

Report to: Corporate Issues Scrutiny Committee

Date: 24th August, 2009

Report of: Director of Corporate Resources

**Report
No:**

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Report Title: **Savings Strategy**

**Confidential /
Non
Confidential:**

(**Non-Confidential**) This report does **not** contain information which warrants its consideration in the absence of the press or members of the public

Purpose:

This report has been prepared in response to the Committee's request for information on external funding at its meeting on June 15th when considering its 2009/10 work programme.

The topics identified were:

- Where savings have been made in the Council over recent years
- Identification of targets to inform Value for Money in future years

Recommendation

Committee are asked to note the content of the report and identify any issues arising from the information supplied.

Decision:

**Background
Doc(s):**

Financial Forecast 2010/11 – 2013/14 Executive 29th June 2009

1. Introduction

At its meeting on June 15th the Committee asked for information on the savings that have been made in the Council over the last two to three years plus the identification of targets to inform Value for Money in the forthcoming financial years.

2. Savings Identified in Previous Years

2.1 Background

The identification of efficiency savings has been a major element of the budget process for several years, and the Council has been successful in delivering these savings which meet both the need to deliver a sound financial strategy for the Council and also the requirements of the Gershon agenda.

2.2 Savings achieved over last three years

During each year's budget process each service area identifies savings that can be achieved and after careful examination and challenge these are approved by full Council. Clearly these savings cover many different areas and the details for each service are given at Appendix 1.

There are key themes that have emerged though, predominantly the ability to generate additional income and the adoption of different working practices and service delivery models. Clearly there are challenges in achieving all of these, and the strategy being adopted towards future savings seeks to recognise these challenges and deal with them.

3. Future Savings Strategy

3.1 Background

The report presented to the Executive on 29th June outlined the challenges faced by the Council over the forthcoming financial years. The possible levels of savings that will need to be found mean that it is essential for each service to have a coherent and well thought out strategy for managing service changes and demands in the context of this financial situation.

3.2 Approach to identifying future savings

With such challenging targets to deliver, it is essential that clear and robust processes exist to identify and deliver savings. Directors have

been given a clear remit and the approaches being taken in the front line service areas are outlined below. These are in addition to the work being undertaken by the corporate departments to identify savings benefitting the whole Council and where the corporate departments can develop more efficient working practices to generate savings whilst supporting services in the delivery of their targets. Appendix 2 gives an overview of these workstreams.

Adult and Community Services

Adult and Community Services has in place a 3 year Value for Money Strategy (approved by the Executive Member in August 2008) which brought together two existing Efficiency and Finance strategies into an overarching framework, setting out a range of efficiency principles to be followed in the delivery of VFM reviews.

The delivery of VFM is one of 4 strategic priorities within the Adult and Community Services 3 year Strategic Plan (2009-2011). It underpins the other 3 priorities to form the Department's Transforming Programme for the next 3 years, namely the provision of support that fits people's personal needs, the investment in early intervention/ preventative work and the transformation of cultural and community based services.

In order to manage and deliver both the Transforming and VFM programmes, a strong programme management approach has been implemented. The Departmental Management Team acts as the Portfolio Board with overall responsibility for the governance and delivery of the individual programmes.

Within Transforming Social Care four main programmes have been identified (each with a dedicated programme lead officer, supported by a project team):-

- Personalisation/Self Directed Support (access/information, assessment and review, resource allocation and support planning/ brokerage;
- 24 hour care (residential care and supported housing);
- Support Outside the Home (respite/short-term breaks and day services); and
- Support Inside the Home (extra care, home care, intermediate care and community meals).

The Transforming Culture and Community Services Programme is mainly structured around the integration of management and operational arrangements within the Libraries, Museums and Archives Services with

the added financial pressure of the likelihood of a reduction in external grant funding from 2011.

The delivery of the programme/projects is planned to deliver up to 30% efficiency savings over the next 3/4 years, whilst at the same time transforming services in line with the Putting People First Programme and the transformation of cultural and community based services.

Development & Regeneration and Environmental Services

The Departments have taken a mixed economy approach to tackling their VFM programmes and the need to achieve up to 30% efficiencies over the next 4 years. No single solution can deliver the whole sale change required throughout the life of the programmes.

Our approach will see:-

- A fundamental service redesign within the Departments, including delivering per-existing VFM reviews such as Planning Services and Industrial Estates along with new VFM reviews across other Divisions such as Highways and Engineering and the modernisation of Waste and Fleet
- Coupled alongside this will be the review of the trading accounts with clear financial management plans to ensure they deliver a cost efficient and effective service whilst operating with a balanced trading position
- Income opportunities pursued, to reduce the impact on front line services. The challenge will be to optimise the return in the tough economic climate
- The pursuit of entrepreneurial activities such as innovative approaches to fleet procurement, business development and growth
- The management and exit from the use of external funding, which will see radical changes and potential reductions to service provision if ABG is not replaced. The development of an exit strategy will be crucial to ensure this impact is minimised, where possible.

Process

We have adopted a strong project management approach. The VFM Programme Management Board meet weekly to ensure projects are on track and to prioritise support where it is needed. The board is a DMT subset. Regular updates are provided to the wider DMT, at least monthly, but if there is an issue this can be more frequent.

Each project has a project sponsor and a project manager. Each project is also supported by a member of the Policy and Performance Team as well as a member of the Finance Team. This ensures that there is a consistent approach applied across the Departments and that managers truly understand the information relevant to their service.

Children's Services

There are two approaches being adopted to identify savings to achieve the 30% redirection target outlined within corporate financial guidance over the next four financial years.

The main approach being adopted is one of a series of VFM reviews of services operated by the Department. These reviews largely focus upon identifying areas where improved integration of services can deliver reduced costs whilst maintaining outcomes for children and young people within the Borough.

In addition, managers are working together to identify areas where efficiencies can be made to service provision through reductions in day to day costs.

4. Conclusions

There are significant challenges facing the Council over the forthcoming financial years but the strategy in place aims to ensure that these are met in a comprehensive and well-managed way.

5. Recommendations

Committee are asked to note the content of the report and identify any issues arising from the information supplied.

ADULT & COMMUNITY SERVICES**2007/08****£000****Adult Social Care****Efficiency Savings**

| | |
|---|-----|
| Supported Employment efficiency saving (Heaton Fold/Bolmoor) | 25 |
| Changes to Social Worker skill mix | 112 |
| Service Redesign (Supporting People Team) | 25 |
| Reduce Inflation on Contracts | 150 |
| Mental Health (BST) and Drugs/Alcohol Services staffing efficiencies | 123 |
| Reconfiguration of Day Care contracts | 100 |
| Realign Blue Badge service into Contact Centre | 53 |
| Disestablish vacant management posts | 75 |
| Disestablish manager post – Firwood | 20 |
| Transfer Befriending service to voluntary sector | 60 |
| Re-provide residential care services at other homes and develop Active Ageing Centre (Thicketford House) | 566 |
| Re-provide residential care services at other homes and develop Extra Care Housing (Manor Court) | 390 |
| Reduce car mileage budgets by 10% | 62 |
| Manage inflation on supplies and service budgets | 114 |
| Staffing efficiencies: Human Resources | 155 |
| Staff Development | 40 |
| Business Support and Admin | 317 |
| Financial Assessment Team | 12 |
| Delete residual management post budget | 40 |

| | |
|---|--------------|
| Total efficiency savings (Adult Social Care) | 2,439 |
|---|--------------|

Increased Income/Funding

| | |
|--|-----|
| Continuing Care funding | 300 |
| Supported Housing service charge: Increased income | 90 |
| Use of Grants | 146 |

| | |
|---|------------|
| Total Increased Income/Funding (Adult Social Care) | 536 |
|---|------------|

2007/08
£000

Culture and Community Services

Efficiency Savings

| | |
|---|-----|
| Staffing efficiencies: Sport, health & Inclusion | 16 |
| Museums | 167 |
| Librarians & Tourist Information Centre | 226 |
| Staffing efficiencies and review of the events programme (Arts Dev) | 165 |

| | |
|---|-----|
| Increased income and staffing efficiencies (Albert Halls) | 60 |
| Reduce Leisure Budget and related investment | 45 |
| Environmental Health management restructure | 170 |
| Community Safety management savings | 20 |
| Reductions to supplies and services budgets | 177 |

Total efficiency savings (Culture & Community Services) 1,046

TOTAL 2007/08 SAVINGS 4,021

2008/09
£000

Adult Social Care

Efficiency Savings

| | |
|---|-----|
| Changes to Skills Mix – Learning Disabilities Network | 39 |
| Reduce inflation on Contracts | 77 |
| Staffing Changes – Volunteer co-ordination | 8 |
| Advocacy service redesign | 30 |
| Reduction in 1.5 FTE Social Workers | 45 |
| FYE redevelopment of Manor Court/Thicketford House | 115 |
| Deletion of Management Consultancy Budget | 52 |
| Reduce the devolved car parking budget | 25 |
| Reduce ICT spend | 40 |
| Disestablish an admin support post | 20 |
| Transfer of Client Finances service to local solicitors | 9 |
| Reduction to the General Contingency Budget | 32 |

Total efficiency savings (Adult Social Care) 492

Increased Income/Funding

| | |
|-------------------------|-----|
| Continuing Care funding | 375 |
|-------------------------|-----|

| | |
|---|----------------|
| Total increased Income/Funding (Adult Social Care) | 375 |
| | 2008/09 |
| | £000 |

Culture and Community Services

Efficiency Savings

| | |
|---|----|
| Library/Museum ICT leases | 50 |
| Review of the Library/Museum Security arrangements | 50 |
| Staffing efficiencies and review of events programme (Arts Dev) | 47 |
| Staffing efficiencies: Albert Halls | 8 |
| Museums Admin Post | 18 |
| Health & Safety (Env Health) | 10 |
| Trading Standards (Env Health) | 9 |
| Admin post (Community Safety) | 16 |

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|--|------------|
| Total efficiency savings (Culture & Community Services) | 208 |
|--|------------|

Increased Income/Funding

| | |
|--|---|
| Income Generation – Family Information Service | 7 |
|--|---|

| | |
|--|----------|
| Total Increased Income/Funding (Culture & Community Services) | 7 |
|--|----------|

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|------------------------------|--------------|
| TOTAL 2008/09 SAVINGS | 1,082 |
|------------------------------|--------------|

| | |
|--|----------------|
| | 2009/10 |
| | £000 |

Adult Social Care

Efficiency Savings

| | |
|---|-------|
| Reduce residential care provision/expand Extra Care | 450 |
| Review Day Care Provision | 130 |
| Reduce inflation on Contracts | 20 |
| Review of handyperson service | 17 |
| Staffing savings in Performance Team | 10 |
| Use of Grants | 30 |
| Energy efficiency | 8 |
| VFM review of Care Services | 1,000 |
| Home Care Electronic Monitoring | 750 |
| Manage inflation on supplies and service budgets | 100 |
| Review of Care Management | 250 |
| Social Worker secondments | 35 |

| | |
|---|--------------|
| Total efficiency savings (Adult Social Care) | 2,800 |
|---|--------------|

2009/10
£000

Culture and Community Service

Efficiency Savings

| | |
|---|----|
| Disestablish Arts Team Leader post | 39 |
| Disestablish Team Librarian post | 29 |
| Relocation of school library service/stock support unit | 50 |
| Re-provision of mobile library service | 95 |
| Redesign of museum offer at Hall I'th Wood and Smithills Hall | 45 |
| Relocation of schools museum service | 14 |
| Disestablish an admin post (Albert Halls) | 20 |
| Reduce level of the Home visiting grant | 28 |
| Disestablish Community Facilities Development Manager post | 42 |
| Remove unused grant | 3 |

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|--|------------|
| Total efficiency savings (Culture & Community Services) | 365 |
|--|------------|

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|------------------------------|--------------|
| TOTAL 2009/10 SAVINGS | 3,165 |
|------------------------------|--------------|

CHILDREN'S SERVICES

2007/08
£000

Efficiency Savings 2007/08

| | |
|--|-----|
| Pensions | 200 |
| Reduction in residential placements within Social Care | 148 |
| Establish team of workers to transport Looked After Children to/from School | 25 |
| Disestablish post of Independent Reviewing Officer (realigning roles within the Conference Team) | 36 |
| Disestablish social care quality assurance post (realignment of rolls within Quality Assurance Team) | 38 |
| Realign management arrangements within the Juvenile Response Team | 32 |
| Restructure Asset Management Team | 25 |
| Disestablish current caretakers/domestics vacant posts | 42 |
| Redesign School Improvement Service | 50 |
| Redesign information management/data collection within the Department | 200 |
| Schools ICT redesign support | 60 |
| Reduction in car parking costs | 22 |
| Surestart – contracts review/management costs/redesign (family support) | 200 |

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|---|--------------|
| Total efficiency savings 2007/08 | 1,078 |
|---|--------------|

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2008/09
£000

Budget Redirections 2008/09

Positive Contributions

| | |
|---|-----|
| Integrated Youth Offer – VFM review of youth, connexions and play | 500 |
|---|-----|

Staying Safe

| | |
|--|-----|
| Agency Placements – reduction in the number of children placed with Agencies | 50 |
| Early Start and Children's Social Care – reconfiguration of the management structure | 158 |

Performance Planning & Resources

| | |
|---|----|
| Joint Finance Unit – reduction in staffing | 20 |
| Children's Trust – Children and Young Peoples working party to be embedded in Children Trust arrangements | 60 |

Other Redirections across various Divisions

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|---|-----|
| Departmental management realignment and capacity building | 135 |
| General equipment reductions – reduction of expenditure for general equipment | 250 |

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|---|----------------|
| Total Redirections 2008/09 | 1,173 |
| | 2009/10 |
| | £000 |
| <u>Budget Redirections 2009/10</u> | |
| IT Savings | 500 |
| Integration of Family Support Working | 187 |
| Homestart Contract | 30 |
| Education Social Worker Posts | 139 |
| Positive contributions | 400 |
| Inclusion and Engagement | 50 |
| Vacancy management/review of admin costs | 250 |
| Cash Limited Budgets | 288 |
| Capital Savings | 96 |
| | ----- |
| Total Redirections 2009/10 | 1,940 |
| | ===== |

CORPORATE STRATEGY & FINANCE

2007/08
£000

Corporate Resources

| | |
|-------------------------------------|-----|
| Tax & Benefits system changes | 50 |
| Cash limited supplies budgets | 35 |
| Summons income | 20 |
| Savings from new systems | 95 |
| FM Contract savings | 50 |
| Deletion of 3.5 clerical posts | 56 |
| Benefits, Grants etc. | 300 |
| Deletion of 2 IT posts | 95 |
| Corporate Property staffing changes | 103 |
| Increased vacancy provision | 123 |
| Cashiers | 100 |

Legal & Democratic Services

| | |
|--|----|
| Publishing Services posts | 40 |
| Reduction in double polling stations | 10 |
| Staffing changes | 15 |
| Increased Legal fees | 10 |
| Increase in Registrar of Births, Deaths & Marriages income | 15 |
| Democratic Services post | 31 |
| Cash limited budgets | 20 |

Chief Executive's Department

| | |
|---|----|
| Administrative/secretarial support | 43 |
| Recruitment advertising budget | 25 |
| Review of recruitment advertising – share of efficiency savings | 20 |
| Employee relations – delete 0.5 fte post | 15 |
| Administrative/secretarial support | 43 |
| Corporate Organisational Development – reduce by 0.5 fte post | 15 |
| Fire safety advice – reduce by 1 fte post | 30 |
| Cash limited budgets | 31 |

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|-------------------------------------|----|
| Administrative buildings cut budget | 50 |
|-------------------------------------|----|

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|------------------------------|--------------|
| Total 2007/08 Savings | 1,440 |
|------------------------------|--------------|

2008/09
£000

Corporate Resources

| | |
|--|-----|
| External Audit fees | 34 |
| ICT Contract savings | 146 |
| Tax & Benefits system savings when Business Case is repaid | 105 |
| Printing & stationery | 41 |
| Insurance savings | 10 |
| Cashiers service | 49 |
| Accounts Payable efficiencies | 55 |
| Council Tax and NNDR summons costs | 80 |
| Benefits recovery income | 20 |
| Amount required to fund demand led growth | -76 |

Legal & Democratic Services

| | |
|--|-----|
| Democratic Services post and reorganisation | 40 |
| Mayoral Attendant post and reductions in hospitality | 20 |
| Town Twinning | 10 |
| Registrars' cash limited budget | 7 |
| Legal Services cash limited budgets | 44 |
| Transfer of overhead costs to Trading Accounts | 20 |
| Amount required to fund demand led growth | -56 |

Chief Executive's Department

| | |
|---|-----|
| Administrative support | 20 |
| Review of recruitment advertising – share of efficiency savings | 25 |
| External funding – Community Cohesion | 10 |
| Redeployment staffing funded from corporate budget | 25 |
| Savings in rent grant support | 18 |
| Strategic Services – review of current arrangements | 30 |
| Corporate OD – deletion of 50% of a post | 10 |
| Amount required to fund demand led growth | -58 |

Total 2008/09 Savings

629

2009/10
£000

Corporate Resources

| | |
|---|----|
| Minor restructuring Audit & Payroll | 58 |
| Cashiers service – deletion of post | 26 |
| HB Assessment Officer/Verification Team | 32 |

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|---|----------------|
| Collection of HB overpayments responsibilities transferred from HRA | 200 |
| CRM operational efficiencies | 32 |
| | 2009/10 |
| | £000 |

| | |
|--|----|
| ICT negotiated contract efficiencies | 70 |
| Cash limited budgets Finance Division | 47 |
| Cash limited budgets – Revenues & Benefits | 45 |
| Reduced accommodation costs | 64 |
| Payroll additional income | 20 |
| Connexions ICT | 20 |
| Revenues & Benefits – AGMA shared services | 30 |
| Reduced ICT investment in security | 51 |

Chief Executives and Legal & Democratic Services

| | |
|---------------------------------------|----|
| Re-modelling across the 2 Departments | 80 |
|---------------------------------------|----|

Legal & Democratic Services

| | |
|--|-----|
| Remodelling within Licensing to deliver efficiencies | 30 |
| More generic working within Registrars generating efficiencies | 30 |
| Restructuring within the Marketing and Media Team | 9 |
| Move from paper to on-line legal books | 11 |
| Reduction in Citizens' panel funding | 16 |
| Cash limited budgets and other minor efficiencies | 36 |
| Proactive approach to sponsorship across the Borough | 25 |
| Amount required to fund demand led growth | -21 |

Chief Executive's Department

| | |
|--|-----|
| Review of admin arrangements across the Department | 20 |
| Remodelling within the Policy, Improvement and Area Working Division | 60 |
| Remodelling within the Neighbourhood Renewal Team | 50 |
| Remodelling within the Human Resource Service | 60 |
| Amount required to fund demand led growth | -26 |

| | |
|------------------------------|--------------|
| Total 2009/10 Savings | 1,075 |
|------------------------------|--------------|

DEVELOPMENT & REGENERATION AND ENVIRONMENTAL SERVICES

2007/08
£000

Efficiency Savings

| | |
|---|-----|
| Increased productivity/reduction in workforce | 100 |
| Restructure support teams | 35 |
| Appoint permanent staff rather than Agency | 20 |
| Reduce senior management post | 55 |

Parking Services

| | |
|------------------------------------|----|
| Utilise DPE annual surplus | 69 |
| Capitalise repairs and maintenance | 40 |

Environmental Management (Non Waste)

| | |
|---|-----|
| Delete vacant posts | 70 |
| Improve overhead recovery on traded areas | 30 |
| Delete playground fitter post | 20 |
| Implement 5/7 working (less overtime) | 100 |
| Cease payment to Douglas Valley | 3 |
| Reduce payments to Lancashire Wildlife | 8 |
| Use Agency staff for summer neighbourhood care operatives | 50 |

Environmental Management (Waste)

| | |
|--|-----|
| Remove standby payments | 30 |
| Introduce split shifts for bin delivery teams | 15 |
| Introduce split shifts for trade waste service | 50 |
| Extend co-mingled paper and cardboard pilot | 100 |

Management & Administration

| | |
|---|----|
| Convert career grade HR post to part time | 5 |
| Reduction in Executive and Business Support | 16 |
| Review of Business Support | 28 |
| Reduction in Senior Management | 31 |

Efficiency Savings 2007/08

875

2008/09
£000

Efficiency Savings

Highways

| | |
|---|----|
| Productivity Efficiencies | 10 |
| Structural Maintenance | 40 |
| Staffing savings and other operating issues | 91 |
| GM Service Level Agreements | 50 |
| Agency Staffing budgets | 47 |
| Increased income from S38 and S278 | 25 |

Neighbourhood Services

| | |
|-----------------------------------|----|
| Business Performance and Planning | 20 |
| Capitalise Maintenance | 50 |

Waste and Fleet Management

| | |
|--|-----|
| Extend co-mingled paper and cardboard scheme | 117 |
|--|-----|

Community Services

| | |
|---|----|
| Increase Building Cleaning income by 5% | 39 |
|---|----|

Policy and Performance

| | |
|-------------------------------------|----|
| H of S post | 57 |
| Restructure of the Performance Team | 21 |

Efficiency Savings 2008/09

568

2009/10
£000

Development & Regeneration

Efficiency Savings

Strategic Housing

| | |
|--|----|
| Reduce Budget subscriptions | 8 |
| Additional income from Supporting People | 11 |
| Reduce staffing by 0.5 FTE Admin Assistant | 9 |
| Additional income from workplace mediation services | 11 |
| Reduce recruitment expenditure | 15 |
| Savings on running expenses | 5 |
| Cash limited budgets for supplies and services expenditure | 12 |

2009/10
£000

Regeneration & Economic Development (REDD)

| | |
|---|----|
| Redirection of ERDF match funding | 66 |
| Redirection of IUP repayments falling out | 15 |
| Physical Regeneration Unit – efficiency savings | 13 |
| MIDAS – adjustments to subscription fees | 4 |
| Bolton Innovation Zone Co-ordinator – supplies and services budget (part) | 2 |

Planning Division

| | |
|---|----|
| Review of Building Control | 13 |
| Supplies and services budget – withholding inflationary rises to part of this budget ¹ | 5 |
| Initial efficiencies from Planning & Building Control VFM review | 13 |
| Clerical Officer post – Pollution Control | 14 |
| Principal Environmental Health Officer – Pollution Control | 29 |

Directorate

| | |
|------------------------------|----|
| Bolton WIDE contribution | 10 |
| Business Change | 12 |
| Team Leader – Administration | 7 |

Environmental Services

Efficiency Savings

Highways & Engineering

| | |
|---|----|
| Data mobile technology | 16 |
| Safety Inspection Team | 20 |
| Street lighting – technical supervision | 25 |
| Street sign – business process re-engineering | 10 |
| Transport and plant usage | 15 |
| Vacancy management | 10 |
| Miscellaneous supplies and services | 10 |
| Night time street lighting inspections | 40 |
| Illuminated signage | 40 |
| High speed road maintenance | 40 |

Neighbourhood Services

| | |
|---|----|
| Review process for emptying litter bins | 30 |
| Improved ways of working (using learning derived from Neighbourhood management areas) | 25 |

| | |
|---|----------------|
| Reduction in technical asset and marketing budget for Education and Enforcement | 10 |
| Playground maintenance (5 over 7 working) | 25 |
| | 2009/10 |
| | £000 |

| | |
|--|----|
| Reduction to seasonal hours for one post | 10 |
| Improved income collection procedures for outdoor sports | 5 |
| Reduced maintenance due to rationalisation of playground equipment | 5 |
| Public conveniences | 20 |
| Improved tree management service | 5 |

Waste

| | |
|--|-----|
| Container deliveries – reduction of one team | 35 |
| Business process re-engineering | 150 |
| Rework current rounds | 150 |

Community Services Division

| | |
|---------------------------------------|----|
| Targeted surplus – trading activities | 90 |
|---------------------------------------|----|

Management & Administration

| | |
|--|-----|
| Efficiency savings within business support | 81 |
| Review of supply contracts | 140 |

Highways and Engineering

| | |
|-------------------------|----|
| Review fees and charges | 20 |
|-------------------------|----|

Neighbourhood Services

| | |
|---|----|
| Increased charge for lease at Leverhulme Park | 5 |
| Increase pest control fees | 10 |

Community Services Division

| | |
|--------------------------------|----|
| Increased bereavement services | 50 |
|--------------------------------|----|

Budget Redirections

Highways & Engineering

| | |
|--|-----|
| Remove traffic aids to movement budget | 50 |
| Review environmental crime services | 150 |
| Review lighting maintenance regime | 50 |
| Removal of public rights of way budget | 40 |

Neighbourhood Services

| | |
|---------------------------------|----|
| Review grass cutting timetables | 51 |
|---------------------------------|----|

| | |
|---|----|
| Maintenance of Butterfly House | 5 |
| Review allotment maintenance | 25 |
| Review Asset Management costs on Greenspace | 12 |
| Review summer planting within parks | 6 |

2009/10
£000

Waste and Fleet Management

| | |
|---------------------------------------|----|
| Review green waste collection regimes | 60 |
|---------------------------------------|----|

VFM – COUNCIL-WIDE INITIATIVES

There are six key strands to the council-wide approach to VFM, in addition to the Departmental VFM strategies which are being developed and are outlined elsewhere in this paper.

The strands are:

PROPERTY & ACCOMMODATION

Assuming that vacation and disposal of Weston House is completed according to plan, the council will achieve the challenging target set in 2005 to reduce our office accommodation by 20% by 2010. This is in line with the best in the country, according to the recent RICS guidance on public sector property management.

In order to build on this success, a further review of accommodation is underway in order to identify any additional options for reducing property costs. Support for mobile and flexible working is an important part of the considerations.

ENERGY / EMISSIONS

As part of the Council's commitment to reducing carbon emissions under the Local Authority Carbon Management Plan, work with the Carbon Trust has identified a range of options which will help to meet the challenging target of a 33% reduction in CO₂ over the next three years. Meeting these targets will not only address sustainability, but will have an impact on cost through reduced utility consumption etc.

PAPER & PRINT

Printing within the authority consumes very significant amounts of resource. Current estimates suggest that the Council uses between 20m and 25m sheets of paper per annum. It is important that this level of activity is reduced, in order to reduce costs and environmental impact. There are a number of projects underway which aim to drive down paper usage:

Multi-function devices

Multi-function devices allow users to print, copy, scan, fax and email from a single machine; they are capable of rapidly producing black & white and colour printing, with a range of standard finishing options such as double sided printing, 2 pages to a side etc. A single MFD will replace a number of existing desktop printers, faxes etc.

The MFD project has completed the first stage the procurement exercise and is now working with 2 suppliers to trial a range of options before choosing the successful supplier in November 2009; it is anticipated that roll-out of the new devices will commence in January 2010.

The new devices will deliver a range of benefits, including:

- Reduction in desktop printing costs – the new devices will use less power and less ink (ounce for ounce, printer ink is more expensive than gold).
- Reduction in paper usage – double sided printing will be set as the default
- Additional security – printing will commence when the user swipes their smartcard at the printer they wish to use, so sensitive documents will not be left on printers or in public view.
- Reduced emissions – the new machines will use less power, and can be more easily recycled.
- More visibility and accountability for print costs – managers will have far more visibility of the amount and type of printing being done, and will therefore be better able to reduce costs even further.

Costs of paper & stationary

The MFD project should have a significant impact on the amount of paper used within the authority. Additional work is underway to reduce the cost of stationary items, by reducing & simplifying the range of options available from the e-procurement catalogue and ensuring that the remaining items are as cost-effective as possible.

Work is also underway to ensure that the reprographics unit is able to bring back in-house a number of printing contracts which were previously done by external companies, thereby helping to maximise the efficiency of the unit and the machinery which they have.

Finally, a print strategy for the authority will be developed over the next 12 months which will look at the capacity which we have across desktop printing & copying, bulk reprographics and Images to ensure that all of our print output is produced in the most appropriate location and at the lowest possible cost.

ICT & PHONES

Sharepoint

The roll-out of Sharepoint across the authority should help to reduce the costs of data storage (by ensuring that documents are stored once and can be accessed by all appropriate users, rather than many versions being stored on personal shared drives). It is hoped that increasing use of Sharepoint and mobile technology to support meetings will also help to reduce the amount of paper and printing.

Records Management

The ongoing records management strategy seeks to reduce the costs of storing and retrieving records and information; the 2 key strands are reducing the number of paper records stored in offices (thereby freeing up additional office space in support of rationalisation and disposal) and reducing staff time in archiving and retrieving information.

Single billing

As we move towards a single billing arrangement for fixed and mobile lines, it will be easier to monitor and reduce costs of calls, identify unused lines etc.

Review of mobile phone purchasing

The process for mobile phone purchase has been improved, adding additional control to ensure that all handsets are purchased under the Council's contract. A key user in each department is responsible for monitoring and approving all requests for new or upgraded handsets. In addition this user will monitor unused phones and cancel them, which produces a rental saving.

Cancellation of Centrex lines

An ongoing programme of reviewing Centrex lines and removing them wherever possible has been underway for some time – the only lines remaining tend to be associated with alarms etc and these are migrated to new arrangements as and when the opportunity arises.

DAY TO DAY COSTS

The importance of managing "everyday" costs such as business travel, meeting costs and the purchase of newspapers, journals & magazines is being reinforced with managers through a programme of corporate and departmental training. Policy accountants within departments are providing training and support to all senior managers on how to further reduce their accountable spend, in addition to the corporate workshop on VFM which was delivered to all senior managers in 2008/09.

PROCUREMENT

As part of the review which helped to develop the new procurement and commissioning strategy, it was recognised that the authority required additional skills and capacity if it was to maximise the opportunity to make further procurement savings over and above those already achieved. A range of options were examined, and a partnership with Manchester was selected as the most effective way forward.

Manchester Procurement staff now provide support to Bolton, from strategic level down to operational. This arrangement provides the Council with a flexible, highly skilled pool of staff as well as the option to take advantage of Manchester's buying power with suppliers.

Commissioning of services will become an even more important element as the social care agenda develops – this is likely to impact particularly in Adults Services and Children's Services, and should offer further opportunities to develop innovative services which meet the needs of our citizens, at reduced cost.