

**GENERAL FUND BASE BUDGET
SAVINGS/EFFICIENCIES ACTION PLAN
2008/09 - 2010/11 (V28)**

Updated July 2009

Key:

Green	Savings likely to be achieved/low risk
Amber	Tentative savings - further work required/medium risk
Red	Savings require a change in Council policy or significant change in service delivery/high risk

APPENDIX A

Dept	Proposed Savings	Status	2008/09 £	Original 2009/10 £	Revised 2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Procurement Workstream									
F & CS	Benefits/Local Taxation - Howden Link	Green	8,540	8,540	8,540	8,540	8,540	Completed	
F & CS	Rationalisation of telephone accounts	Amber	-	3,800	1,900	3,800	3,800	Delays in progress due to potential new contract (see telephone calls below)	Medium - NYCC framework in place although experiencing difficulties in joining.
F & CS	E-Gov - maintenance costs on DIP hardware	Green	8,000	8,000	8,000	8,000	8,000	Completed	
F & CS	ISP	Green	5,000	20,000	20,000	20,000	20,000	Completed	
F & CS	Gas/Electricity	Green	25,000	20,000	25,000	25,000	25,000	Completed - historic error in billing for Civic Centre resulting in annual undercharge of £45k	
Dev	Expanded Building Control Partnership	Green	10,610	10,610	10,610	10,610	10,610	Completed	
Dev	Expanded Building Control Partnership	Red	-	5,000	-	5,000	5,000	Richmond currently on hold. Discussions due to start again September 2009. Not achievable 2009/10	High -due to current economic climate and its impact on financial performance of the partnership.
HR	On-line recruitment advertising	Green	10,000	10,000	10,000	10,000	10,000	Completed	
Policy/Perf	Plain English Campaign	Green	3,000	3,000	3,000	3,000	3,000	Completed	
F & CS	Expansion of Audit Partnership	Green	3,000	3,000	3,000	3,000	3,000	Completed	
F & CS	Change in postal provider	Amber	-	4,000	6,300	8,400	8,400	Collaborative exercise - figures subject to final evaluation and contract award	Medium - subject to CYC framework progressing.
F & CS	Change provider for telephone calls	Amber	-	18,000	9,000	18,000	18,000	NYCC framework available	Medium - NYCC framework in place although still experiencing difficulties in joining.

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
F & CS	Central Photocopying/printing	Amber	-	20,000	15,000	20,000	20,000	Print Audit received - project plan being developed - aimed to implement by 30 June 2009 but change in framework suppliers will delay this.	Medium - delays due to relet of NYCC framework contract

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
F & CS	Insurance contract - collaboration between HDC/RDC (see shared procurement service below - ref 17)	Amber	-	-	20,000	50,000	50,000	Start delayed until November 2009 in order to collaborate with HDC/RDC - broker appointed and tender advertised	High - subject to a joint contract - discussions only in early stages.
Env/Leisure	Combined Street Scene Contract/Alternate Bin Collections	Amber	-	200,000	222,000	625,000	805,000	Procurement process completed	Medium - tender prices show a saving in excess of our target although contract still to be concluded.
Env/Leisure	Leisure Trust NNDR & VAT Savings	Amber	-	115,000	107,000	233,000	250,000	Clarification issues and mobilisation plans being progressed with preferred bidder	Medium - preferred bidders prices show a saving in excess of our target - target start date now September 2009
Corporate	Collaborative corporate contracts through shared procurement service (see Insurance contract* above - ref 14) Note: The balance of this target will reduce as individual procurement projects are identified (Original targets 2009/10 £50k and 2010/11 onwards £100k).	Red	-	-	25,450	42,600	42,600	Implementation from August/September 09 although subject to finalisation of partnership business case and governance arrangements which have yet to be agreed by all partners.	High - savings subject to shared service and potential for delivery of procurement savings - supplier spend analysis suggests that there is £1.4m p.a. for potential collaborative procurement initiatives. £100k as a target for longer term is not unreasonable but the timing of the saving is difficult to predict. Would expect some savings to be achieved in first year - pessimistic view could expect £10k - £20k.
F & CS	Partnering Revs and Bens	Red	-	-	-	-	100,000	Awaiting outcomes from BPR project before commencing this work. Options appraisal to be carried out by March 2010.	High - saving subject to a willing partner but could look to outsource service - option appraisal would need to be carried out. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Partnering Back Office Support (Accountancy/Central Admin/ICT etc)	Red	-	-	-	7,000	50,000	Exploring potential to align Financial Management Systems w.e.f. 1 April 2010. Potential for partnership to be explored once financial system implemented.	High - FMS procurement project underway. This is expected to save approx £7k - £8k p.a. plus further savings from joint hosting not yet quantified. This will pave the way for a shared Finance service. Value of savings are speculative at this stage and will not be fully achieved if other councils are not willing to partner.

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Legal/DS	Shared Legal Service	Red	-	-	-	20,000	20,000	Aspirational at this stage	High - saving subject to a willing partner but could look to outsource service - option appraisal would need to be carried out. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Browsealoud Subscription	Green	-	-	500	500	500	Negotiation of 3 yr subscription - completed	
F & CS	New stationery contract	Green	-	-	9,380	9,380	9,380	Completed	Low - New framework contract let w.e.f. 1 April 2009 - 30% saving achievable
F & CS	New Treasury Management Advisory Service contract	Amber	-	-	2,250	3,000	3,000	New contract due to start 1 July 2009	Medium - Tenders currently being evaluated but saving expected
Total Procurement			23,150	448,950	456,930	1,083,830	1,423,830		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment	
Transformation Workstream										
F & CS	BPR - E-Gov	Green	34,000	34,000	34,000	34,000	34,000	Completed		
Env/Leisure	EH Technician	Green	22,500	22,500	22,500	22,500	22,500	Completed		
Dev	Development Control - On-line consultations	Amber	-	3,130	3,130	3,130	3,130	Savings in printing and postage costs - project delayed due to technical difficulties	Low - low value saving - expect technical difficulties to be overcome.	
F & CS	BPR - Central Admin	Amber	20,000	20,000	20,650	21,300	21,300	Currently holding 2 vacancies filled with temporary employees (see scanning below) - restructure proposals approved	Low - restructure plans show saving achievable - vacancies currently being held.	
F & CS	BPR - Local Taxation and Bens	Amber	30,000	60,000	69,900	79,900	79,900	Recruiting to approved structure awaiting final costings	Low - although not yet fully implemented proposals for a restructured service are expected to deliver at least £74k.	
Dev	BPR - Planning	Amber	-	55,000	55,000	110,000	110,000	Valueadding.com have been commissioned to undertake the BPR exercise alongside an in-house team. The savings achievable are subject to the outcomes of the project and will be refined as the potential for savings become clearer. Recommendations received February 2009 but initial work suggests £55k achievable in short term	Medium - BPR team indicate that £55k is achievable in short term. Longer term savings will require a further challenge of working practices.	
Central Core	Review of JMT Support	Green	6,000	12,000	12,000	12,000	12,000	Vacancy w.e.f. mid July - structure amended on a temporary basis - will be reviewed during 2009		
Central Core	Review of Corporate Structures	Amber	-	-	-	58,000	10,000	10,000	Draft proposals have been developed - savings based on estimated salary costs at top of grade and net of performance management system running costs	Medium - plans in development although exact timing of saving not yet clear
F & CS	BPR - ICT	Amber	15,000	30,000	30,000	30,000	30,000	30,000	Retirement of 1 officer July 2008 - revised structure has been formulated subject to approval	Low - restructure plans show saving achievable - vacancy currently being held.

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
F & CS	BPR - Accountancy	Red	-	30,000	30,000	30,000	30,000	Currently holding 2 vacancies filled with temporary employees - restructure proposals to follow restructure of Heads of Service	High - corporate restructure plans likely to reduce saving available
F & CS	BPR - Scanning	Amber	-	5,000	-	-	-	See Central Admin	
Env/Leisure	BPR - Environmental Health	Green	5,690	9,570	11,380	11,380	11,380	Following a vacancy 1 SEHO has been removed from the structure - private housing grant work transferred to Housing Improvement Agency and other work absorbed within existing structure (Annual Saving of £11380 acheived) Further examination of existing structure underway	Low - longer term savings are subject to finding willing partners. Short term savings have been achieved.
HR	BPR - HR	Red	-	5,000	5,000	5,000	5,000	Discussing potential of a shared service with other districts in North Yorkshire	High - saving subject to a willing partner but could look to outsource service. 12 months is sufficient to develop a partnership but achievable savings not known.
F & CS	Corporate Debt Recovery team	Red	-	-	-	20,000	20,000	To be considered following implementation of Revs and Bens BPR restructure	High - plans in place to merge revenues and debt recovery fuctions under a single manangement structure. A BPR exercise will follow to identify potential for streamlining processes and releasing staff staff savings - unable to accurately quantify saving until this has been completed.
Policy/Perf	Community Link Officer support to the CIPs	Green	3,080	-	-	-	-	Completed one-off saving in 08/09	
Total Transformation			136,270	286,200	235,560	389,210	389,210		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Asset Management Workstream									
Housing/ PS	Barlby Depot	Amber	-	10,000	10,000	20,000	20,000	Options to be reported to P & R following T & F Group	High - current economic climate likely to delay sale of depot.
Total Asset Management			-	10,000	10,000	20,000	20,000		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Value for Money Workstream									
F & CS	Housing Benefits (Net)	Green	48,000	48,000	48,000	48,000	48,000	Completed	
F & CS	Firewall Improvement	Green	18,000	18,000	18,000	18,000	18,000	Completed	
F & CS	ICT - Decommissioning of Citrix Server	Green	3,000	3,000	3,000	3,000	3,000	Completed	
F & CS	Council Tax Postage	Green	2,320	2,320	2,320	2,320	2,320	Completed	
F & CS	Court Costs Income	Green	10,000	10,000	10,000	10,000	10,000	Completed - review of income achieved 07/08 and 1st 1/2 year of 08/09 suggests that additional savings are achievable - awaiting year end figures	
F & CS	2nd Class Post	Green	6,000	6,000	6,000	6,000	6,000	Completed	
Env/Leisure	Car Park Income	Green	24,000	24,000	24,000	24,000	24,000	Completed	
Env/Leisure	Power Station Consultancy	Green	5,000	5,000	5,000	5,000	5,000	Completed	
F & CS	Investment Income/Treasury Management	Green	13,500	8,000	15,000	15,000	15,000	In-house investment to commence 1 April 2008 - fees to be monitored	
Env/Leisure	Recycling	Green	44,500	44,500	44,500	44,500	44,500	Completed	
F & CS	Excess Investment Interest	Green	326,000	-	-	-	-	Completed	
Housing/ PS	Telecommunications Mast	Amber	-	13,000	13,000	13,000	13,000	Formulating proposals	High - due to current economic climate.
Corporate	Car Allowances	Green	13,500	10,500	13,500	13,500	13,500	Completed - additional £3k achieved above £10.5k target	
Env/Leisure	Energy Management	Red	-	18,000	9,000	18,000	18,000	Negotiating through North Yorkshire Sustainable Energy Group to develop joint post to drive energy management action plan forward. No significant progress yet	High - subject to an officer resource to deliver initiatives.
Total Value for Money			513,820	210,320	211,320	220,320	220,320		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Base Budget Review Workstream									
F & CS	Pre 1974 Pension Costs (West Yorkshire Pension Fund)	Green	30,000	30,000	30,000	30,000	30,000	Completed	
Env/Leisure	Refuse Collection/Grounds Maint etc Contract Inflation	Green	29,850	29,850	29,850	29,850	29,850	Completed - although rising fuel costs may negate this saving	
Env/Leisure	Hull & Goole Port Health Authority Levy	Green	16,450	17,270	17,270	18,130	18,130	Completed	
Housing/ PS	Homelessness	Green	10,000	10,000	10,000	10,000	10,000	Completed	
Corporate	2007/08 Pay Award	Green	34,000	34,000	34,000	34,000	34,000	Completed	
Corporate	2008/09 Pay Award	Green	17,500	35,000	17,500	17,500	17,500	Completed	
Corporate	Base budget review	Green	567,000	238,490	335,710	335,710	335,710	Concessionary Fares spend for 2008/09 confirmed.	Medium - savings identified in future years - include savings on new scheme concessionary fares, which may be subject to change as the scheme continues to bed in.
Corporate	Delay of 2 weeks in filling vacant posts	Red	-	15,000	15,000	15,000	15,000	Not implemented as yet - average savings per week £423 (£532 with o/c)	High - depending on vacant post. Could be an impact on delivery of service and performance.
Corporate	Reduction in training budget	Red	-	5,000	5,000	5,000	5,000	Cut from central training budget	High - Reduction in the central training budget may lead to shortfall in training and development of staff to meet challenges ahead.
Corporate	2009/10 Pay Award	Red	-	-	230,570	230,570	230,570	Budgeted for 3% pay award - no award on offer	High - subject to finalisation - some award may be granted
Total Base Budget Review			704,800	414,610	724,900	725,760	725,760		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
Discretionary Service Review Workstream									
F & CS	Concessionary Fares - Rail Travel	Green	20,000	20,000	20,000	20,000	20,000	Completed	
Policy/Perf	Health Improvement	Green	5,000	5,000	5,000	5,000	5,000	Completed	
Corporate	Fees and Charges 2008/09	Green	53,000	125,000	125,000	125,000	125,000	Completed although income will be monitored through quarterly budget management reports	
Dev	Introduction of new charge for planning advice	Red	-	30,000	30,000	35,000	35,000	Identified as an option as part of 2009/10 MTFP	High - subject to political decision.
Legal/DS	Review discretionary licensing charges to achieve breakeven	Green	-	-	5,000	5,000	5,000	Completed	
Env/Leisure	Closure/transfer of Markets	Red	-	15,000	- 3,670	- 3,420	- 3,420	Pending report to Environment Board	Saving not achievable recommendation is to close Tadcaster and transfer Selby to Town Council at a net cost of around £3.4k p.a.
Env/Leisure	Commercial Waste Income	Amber	-	13,800	13,800	27,600	27,600	Bid accepted	Medium - income to be monitored.
Env/Leisure	Abbey Leisure Centre Income	Green	-	10,000	10,000	10,000	-	Excess income over budget due to grant for over 60's swimming	
Total Discretionary Service Review			78,000	218,800	205,130	224,180	214,180		
Total General Fund Savings			1,456,040	1,588,880	1,843,840	2,663,300	2,993,300		

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
	Target per MTFS 2009-19 (V2.2)		933,350	1,567,730	1,567,730	2,228,600	2,228,600		
	Add: 2009/10 in year growth re rail cards		-	-	9,000	9,000	9,000		
	Headroom				320,000	640,000	962,400		
	New Target		933,350	1,567,730	1,896,730	2,877,600	3,200,000		
	* Shortfall/Surplus (-/+)		522,690	21,150	- 52,890	- 214,300	- 206,700		
	Green Savings		1,391,040	895,150	956,560	957,420	947,420		
	Amber Savings		65,000	570,730	540,930	1,276,130	1,473,130		
	Red Savings		-	123,000	346,350	429,750	572,750		
	Total		1,456,040	1,588,880	1,843,840	2,663,300	2,993,300		
	Summary by Workstream								
	Procurement		23,150	448,950	456,930	1,083,830	1,423,830		1,500,000
	Transformation		136,270	286,200	235,560	389,210	389,210		550,000
	Asset Management		-	10,000	10,000	20,000	20,000		100,000
	Value for Money		513,820	210,320	211,320	220,320	220,320		250,000
	Base Budget Review		704,800	414,610	724,900	725,760	725,760		500,000
	Discretionary Service Review		78,000	218,800	205,130	224,180	214,180		300,000
	Total		1,456,040	1,588,880	1,843,840	2,663,300	2,993,300		3,200,000
									3 Year Targets per E & S Strategy:

Dept	Proposed Savings	Status	2008/09 £	2009/10 £	2009/10 £	2010/11 £	2011/12 £	Progress	Risk Assessment
	Achievable Savings								
	Best Case (All savings achieved)			1,588,880	1,843,840	2,663,300	2,993,300		
	Worst Case (Only Green savings achieved)			895,150	956,560	957,420	947,420		
	Mid Case (Calculation using sliding scale)								
	Green Savings - 100%			895,150	956,560	957,420	947,420		
	Amber Savings - 75%			428,048	405,698	957,098	1,104,848		
	Red Savings 50%			61,500	173,175	214,875	286,375		
				<u>1,384,698</u>	<u>1,535,433</u>	<u>2,129,393</u>	<u>2,338,643</u>		
	Shortfall/Surplus (-/+) assuming mid case level of savings			- 183,033	- 361,298	- 748,208	- 861,358		

BASE BUDGET REVIEW

	Agreed full year saving	Ongoing
Environment & Leisure		
0314 Leisure Card Scheme Miscellaneous	10,000	10,000
Housing General fund		
Portholme depot Insurance paid by landlord	10,000	10,000
HR		
Training	5,000	0
Conference expenses	2,000	2,000
Personnel system	1,000	0
Miscellaneous	2,000	0
Policy and Performance		
Community Link Officer	2,000	0
Legal & Democratic		
Licensing Taxi & PH Licences	10,000	10,000
Licencing Act Income	20,000	20,000
Development Services		
Development Control Photocopy	2,000	1,000
Development Control Contract Payment to BCP		4,710
Finance & Central		
Computer Service Maintenance & Rental	8,000	8,000
Concessionary Fares Reduction in assumed takeup	302,000	180,000
Council Tax Benefit Benefit subsidy	187,000	84,000
Customer contact centre Security	6,000	6,000
	567,000	335,710

Subject to scheme take-up - will require close monitoring