

BUDGET STRATEGY BUSINESS CASE

Budget Strategy Theme	Service Provision		
Introduction to Theme	This theme involves reviewing levels and models of service provision. This includes reviewing current service standards to identify the optimum standard for the new levels of resources available. It also involves reviewing services and organisational structures to ensure they are fit for purpose for our “new normal”. In addition to examining in house services, services provided through external contracts will be reviewed. New more cost effective models of service delivery will also be investigated including shared services and in-sourcing.		
Workstream One Description	Procurement Savings Over the next 12 months several external contracts are due to be retendered. By using our buying power, joint procurement and reducing specifications we will make savings against the budgeted spend for these contracts. The process can be repeated for future years based on experience gained this year.		
	Identified Savings		
Description of saving	Savings (£000's)		
	2021 - 2022	2022 - 2023	2023 – 2024
Savings against current budgeted cost for external contracts.	150	50	0

Positive benefits, issues, risks and impacts	This workstream enables budget savings whilst safeguarding jobs. There are risks that procurement savings will not be generated and contract specifications and associated service standards may need to be reduced to achieve the savings.		
Workstream Two Description	Reviewing Outsourced Services We can review and consider insourcing services currently provided via external contracts and SLA's. The Grounds Maintenance Contract expires in 2023. This has an annual value of £1.7million but if we start planning now the specification and model of delivery could be reviewed. For example, we could explore options to change the service specification to reduce the environmental impact whilst also reducing cost. Other models of service delivery such as in-sourcing and a staff mutual will also be considered with the support of the Policy Panel.		
	Identified Savings		
Description of saving	Savings (£000's)		
	2021 – 2022	2022 - 2023	2023 – 2024
Saving against current budget for the Grounds Maintenance Contract	0	0	100
Review the current SLA with CBH for	29	0	0

managing Antisocial Behaviour			
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Positive benefits issues, risks and impacts	<p>This theme will ensure the previous recommendation to Cabinet by the Alternative Methods of Service Delivery Task and Finish Group is implemented in that co-operatives/mutual's and insourcing will be explored. Such models have benefits in terms of staff engagement/ownership of the service which can result in higher levels of service. The impact of TUPE legislation will need to be considered in any alternative model. If the Ground Maintenance Service continues to be provided by an external contractor, the specification could be revised to make it more Environmentally Sustainable and lower cost e.g. less weed removal/reduced grass cutting. There is a risk that the current service reduces in quality if the current contractor believes there is no opportunity for them to retender for the contract.</p>
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Workstream Three Description	Shared Services We are already sharing some elements of our Corporate Services. There are further opportunities to share including, insurance management, learning and development, and recruitment. We could also trade our support services including ICT.		
	Identified Savings		
Description	Savings (£000's)		
	2021 - 2022	2022 - 2023	2023 – 2024
Savings against salary budget costs by sharing the cost of staff in HR, Finance, Governance, and ICT with partner organisations.	100	100	0

Positive benefits, issues, risks and impacts	<p>Sharing services can reduce the overall cost to partners whilst pooling expertise and creating greater resilience. It does require a relationship based on mutual trust and this has already developed with other Councils in HR and ICT. If the overall level of saving cannot be generated then the current resource levels for providing these services will need to be reviewed. As such, when vacant posts arise in these support services they will not be filled until proposals that will generate required savings are developed.</p>
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Workstream Four Description	Review of Operating Models This will involve a review of our operating models and organisational structures including management structures. It will also involve more immediate opportunities to reduce staffing levels as we adapt to the new normal.
	Identified Savings

Description	Savings (£000's)		
	2021 - 2022	2022 - 2023	2023 – 2024
With revised operation of our key buildings we can review and reduce the resource to manage them.	100	0	0
Review of Communications and Marketing Team management structure	40	0	0
Demand into the Building Control Team has reduced requiring less staff resource.	35	0	0
Demand into the Licensing Team has reduced which means less staff resource is required.	15	0	0
Change museums business rate banding.	12	0	0
Change Heckworth House to incorporate a display to change business rates categorisation.	0	0	15
During our response to Covid -19 we have demonstrated that “in person” services previously provided in the Library/Community Hub can be provided as effectively digitally.	56	0	0
Rather than maintaining a permanent Customer Improvement Team the staff resource required for each service improvement project should be part of a business case made at the start of the project.	110	0	0

Positive benefits, issues, risks and impacts	The revision to how we manage buildings will require different ways of working which will result in users of Key Buildings, including the Town Hall experiencing a different service. It is also predicated on reception arrangements at Rowan House being revised. The review of Communications and Marketing Team Management Structure will require the team to be located under a different GMT. This will result in some reduction in the team's overall capacity. When reviewing in person services provided at the library provision will need to be made to support vulnerable residents (such support has been provided during lockdown)		
Workstream Five Description	Vacant Posts Deletion and Better Establishment Control There are some vacant posts across the organisation which could be deleted and as posts become vacant they could be deleted unless there is a strong business case to fill them. This can then be supported through more effective establishment control so with a more robust approval process before new posts are agreed.		
	Identified Savings		
Description	Savings (£000's)		
	2021 - 2022	2022 – 2023	2023 – 2024
Housing Team	7	0	0
Better establishment control	10	0	0
Positive benefits, issues, risks and impacts	This is likely to place additional pressure on remaining team members. As such the capacity of the remaining team will need to be considered and outputs/performance levels revised appropriately. In many cases this is likely to lead to lower levels of service provision than has previously been delivered.		
Workstream Description	Reduction of posts/service in targeted areas		
	Identified Savings		
Description	Savings (£000's)		
	2021 - 2022	2022 – 2023	2023 – 2024
Revise and reduce overall officer resource in the Planning Service utilising technology to further increase efficiency.	120	0	0
We could cease the night-time noise service which currently operates from 11PM to 1AM and is provided through staff overtime.	20	0	0
Positive benefits, issues, risks and impacts	The impact on performance of the planning service – enforcement and applications etc. would need to be carefully monitored and if there was a significant upturn in applications/complaints additional resources would		

	need to be reintroduced albeit the cost would be offset through additional fee income.		
	Other responsibilities can be managed by redistributing responsibilities across the team.		
	The cessation of the night-time noise service would need to be clearly communicated as there is currently a public expectation for us to provide the service. In future issues would be dealt with on the next working day.		
	Savings (£000's)		
	2021 – 2022	2022 – 2023	2023 – 2024
TOTAL POTENTIAL SAVINGS FROM SERVICE PROVISION THEME	804	150	115
Relevant Cabinet Portfolio Areas	All Cabinet Portfolio's are impacted		
Implementation Costs			
Item	Cost	Comment	
Redundancy	Not fully known	As specific posts not identified as this stage it is impossible to know what redundancy costs would be but we should assume there will be some.	
Posts reduced in FTE	2021 – 2022	2022 - 2023	2023 – 2024
TOTAL	13.6		
Identification of number of new posts in FTE	2021 – 2022	2022 - 2023	2023 – 2024
TOTAL	0	0	0
Conclusion	Changes to the way services are provided and procured could deliver substantial savings whilst maintaining current service levels. There are also several opportunities to make reductions to the staff establishment accepting there will be some impact on service provision. Savings will have major impacts on some service areas if agreed that have not been fully investigated.		