

## 2% Savings Options - Management/Operational

## Appendix 1

Ref	Department	Service	Description of Option	Impact on Service Delivery	Policy Implication	Risks	Implementation Date of Saving	2017-18 Part Year		Full Year Saving	
								Budget Reduction (Part Year) £000	FTE Reduction	Budget Reduction (Full Year) £000	FTE Reduction
CEU01	Chief Executive's Unit	Strategic Finance	Reduction to staff establishment which will be achieved by further automation of processes as well as prioritising workload and extending response times.	Support provided by Strategic Finance will be prioritised and in some instances there could be extended response times. In terms of staff impact, one member of staff will be made redundant and some of the workload will require to be absorbed by the remaining staff.	None.	Further dilution of the financial support which increases the risk on ensuring that the Council's finances are managed effectively. There is no risk in terms of equalities.	Due to lead in time for redundancy, saving will be delivered from 1 June 2016.	28	1.0	33	1.0
CUST01	Customer Services	Executive Director	Increase to Departmental Vacancy Savings Target - The department have consistently over-achieved in recovering vacancy savings in previous financial years.	An increased target will be more challenging to achieve, particularly with a reduced baseline employee budget with the removal of posts through Service Choices. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	None.	Risk that increased target will not be achieved on a recurring basis. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this back into line.	1st April 2017	200	0.0	200	0.0
CUST02	Customer Services	Facility Services	Catering and Cleaning External Contracts - Cost pressures were approved a number of years ago for external catering and cleaning contracts. There was an expectation at the time that these contracts would not be renewed, resulting in the loss of income. This has not yet happened.	No impact on current service delivery.	None.	If external contracts are lost in the future there will be a cost pressure, which Facility Services would require to fund. It is unlikely that the service will lose these contracts as there is limited capacity with other service providers in the area.	1st April 2017	60	0.0	60	0.0
CUST03	Customer Services	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None.	None.	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	1st April 2017	76	0.0	76	0.0
CUST04	Customer Services	Customer and Support Services	Housing Benefit Overpayment Recoveries - The Council receives a reduced subsidy in respect of Housing Benefit over-payments from the DWP. In addition we recover c 70% of these overpayments from individuals. We have been one of the first authorities to bring in direct earnings arrestments, a new recovery route recently brought in by DWP. This good level of recoveries gives a sound basis for projecting additional income in 2017-18 of £70k.	None, Housing Benefit over payments are managed in terms of the corporate debt recovery process. There has been additional income from HB overpayment recoveries but this hasn't been included in the budget.	None.	Risk if levels of recoveries drop and don't meet the level of saving. This can be monitored during the year.	1st April 2017	70	0.0	70	0.0
CUST05	Customer Services	Facility Services	School and Public Transport - savings from procurement of services and inflationary uplifts on contracts.	None based on the current level of demand and commitment against the budget.	None.	Significant risk in relation to accommodating any increase in service provision in line with demand or cost increases. This may be an increase in cost as a result of requirements from the Education Service to provide statutory pupil transport, the price risk when routes are put out for tender and the sensitivity of contracts to fuel price changes. The removal of this saving will result in a higher risk of cost pressures in this service areas in the future.	1st April 2017	100	0.0	100	0.0

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CUST06	Customer Services	Customer and Support Services	Housing Benefit Administration Subsidy - the service were expecting a significant reduction in the level of Housing Benefit admin subsidy due to posts that were to transfer to the DWP. This reduction was not as high as expected.	None.	None.	None.	1st April 2017	37	0.0	37	0.0
CUST07	Customer Services	Improvement and HR	Salary sacrifice scheme - national insurance savings from the childcare voucher salary sacrifice scheme are currently held in an account to fund childcare vouchers for employees on statutory leave, for example maternity leave. This saving represents a top slice of the NI savings.	None.	None, there would still be sufficient funding in the account to fund future statutory leave periods for employees. This requirement may change as there has been a challenge to this position in terms of the legal requirements to do this.	Risk of non-recurring saving if the number of employees receiving childcare vouchers reduces significantly, saving is a conservative estimate based on current level of uptake, which has been consistent for a period of time.	1st April 2017	12	0.0	12	0.0
CUST08	Customer Services	Improvement and HR	Reduction to Corporate Training Budget - saving represents a 15% reduction to the budget available for the delivery of the corporate training plan.	Reduced capacity to deliver corporate training plan aligned to employee requirements as identified through PRDs.	None.	Corporate training plan would require to be reduced in line with this reduction in available budget, risk of not delivering training requested by employees. This risk can be mitigated by the prioritisation of the training plan and the available budget earmarked for the delivery of training, some of which will be utilised to shift training to online delivery.	1st April 2017	16	0.0	16	0.0
CS01	Community Services	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None	None	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	01/04/2017	229	0.0	229	0.0
CS02	Community Services	Community Services	Review of management structure.	The staffing establishment would reduce by circa 2 management posts with no significant impact on the delivery of front line services.	None	There would be a reduction in management capacity and a knowledge gap loss.	Due to lead in time for redundancy, saving will be delivered from 1 June 2017.	107	2.0	128	2.0
DIS01	Development and Infrastructure	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None.	None.	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	1st April 2017	41	0.00	41	0.00
DIS02	Development and Infrastructure	Across Department	Increase to Departmental Vacancy Savings Target - The department have consistently over-achieved in recovering vacancy savings in previous financial years.	An increased target will be more challenging to achieve, particularly with a reduced baseline employee budget with the removal of posts through Service Choices. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	None.	Risk that target will not be achieved on a recurring basis due to reduced contributions. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this back into line.	1st April 2017	49	0.00	49	0.00

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DIS03	Development and Infrastructure	Roads and Amenity Services	Vacant post - there are a number of posts that have remained vacant for a number of years. These posts have contributed to vacancy savings.	Will reduce the contribution to vacancy savings and make the vacancy savings more challenging. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	None.	Risk that increased target will not be achieved on a recurring basis. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this back into line.	1st April 2017	84	2.50	84	2.50
DIS04	Development and Infrastructure	Marine Services	Increase income from additional berthing, car and passenger dues since the introduction of RET	None	None.	That the number of additional berthings, car and passenger dues drop.	1st April 2017	200	0.00	200	0.00
DIS05	Development and Infrastructure	Regulatory Services	Reduce the environmental health budget for scientific services budget by remodelling and reducing our sampling programme	Will reduce our monitoring ability but still retain access to the services of GSS to support the statutory work of environmental health	None.	That we do not meet the savings target, in the event of unplanned outbreaks which require significant monitoring and analysis.	This saving can be delivered from April 2017	15	0.00	15	0.00
DIS06	Development and Infrastructure	Regulatory Services	Realise savings by releasing underspend in the tobacco control budget which funds the age-related sales activities and tobacco enforcement work.	This funds the age-related sales activities and tobacco enforcement work undertaken by the service which is targeted at protecting children and part of the national strategy to reduce smoking. There is a current underspend in this budget and savings can be provided as this work is integrated into the operational work.	None.	This work will require to be fully integrated into the work of the operational team and will replace other project related work. There will be a reduction in our capacity to undertake preventative project work.	This saving can be delivered from April 2017	4	0.00	4	0.00
DIS07	Development and Infrastructure	Regulatory Services	Reduction in trading standards budget for calibration and test services	We have negotiated a service at a cost below the current budget	None.	Potential that costs will rise in future	This saving can be delivered from April 2017	2	0.00	2	0.00
DIS08	Development and Infrastructure	Development Policy	Projected surplus building warrant fees due to additional rolling contract work with Babcocks International to provide building standard service at Faslane and Coulport. This was previously delivered by private sector.	None.	None.	That projected fee income does not match projection.	1st April 2017	13	0.00	13	0.00
DIS09	Development and Infrastructure	Projects and Renewables	To cease annual payment to Lower Clyde Greenspace/Inverclyde Council, towards Officer salary costs	Given that we have recently recruited H&L Project Officer, any elements of work previously covered through Lower Clyde Greenspace partnership working can be picked up by the new H&L Officer	None	Low	1st April 2017	11	0.00	11	0.00
DIS10	Development and Infrastructure	Airports- Glenforsa	Removal of third party payments budget.	None - the operation of Glenforsa has been leased out and is no longer anything to do with the Council (operationally).	None identified	The operator of Glenforsa does not renew his lease (5 year term). The income	1st April 2017	2	0.0	2	0.00
OTH01	Other	Elected Members	A further reduction to the Elected Members budget over and above the savings removed as part of the 2016-17 budget. Based on a review of account codes, there are some areas of underspend within allowances, travel and superannuation where the budget could be reduced.	None.	None.	Actual expenditure cannot be contained within budget.	01-Apr-17	22	0.0	22	0.0
								1,377	5.5	1,404	5.5