xxxx

Appendix A – Strategy approved by Full Council – 25th February 2016

As part of the Local Government Spending Review announced on the 17th December, the Government has provided Councils with the flexibility of utilising Capital Receipts for qualifying expenditure. This is to enable authorities to fund transformation and cost reduction programmes from capital receipts rather than revenue expenditure.

Qualifying expenditure

The Government has termed qualifying expenditure per the below. Appendix A highlights some of the suggestions from Government, but these are not exhaustive.

Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Requirements of the Strategy

As part of the Strategy, Government have set out that the following must be included:

- list each project that plans to make use of the capital receipts flexibility, that it details the split of up front funding for each project between capital receipts and other sources, and that on a project by project basis, a cost benefit analysis is included to highlight the expected savings.
- The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years
- From the 2017-18 Strategy and in each future year, the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial cost/benefit analysis
- restructuring must payback within 1 year in the whole, and within 24 months for an individual
- The Strategy should be approved by the full council

Timescales

The flexibilities for using capital receipts are due over the period April 2016 to March 2019.

Key projects

Below are a list of key projects that could incur capital receipts to fund them. These are indicative at present as the timings of the costs will not all be in the next financial year, but these give a summary of the key projects that could be used as qualifying expenditure under the Efficiency Strategy. They will each be subject to a business case as well to identify the costs and benefits of the respective programmes.

Project	Capital Receipts funded / £m	Other sources / £m	Expected Savings / £m
Adult Social Care Transformation programme resources	0.8	0.4	5.1 ongoing savings by year 3
Agresso system efficiencies	0.25		Tbc subject to formal business case – expected to be £0.1+ p.a
Development of income generation proposals from capital assets	0.25		0.7 income generation
Development of housing company	0.2		0.2 income generation
Development of Berkshire shared finance service	0.2		0.2 ongoing savings
Asset Challenge & support for flexible working	0.2		0.2 ongoing savings
Re-commissioning of major contracts to delivery procurement savings and more effective use of frameworks	1.5		Depends upon market price, but at least 0.5 ongoing savings post new commissioning options from 2018
Restructuring	0.5		Depends upon other budget savings over the MTFS but payback on all posts to be within a maximum of within 1 year in the whole, and within 24 months for an individual.
Digital Transformation to	0.12		Tbc – depends upon proposed

deliver more efficient services			solutions to meet the 5YP
Counter-Fraud Invest to Save proposal	0.05		Additional income through counter-fraud arrangements – 0.05
Council Tax and Business Rates collection increases	0.3		0.6 ongoing increases in CTX collection over life of the MTFS
Slough Children's Services Trust	0.55		Invest to save bid to reduce ongoing revenue costs to projections of between £1-2m p.a. over the next four years
Devolution bid funding for service change and integration	0.05		tbc

Business Case for the Transformational Fund**Project name: Bus Lane Cameras****Amount requested: £790,000****Length of project¹: 2018/19 to 2019/20****Rationale for the request:**

The Council can, under existing legislation, issue Penalty Charge notices (PCN's) to enforce bus lane contraventions. Efficient and effective bus lane enforcement will allow the council and its partners to achieve easier and more consistent journey times for buses through congested areas by allowing the free flow of authorised bus lane traffic.

Breakdown of costs:

Title	Organisation	Budget
Fixed CCTV and Mobile CCTV cameras (including installation)		£590,000
1 st year costs of employing Bus Lane Enforcement Team – Camera operators, Traffic attendants. (Assume 5 x staff @ £40,000 incl. oncosts)		£200,000
TOTAL		£790,000

Project outputs/outcomes:**1.1 Reduced Costs**

Income from the PCN's will allow the Environmental Services, Planning and Transport budgets to be reduced.

1.2 More efficient Bus Lanes

A reduction in bus lane contraventions will provide improved bus journey times. Journey times are currently measured and improvement can be monitored.

Staffing implications:

5 New posts created.

Ongoing revenue savings identified:

The savings would be a mixture of cashable and non cashable savings.

¹ The Transformational Fund is available to fund one-off expenditure to facilitate future revenue savings.

It is expected at least 50 contraventions would be captured each day, each PCN generates £60, generating £1.095m a year. However, not all of this income will be collected and the scheme must be self-financing, therefore a collection rate of 72% is assumed (£790k).

2019/20
£790k

	Name	Signature
Officer	Kam Hothi	
Strategic Director	Alan Sinclair	
Date	25/01/18	

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE:

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	125K			

DIRECTORATE: Adult & Communities

SERVICE: : Communities & Leisure -

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
Communities and Leisure consists of the following service areas: Young People's Service, Leisure, Parks & Open Spaces, Community Development, Community Cohesion, Creative Academy, Community Learning & Skills, Libraries & Culture. A reorganisation which will be tabled in Jan 2018 will result in some cross over areas becoming better aligned and working more collaboratively.

SAVINGS DELIVERY:
The proposed restructure details will be tabled in January 2019. Examples of how the savings will be met are: building the community cohesion work in to the community development team and not replacing the existing 0.5fte community cohesion coordinator post, reorganising the community learning and skills service to be fit for purpose with a more streamlined management team and a better teaching infrastructure, improved commissioning and small revenue spend savings as a result of improved collaborative working

13th dec 2018

STAFFING IMPACT: TBC - expecting some redundancies e.g. the current teaching posts in CLaSS (to many teachers on adhoc hour arrangements), full analysis of

SUBMITTED BY:

SIGN:

PRINT:
Ketan Gandhi

DATE: 12.12.18

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Deletion of vacant QA Manager post.

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	40			

DIRECTORATE: Adults and

SERVICE: Commissioning and

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:
Deletion of QA Manager post within the Commissioning and Transformation team.

SAVINGS DELIVERY:
The post is currently vacant and is no longer required.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 07-Dec-18

STAFFING IMPACT: None

SUBMITTED BY:

SIGN: [Redacted Signature]

PRINT: Jane Senior

DATE: 7 December 2018.

Business Case for the Transformational Fund**Project name: Third and 4th Tier Restructures****Amount requested: Up to £1m****Length of project¹: 2018/19*****Background:***

During 2017/18, the Council implemented a new Senior Management Restructure that resulted in £650k savings per annum. The Council has agreed to undertake a further restructure addressing the remaining tiers of the organisation.

This transformation funding is required to pay for any related redundancy and pension costs associated with the restructure.

Project outputs/outcomes:**1.1 A reduction in employment costs.**

See below

Staffing implications:

See below:

Ongoing revenue savings identified:

	Budget
Previous	
SD Customers & Communities	163,474
Chief Executive	202,570
AD Housing & Environment	131,755
AD Assets Infrastructure & Reg	111,948
AD Finance & Audit	111,948
SD Resources, Housing & Regen	163,474
AD Procurement & Commercial Se	100,929
AD Strat Pol, Com & Demo Serv	95,840
Director of Adult Social Care	135,830
AD & Consultant in Public Heal	115,410
AD OD and HR	93,360
Director Children's & Learning	115,081
Total	1,541,618

¹ The Transformational Fund is available to fund one-off expenditure to facilitate future revenue savings.

Budget	
New	
Chief Executive	202,570
Director of Children and Learning	139,990
Director of Place and Dev	139,990
Director of Finance & Resources	139,990
Director of Adults & Communities	139,990
Director of Regeneration	139,990
Total	902,522
saving	-639,096

	Name	Signature
Officer	Surjit Nagra	
Strategic Director	Roger Parkin	
Date	01.06.2017	

Business Case for the Transformational Fund

Project name: Slough Academy

Amount requested: £750,000

Length of project¹: 2018/19 to 2021/22

Background:

The Apprenticeship Reforms of 2016 and the introduction of the Apprenticeship Levy in 2017 are aimed at upskilling the national workforce to enable us to compete in global markets particularly after Brexit.

With employers now focusing on the skills and competencies they need their workforce to develop to respond to future commercial challenges, the range of work-based training programmes has expanded dramatically and is now available to all ages and can be undertaken by both existing staff and new staff. The new training programmes are profession and role based and created by groups of employers from within each sector to ensure the correct range and depth of skills and competencies required.

The training programmes are funded by the Apprenticeship Levy which relieves employers of the traditional budget constraints associated with upskilling and allows them to focus on how best to take advantage of the schemes.

The minimum Levy investment per individual ranges from £1,500 for a 12 month programme up to £27,000 for 60 months. Qualifications range from GCSE and A level equivalents degrees and for some, this means 'degrees for free', no student debt and earning income whilst learning without having to leave Slough.

Public Sector bodies have an annual 2.3% target for training programme 'new starts' to contribute to the overall national target of 3 million Apprentices by March 2021.

The Slough Context

Slough Borough Council is ambitious to take full advantage of the opportunities offered by the national upskilling programme to develop its workforce and benefit Slough residents.

The Slough Academy is the Council's workforce development initiative aimed at establishing the principle of Continuous Professional Development within the Council. The Slough Academy is implementing these changes as Phase 1 of the project.

¹ The Transformational Fund is available to fund one-off expenditure to facilitate future revenue savings.

A detailed exercise has been conducted creating 'Development Pathways' mapping Levy funded training programmes to the professions and roles within the Council to support the development of key skills and competencies required to achieve the outcomes of the Five Year Plan.

The volume and timing of the required programmes has been identified together with the balance between developing existing staff through 'Sponsored Qualifications' and attracting new staff as Apprentices. Slough's planned volume of 'new starts' for the training programmes is directly aligned to illustrate our steps towards the trajectory of achieving our 2.3% target for which official and public reporting commences in September 2018.

The fundamental underpinning aim of this approach is to 'grow our own' talent to replace expensive Agency staff and deliver the best services for Slough residents. We want to invest in our staff, keep them and watch them flourish as we support them to achieve our outcomes.

Rationale for the request:

As a Council, we want to take maximum advantage of the opportunities presented by the Reforms and play our part in meeting the 2.3% target contributing to the national upskilling programme at a local level to develop the skills and competencies we need to deliver the best services for Slough residents.

So far, 17 professions and 21 training programmes have been identified ranging from level 2 (GCSE equivalent) to level 7 (Master's degree) with durations varying from 12 months to 60 months. Some programmes have been combined to create more advanced Apprenticeships and capitalise on the 'grow your own' opportunities they present which means some Apprenticeships are up to 5.5 years long.

The impact of greater variety and increased training durations coincides with the change in Apprentice employment legislation aiming to provide Apprentices with greater employment security and increased employee rights aligned with the rest of the workforce. SBC will no longer be issuing fixed term contracts to Apprentices. Instead their offer of employment will be an 'Apprentice friendly' version of our standard employment contract including a six-month probation period as for all other employees.

Because the training programmes are profession and role based, Apprentices will be recruited by each Directorate and Service Area in the same way as non-Apprentices following our standard recruitment policies. They will be managed individually by the relevant Line Manager and have Job Descriptions defining their job and the role they are learning to perform. Once training is completed, they will be able to apply for any vacant posts which are available at that time.

The Apprenticeship Reforms and Levy provide the framework and funding to enhance our current Apprenticeship Scheme and support future workforce development initiatives. These enhancements address two of our outcomes

in the Five Year Plan and make a direct contribution to the reduction of Agency spend through our 'grow our own' philosophy. Therefore, the enhancements will enable us to meet the targets, support our workforce development ambitions and promote our commitments to Slough residents.

Breakdown of costs:

Title	Organisation	Budget
First year costs of employing Apprentice's	N/A	£750,000
TOTAL		£750,000

Project outputs/outcomes:

1.1 A reduction in Agency Spend

The Council spends over £6m per annum on agency/interim staff per annum in order to fill predominantly specialised roles. By 'growing our own staff' this amount can be substantially reduced.

It is calculated, based on evidence from the Council's Matrix system, that 'on-costs' added by recruitment consultants is approximately 33%. Therefore it can be expected that agency spend could ultimately be reduced by £2m as the number of qualified apprentices within the Council increase.

1.2 Better motivated staff

The 'Grow Your Own' philosophy should have a positive impact on staff morale due to the opportunities it affords existing staff and the reduced reliance on agency cover.

Staffing implications:

An increase in the number of apprentices will result in a reduced number of agency/interim staff across the Council.

Ongoing revenue savings identified:

2019/20	2020/21	2021/22
£500k	£750k	£750k

	Name	Signature
Officer	Surjit Nagra	
Strategic Director	Neil Wilcox	
Date	18.04.18	

Business Case for the Transformational Fund

Project name: Electric Vehicle Initiatives

Amount requested: £750,000

Length of project: 2018/19

Background:

Following an application by the Environmental Quality Team, Energy Saving Trust carried out a fleet review on SBC's fleet based on 2014/15 data and identified several opportunities for decarbonisation of our fleet, specifically, grey fleet and introduced the idea of a travel hierarchy and pool/car club models and hire car options.

SBC's grey fleet i.e., staff owned cars driven on council business and reimbursed using a mileage rate - has the largest environmental impact producing 401 tonnes of carbon dioxide in 2014/15 from staff driving 0.9 million miles. The grey fleet is reimbursed at £0.45/mile also staff who exceed 1,000 miles/annum can claim a £1,000 lump sum allowance this means the real rate is closer to £0.79/mile in 2014/15..

In 2014/15 there were 277 staff who exceeded this threshold and if all claimed we would have been paid £277,000 on which the council would have been liable for a further £38,226 in national insurance payments (the HMRC treats the lump sum as salary). This brings the average cost of the grey fleet mile to £0.79/mile excluding any cost or deferred income associated with the provision of staff parking places.

Analysis of the grey fleet at the council showed it to have an average age of 8 years (EURO 4 standards) (the oldest vehicle in use was 28 years), average carbon emissions of 150 g/km, the fleet only comprised of 26% Euro 5 or Euro 6 (air quality standard) and only 59% met NCAP 5 Star (safety rating). In summary older, our grey fleet is high carbon, causes significant air pollution and is less safe than a modern hire car, pool car or car club fleet.

The council have been involved in a number of successful electric vehicle (EV) projects, use of community transport EV cars for school runs, purchase of EV car for Transport and Highways team for highway inspections, the 'My Electric Avenue' project where by nine staff and one Councillor took up the offer of a Nissan Leaf under the "My Electric Avenue" project. This project resulted in over 100,000 miles of zero carbon emissions from the tailpipe, as well as significant reductions in particulate and NOx emissions (air pollution).

Therefore, the Electric Vehicle project will enable SBC to:

- increasing the number and use of EV pool cars and other ULEV technologies.
- adopt a travel hierarchy aimed at supporting and encouraging sustainable travel options
- significantly revenue spend (on mileage claims)

Investment required in 2018/19

	£
Electric Cars New x 25	£500,000
Rapid Charger s	£140,000
Electric Cables	£20,000
project Officer Costs x 2	£90,000
TOTAL	£750,000

Project outputs/outcomes:

The electric vehicle initiative will obtain maximum value for money by achieving the following outcomes within the Council's Carbon Management Plan:

Outcome 1: At least a 3% reduction of CO2 net emissions per annum of all council operations

Outcome 2: A 20% reduction of CO2 emissions against the 13/14 baseline by 2019/20.

Outcome 3: Substantial revenue savings (see below).

Staffing implications:

Nil

Ongoing revenue savings identified:

- Removal of £1,000 payment for 1000 miles (including National Insurance Contributions - £300,000)
- 25% Reduction of mileage payments to Council Staff - £100,000
- 50% Reduction in mileage payments to contractors - £50,000
- Income generated from Children's Trust - £50,000

TOTAL Savings - £500,000 per annum

	Name	Signature
Officer	Jason Newman	
Strategic Director	Roger Parkin	
Date	01.12.2017	

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Deregistration of Lavender Ct from residential care to supported living

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	77			

DIRECTORATE: Adults &

SERVICE: Adult Social Care Operations

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS:

To deregister Lavender Ct from a residential care home to a supported living scheme

SAVINGS DELIVERY:

Reduced hotel costs will bring in an annual saving of £77k.

10/12/2018

STAFFING IMPACT: None

SUBMITTED BY:

SIGN:

PRINT:

Simon Broad

DATE: 10/12/2018

2019/20 BUDGET BUILD

GROWTH BID

TITLE: SAB Fund (Investment & Regeneration Assets)

AMOUNT:

YEAR	2019/20	2020/21	2021/22	22/23
£'000	1,000	1,500	1,250	1,250

DIRECTORATE: Regeneration

SERVICE: Asset Management

This growth bid supports the following 5 Year Plan Outcome:

DETAILS:
 The AM section would like to bid for a budget of £50m to purchase a combination of investment and regeneration assets. It is assumed that no less than 50% of this budget would be spent on investment assets - albeit some (that facilitate town centre regeneration) may have a lower than desired yield.

SERVICE BENEFITS:
 The creation of a budget to acquire town centre sites will allow the Council to start negotiations to purchase key sites. Whilst CPO is a last resort, the Council needs to prove at the start of the process that it has funds in place. Assuming a 5% yield on the £25m for investments assets and spreading the spend over two years, **the AM team would generate £750,000 in 2019/20** and £1,250,000 per annum thereafter. Subject to the outcome of the proposed AM fee (see Fees and Charges) a Purchase fee £250,000 would be created in 2019/20/ and 2020/21.

IMPACT OF NOT APPROVING:
 The Council will soon announce the details of it's ambitious Transport Strategy. The proposal, which could become planning policy, will improve connectivity to T5 and Windsor, making Slough even more accessible to new business. The Council will need to be proactive in purchasing land and property required to deliver the most efficient routes on behalf of Transport. Failure to do so now will lead to long-term additional costs and an increase the likelihood of delays via CPO.

STAFFING
IMPACT: None

SUBMITTED BY:

SIGN:

PRINT:
 Stephen Gibson

DATE: 27/09/2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Regeneration delivery

AMOUNT:

YEAR	2018/19	2019/20	2020/21	2021/22
£'000	1.8m	0.5m		

DIRECTORATE: Regeneration

SERVICE: Regeneration delivery

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency

DETAILS: Changing fee structure

Fee recharges based on volume of work and difficult to project till schemes are finalised Based on last 4 years fee income has increased approx 5% per annum	Current fee structure which is variable	Reviwed in 2016/17 and variable fee structure in place
	£	1.25%
	10,000,000	1.25%
	9,000,000	1.50%
	8,000,000	1.50%
	7,000,000	2.00%
	6,000,000	2.25%
	5,000,000	2.25%
	4,000,000	3.00%
	3,000,000	5.25%
	2,000,000	
	1,000,000	

SAVINGS DELIVERY:


consider fee structure changes based on following simplified fees

£15,000,000 > £20,000, £10,000,001 > £15,000, £8,000,001 > £10,000,0	3.00% 3.50% 4.00%
As agreed with Joe carter Fess now charged at single rate of 6.25%	5.00% 5.50% 6.50%
	£5,000,001 > £8,000,00 £1,000,001 > £5,000,00 >£1,000,000

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE:

STAFFING IMPACT: Nil;

SUBMITTED BY: Adrian Thomas

SIGN: 

PRINT:

DATE: 08/02/2019

2019/20 REVENUE BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Leisure Services - leisure contract management savings

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	184	1,489		

DIRECTORATE: C&CS

SERVICE: Leisure

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):

Contract negotiations

DETAILS:

Following the re-letting of the leisure contract to a new provider - Everyone Active (SLM) the council has negotiated a favourable financial situation over the period of the contract. From year 3 to 10 of the contract SLM will be making a payment to the council. In year 3 of the contract this amount is £184K and in year 4 £1,489K. In addition is £40K from an amount kept back from the existing management fee to cover the business rates charges on the leisure facilities under construction.

SAVINGS DELIVERY:

Leisure Contract payments to SBC - £184K (paid in March 2020)

EQUALITIES IMPACT ASSESSMENT

There is no expected impact on any direct services in regard to these savings.

COMPLETION DATE:**STAFFING**

IMPACT: N/A

SUBMITTED BY:

SIGN:

PRINT:

Alison Hibbert

DATE:

14th December 2018

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Remodelling floating support

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000	100	100		

DIRECTORATE: Adults and Communities

SERVICE: Commissioning and Transformation

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Efficiency


DETAILS:
To remodel floating support services.

SAVINGS DELIVERY:
To ensure that services are more effective and efficient and deliver to a higher number of people.

EQUALITIES IMPACT ASSESSMENT COMPLETION DATE: 07-Dec-18

STAFFING IMPACT: None

SUBMITTED BY:

SIGN: 

PRINT: Jane Senior

DATE: 7 December 2018.

2019/20 BUDGET BUILD

SAVINGS PROPOSAL

TITLE: Regulatory Services Move to Fully Self Financing

AMOUNT:

YEAR	2019/20	2020/21	2021/22	2022/23
£'000		300K		

DIRECTORATE: A & C

SERVICE: Regulatory Services

Savings Type (Income Generation / Efficiency / Contract Negotiation / Disinvestment):
Income generation and efficiency

DETAILS:

Move the combined services within the Regulatory Services Group to a fully self financing budget position by 2020/21 increase income and reduce costs to close an estimated gap of £300K Group managers will be responsible for developing an enhanced commercialisation approach across the services to ensure that resources match demand based upon risk and statutory enforcement intervention together with enhanced demand for traded services. The drive to generate income will focus on cost recovery and charged for discretionary services to businesses, residents and other customers beyond Slough.

SAVINGS DELIVERY:

£300K to move to a fully self financing position for the combined services within Regulatory Services through increased commercialisation and identified efficiencies.

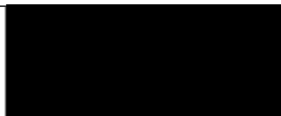
**EQUALITIES IMPACT ASSESSMENT
COMPLETION DATE:**

13.12.2018

**STAFFING
IMPACT:** Limited to 2 to 3 staff as most are involved in delivery of core regulatory services to a statutory minimum or income generation

SUBMITTED BY: Ginny de Haan

SIGN:



PRINT:

DATE:

13.12.2018

2019/20 BUDGET SETTING

SAVING

TITLE: CLS - Directorate Management Restructure

AMOUNT:

YEAR	2019/20	2020/21	2021/22	22/23
£'000	170	0	0	0

DIRECTORATE: CLS

SERVICE: All CLS

This saving business case supports all the 5 Year Plan Outcome:

DETAILS:
 This saving relates to a proposed reorganisation of the senior management of the Children's Learning and skills service. The Directorate is facing a number of challenges and needs to respond to changing service needs from 2019. The Directorate has a significant underlying overspend. Some of this will be addressed through growth but some will still remain. This restructure will deliver immediate savings of £170k and place the directorate in a stronger position to deliver the balance of the £500k savings target by April 2020. There has been an extension consultation with stakeholders for this restructure.

SERVICE BENEFITS:
 It is becoming increasingly important that CLS services are able to income generate and embrace the digital agenda to offset reductions in General Fund and preserve services. The redesign provides for the addition of a post to enhance our capacity to take a more commercial approach developing trading accounts, marketing services to schools and driving further efficiencies in home to school. This addresses the need to create more middle manager positions and increase opportunity for further progression. This will increase management oversight and provide greater opportunity for progression.

IMPACT OF NOT APPROVING:
 The current structure does not facilitate progression and retention of staff. The directorate will not be able to face the challenges it faces and will not be able to respond to changing service needs from 2019 onwards.

STAFFING
IMPACT: as outlined in the consultation document and the responses received.

SUBMITTED BY:

SIGN:

PRINT:
 Cate Duffy

DATE: 07/01/2019

2019/20 BUDGET BUILD

SAVINGS BID

TITLE: Wexham- Additional Interest following delayed return of capital

AMOUNT:	YEAR	2019/20	2020/21	2021/22	22/23
	£'000	340	(340)		

DIRECTORATE: Finance & Resources

SERVICE: Corporate Finance

This saving bid supports the following 5 Year Plan Outcome:

DETAILS:
 In May 2016, land at Wexham Nursery worth £9.7m was transferred to the Slough Urban Regeneration LLP. The council did not receive a capital receipt at the time as the repayment of the receipt was deferred. The council received a Loan Note for the £9.7m and under the terms of the loan note the council will receive interest at 7.015%. This equates to interest of £680k per year. It was assumed the £9.7m receipt would be repaid in 2017-18. However this has been delayed and the capital receipt will now be repaid in instalments. Current estimates are for the council to receive interest of £340k in 2019-20. Slough Urban Regeneration LLP have given assurances that the £9.7m will be repaid in full before end of 2019-20. This will therefore create a budget pressure in 2020/21

SERVICE BENEFITS:
 The £340k can be used towards the provision of services and contribute to a balanced budget

IMPACT OF NOT APPROVING:
 As the council receives interest of 7.015% on the £9.7m loan note, it is in their interest that the receipt should be deferred as long as possible. The repayment of the receipt is dependent on the sale of properties on the site of the former Wexham Nursery and approval from the SUR LLP board.

STAFFING
IMPACT: None

SUBMITTED BY:

SIGN:
PRINT:
 Andrew Pate

DATE: 12/02/2019

2019/20 BUDGET BUILD

SAVINGS BID

TITLE: Wexham- Additional Interest following delayed return of capital

AMOUNT:	YEAR	2019/20	2020/21	2021/22	22/23
	£'000	50	75	100	

DIRECTORATE: Finance & Resources

SERVICE: Corporate Finance

This saving bid supports the following 5 Year Plan Outcome:

DETAILS:
 The council currently has 3 Strategic Pooled Funds from which it receives dividends. In October 2018, the council increased its holding by £2.5m in a diversified Income fund by disinvesting in a Cash Plus Fund for which it earned capital appreciation but received no income. It is projected that this investment will generate increased Treasury Management returns in future years

SERVICE BENEFITS:
 Increased Treasury Management returns can be used towards the provision of services

IMPACT OF NOT APPROVING:
 The decision to invest in the Diversified Income Fund has already been made as part of the Council's Treasury Management Strategy

STAFFING
IMPACT: None

SUBMITTED BY:

SIGN:
PRINT:
 Andrew Pate

DATE: 12/02/2019

2019/20 BUDGET BUILD

SAVINGS BID

TITLE: Minimum Revenue Provision Adjustment

AMOUNT:

YEAR	2019/20	2020/21	2021/22	22/23
£'000	750			

DIRECTORATE: Finance & Resources

SERVICE: Corporate Finance

This saving bid supports the following 5 Year Plan Outcome:

DETAILS:
The council currently

SERVICE BENEFITS:
This will ease pressure on the Revenue Budget and the saving can therefore be used towards the provision of services

IMPACT OF NOT APPROVING:
The £750k saving will not be realised and will be an additional pressure on the revenue budget

STAFFING
IMPACT: None

SUBMITTED BY:

SIGN:

PRINT:
Andrew Pate

DATE: 12/02/2019