

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

1

SERVICE: Regeneration & Planning

PROPOSAL: Heysham Gateway – Demolition & Removal of Tanks

The proposal covers the early demolition and removal of four former final product tanks at Heysham Gateway which are jointly owned by Lancashire County Council in order to produce a 7 acre development site suitable for industrial uses, and

- Further site surveys to complete the area;
- A water catchment study;
- High level drainage design;
- Transport assessment;
- Further ecology work;
- Detailed master planning incorporating the above information.

Undertaking the removal of the tanks in conjunction with the development of the adjacent GVS site (disposal approved by Cabinet in August 2017) will mean that the demolition waste (crushed bricks, concrete, soil etc) can be utilised to raise ground levels on the GVS site. This will save circa £0.5m which represents the total additional cost of removing the demolition of arisings from site and taking them to a treatment facility. Once cleared the site will be suitable for a range of industrial uses and will generate a substantial capital receipt. It is estimated that the site would be worth £700K after completion of the works, and if sold 50% (£350K) would be retained by the City Council. Therefore, future savings could be generated by using the receipt to fund the capital programme, thereby reducing the need for unsupported borrowing - savings still to be quantified.

The additional survey works listed above relate to Phase 2 and will also facilitate gaining maximum benefits from the wider Heysham Gateway area.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Demolition & Removal of arisings	900,000			
Savings from reusing arising on site	(500,000)			
10% contingency / engineers fees	40,000			
Less 50% County Council contribution	(220,000)			
Sub Total	220,000			
Phase 2 - Drainage & Site Surveys / LRRP costs	100,000			
Total	320,000			

TIMESCALE FOR COMPLETION OF FEASIBILITY STUDY FROM BUDGET COUNCIL 28 FEB 2018:

4 Months

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support from Legal Services the Property Group in terms of the land disposal. Financial Services will also have an involvement from a capital monitoring point of view.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

The two key potential risks are that the costs exceed £900K and that the site remains unsold once the works are completed.

FINANCE / S151 COMMENTS:

The accounting treatment of costs, in terms of whether they are capital or revenue, is still to be determined.

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

2

SERVICE: Environmental Services

PROPOSAL: Solar Farm Design & Business Case Development

Plans for a solar farm at Middleton had previously been developed but did not proceed due to it becoming no longer financially viable as a result of the Government reducing the tariffs. Since then the cost of solar panels etc have reduced and other technology has developed (e.g. battery storage). It is now proposed to revisit proposals to see if they are again financially viable.

The plans this time will be to establish the feasibility of -

- a) Directly powering Salt Ayre Sports Centre via a solar farm- thus providing renewable energy at a stable price to cover the electricity needs of the centre.
- b) Supporting the economic development of the Heysham Gateway area via a scheme for provision of off-grid renewable energy to businesses

Expert technical advice will be required to support Officers to prepare the information that will be required to allow Elected Members to make a decision to proceed beyond the initial feasibility stage. It is estimated that £50,000 be allocated to cover this.

Assuming it was feasible and Elected Members agreed to proceed further costs prior to construction- (eg design, planning application, grid connection, legal fees, procurement) would obviously be incurred

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)				
	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Stage 1- Feasibility	50,000			
Stage 2- Design, planning etc	TBC			
Total	50,000			

TIMESCALE FOR COMPLETION OF FEASIBILITY STUDY FROM BUDGET COUNCIL 28 FEB 2018:
 Feasibility work will be undertaken in 2018/19.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
 External specialised support will be required to undertake the feasibility work.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:
 That the business case is not eventually viable.

FINANCE / S151 COMMENTS:
 Arrangements are underway to identify any internal service support requirements, and to address programming. The accounting treatment of up-front design costs would be kept under review (in that eventually, some or all costs may be capitalised).

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Environmental Services – Waste & Recycling

PROPOSAL: Waste Collection Management Systems

Household waste and trade waste collection rounds are still planned and routed manually. The majority of logistics companies and many other Councils now use electronic route optimisation software to help ensure routes are planned as efficiently as possible.

Planning the best way to deliver a collection service to 60,000 households will provide efficiencies / capacity which can then be used to a) cover new properties b) further increase our share of the trade waste market. It is also proposed to include technology in each refuse collection vehicle that will link with the route software and replace the current paper systems crews have to deal with. This will increase efficiency, reduce missed bins, improve customer service (e.g. provision of real time information)

Initial efficiencies from the route optimisation could generate additional income of around £30K per annum (not included below). Consideration is also being given to establishing a Local Authority Trading Company (LATC) solely for the Trade Waste function. Establishment of such a company is being looked at in relation to another savings proposal, therefore there would be no additional costs at this stage.

Members should also be aware of the challenges that are faced nationally with regards to the need to reduce the amount of waste produced and the need to move away from plastics etc. County Council (as the waste disposal authority) and Districts are currently looking at the best strategy to address this. Depending on the strategy it is expected that in the medium term this will translate into decisions needing to be taken on how the Council delivers its collection services (which could involve investment).

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Software - initial purchase and implementation	108,400			
Additional staffing re implementation	30,000			
On-going annual licence fee		44,300	45,300	46,300
Assumed Efficiency Savings		(44,300)	(45,300)	(46,300)
Total	138,400	0	0	0

TIMESCALE FOR DESIGN, TESTING & IMPLEMENTATION FROM BUDGET COUNCIL 28 FEB 2018:
TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
ICT, administrative and supervisor support time required to configure the system. Changes would impact on users, potentially changes to collections, frequency of collections. Initial changes to collections could result in an increase in calls. Long terms reduction in calls as live information will be available to customer services and the operational support team.
Purpose of the software is to look at the most efficient routes whilst coping with the demands of an ever-changing operation. It is unknown at this time but hoped that this will impact on numbers of vehicles potentially producing operational savings.
The software would also be made available to other services within the Council, for instance the re-optimisation of street cleaning and grounds maintenance schedules could be incorporated within its use.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

The key risk is that efficiencies are not generated as a result of the software and that the planned additional crew and vehicle are still required from 2019/20 onwards. Should this be the case then continued use of the software would need to be reviewed in light of the on-going £45K annual licence fee. If it was considered that existing rounds were as efficient as possible and that we had saturated the trade refuse market this option would not have been put forward.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

4

SERVICE: Resources - ICT

PROPOSAL: ICT Network Performance Monitoring & Improvement

Many users will accept slightly poor performance of technology without reporting this to the ICT Service Desk. Over time this can have a significant cumulative adverse impact on performance and ultimately, the services that the Council provides. Software has recently been trialled, to determine how the proactive monitoring of users' experience could improve productivity and reduce the need for related ICT staffing support.

The software showed that efficiency gains could be achieved in several areas which, when combined, would generate efficiencies across all services to the public and businesses. For example, by monitoring variations in software performance for corporate applications across different areas of the Council, as well as login times and overuse of resources on PCs, the ICT team can pro-actively identify and implement solutions, reducing the need for reactive support.

Furthermore, when responding to Service Desk calls, the ICT team would have more information to hand about the experience the user is getting and so would be able to resolve any problems more quickly and effectively - also supporting the case for reducing staffing support. The proposal is based on one full time equivalent (FTE) post reduction from 2019/20 onwards. In terms of user productivity, it is estimated that saving just one hour per user per year would give an efficiency saving value of £16,000 per year (note though this is not a realisable budget saving).

The proposal would also assist in the rolling hardware refresh by identifying PCs and other devices that need to be replaced (and those that do not), thereby improving value for money and facilitating further budgetary savings (not quantifiable at this stage). It would also allow us to swap underused high performance PCs for overused low performance PCs across the Council.

The proposal would also identify all third party software running on the network, even being accessed from the cloud – thereby facilitating ICT security.

Overall, the proposal seeks to improve and modernise aspects of ICT service support, through the appropriate use of technology.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Experience monitoring software installation	15,000			
Experience monitoring software licences	15,000	15,300	15,700	16,000
Saving in ICT staffing (based on 1 FTE post)		(20,900)	(22,000)	(22,800)
Total	30,000	(5,600)	(6,300)	(6,800)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 2 Months

IMPLEMENTATION DATE: May 2018

SCHEME INVESTMENT NEEDED: £30,000 **PAYBACK:** 5 years

CAPITAL/REVENUE:
Revenue.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Savings are based on salary plus direct on-costs (circa 28%) for National Insurance and Pension Fund contributions.

BASIS OF COST PROJECTIONS *(If not clear from above):*

Staffing includes salary and 28% overheads to cover National Insurance and Pension Fund contributions.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Failure to achieve benefits from system usage (and therefore losing the ability to make staffing savings without having an adverse service impact), to be mitigated through management arrangements.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

No specific support requirements.

2018 to 2022 BUDGET PROCESS SAVINGS PROPOSAL

5

SERVICE: Environmental Services

PROPOSAL: Extension of CCTV to Public Buildings

The initial proposal is to extend the public CCTV system to cover White Lund Depot thereby reducing the need to employ external security and therefore producing a net saving, when retendering the security contract.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Savings on security	(17,000)	(25,000)	(26,000)	(26,000)
Total	(17,000)	(25,000)	(26,000)	(26,000)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 3 Months

IMPLEMENTATION DATE: June 2018

SCHEME INVESTMENT NEEDED: £TBC

PAYBACK: TBC

CAPITAL/REVENUE: Upfront capital investment will be required for cameras and access control system.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Savings are based on reducing the cost of security services at White Lund Depot.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support from ICT would be required.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

The main risk is that savings cannot be delivered in the anticipated timeframe, and also up-front capital costs have not yet been quantified.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

6

SERVICE: Environmental Services – Public Realm

PROPOSAL: Extension of Cable Street Car Park

To extend Cable Street car park in Lancaster by approx. 12 spaces. This would be achieved by serving notice on Lancashire Fire and Rescue Service (LFRS) to gain possession of a strip of land leased by the Council for staff parking next to the Fire Station. The Fire Station is currently being redeveloped to create a joint Fire and Ambulance Service base.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Additional Income	(9,000)	(18,000)	(18,000)	(18,000)
Revenue financing (MRP)	0	1,800	1,800	1,800
Total	(9,000)	(16,250)	(16,250)	(16,250)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 6 Months

IMPLEMENTATION DATE: Sept 2018

SCHEME INVESTMENT NEEDED: £35,000 **PAYBACK:** 2 Years

CAPITAL/REVENUE: Upfront capital investment, assumed to be funded from unsupported borrowing to be repaid over 20 years – cost shown as revenue financing in above table.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Based on generating £1,500 per space p.a. in a full year from existing pay and display income from this car park and existing permit charges.

BASIS OF COST PROJECTIONS *(If not clear from above):*

Initial estimate of £35,000 including additional lighting, lining and signing and contingency due to ground works and conditions.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Timing risks for completion of the scheme, but thereafter income risks are considered minimal as this car park is extremely popular and the construction cost includes a contingency sum.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Governance – to assist with preparing an Off Street Parking Places Amendment Order.
Regeneration and Planning – for detailed design, construction documentation, procurement, contract award and supervision.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

7

SERVICE: Environmental Services – Public Realm

PROPOSAL: Extension of Half Moon Bay Car Park

To reconstruct and potentially extend Half Moon Bay car park in Heysham. This popular free car park serves visitors to Half Moon Bay and the Zoo Café. The car park accommodates approximately 30 cars and is not surfaced.

There is also the potential to improve other Council owned car parks e.g. Bull Beck at Caton and Ryelands Park and to include them in the public car parks portfolio. Costed plans are being prepared for improvements and introducing formal management and parking charges.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Additional Income	0	(20,000)	(20,400)	(20,800)
Revenue financing (MRP)	0	3,000	3,000	3,000
Total	0	(17,000)	(17,400)	(17,800)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 6 Months

IMPLEMENTATION DATE: April 2018

SCHEME INVESTMENT NEEDED: £60,000 **PAYBACK:** 4 Years

CAPITAL/REVENUE: Upfront capital investment, assumed to be funded from unsupported borrowing to be repaid over 20 years – cost shown as revenue financing in above table.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

For Half Moon Bay car park - based on a similarly managed pay and display car park in Heysham Village.

BASIS OF COST PROJECTIONS *(If not clear from above):*

Very approximate at this stage until a detailed design has been prepared and priced.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Moderate risk regarding income generation and customer resistance as the car park has provided free parking for many years so income is difficult to forecast. Also, further work is required on the cost of construction.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Regeneration and Planning – for detailed design, construction documentation, procurement, contract award and supervision.

Governance – to assist with preparing an Off Street Parking Places Amendment Order to allow formal management of the car park.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

8

SERVICE: Environmental Services – Public Realm

PROPOSAL: Management of St. George’s Quay Car Park

To introduce formal management of St. George’s Quay car park in Lancaster.

This car park is owned by the City Council and serves residents and businesses on St. George’s Quay. Parking is not controlled and is used by commuters and other users not connected with residents and businesses.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

ESTIMATED REVENUE COSTS/(SAVINGS)	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Additional Income	(10,000)	(15,300)	(15,600)	(15,900)
Total	(10,000)	(15,300)	(15,600)	(15,900)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 4 Months

IMPLEMENTATION DATE: July 2018

SCHEME INVESTMENT NEEDED: £7,500 **PAYBACK:** 1 Year

CAPITAL/REVENUE: Upfront revenue investment required - to be met from the car parking equipment reserve.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Based on established car parks and schedules of fees and charges.

BASIS OF COST PROJECTIONS *(If not clear from above):*

Installation of car parking equipment to establish formal management and charging arrangements.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Low – income based on managing many other car parks and car parking equipment costs are known.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Regeneration & Planning – to carry out further consultation with residents and businesses.

Governance – to assist with preparing an Off Street Parking Places Amendment Order to allow formal management of the car park.

Other administrative and enforcement arrangements would be incorporated into existing operational arrangements and managed within current budgets.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

9

SERVICE: Environmental Services – Business Support

PROPOSAL: Vehicle Fleet Review

The Council currently has a vehicle fleet which consists of 143 vehicles which are further supplemented by hired vehicles. Of the hired vehicles, 6 represent pool cars and 5 are hired seasonally for the grounds maintenance team. The remaining 9 vehicles are on annual hire agreements.

Following a fleet review which took place in 2017, it was found that better use could be made of the vehicle fleet. Of the 9 vehicles on annual hire agreements, 2 could be off-hired (*Salt Ayre & Public Realm), one reduced to seasonal hire (Public Realm) and two purchased outright (Public Realm & RMS) which would provide a more cost effective approach over a six year ownership period.

Additionally, due to the success of the pool car scheme, the proposal is to purchase, outright, five of the six pool cars and replace two with electric variants after a successful trial in October 2017. This capital investment will provide a more cost effective approach for the Council, whilst contributing to a reduction in fuel usage and carbon emissions.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Vehicle R&M/Fuel	(5,100)	(5,100)	(5,100)	(5,100)
Vehicle Hire Costs	(21,500)	(22,000)	(22,500)	(23,000)
Revenue financing (MRP)	0	15,900	15,900	15,900
Total	(26,600)	(11,200)	(11,700)	(12,200)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month

IMPLEMENTATION DATE: April 2018

SCHEME INVESTMENT NEEDED: £107,000 **PAYBACK:** 6 Years

CAPITAL/REVENUE: Upfront capital investment, assumed to be funded from unsupported borrowing to be repaid over 6 years – cost shown as revenue financing in above table.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

N/A

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

The main risk is that fuel prices increase and negate that element of any potential saving.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support would be required from Financial Services.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

10

SERVICE: Resources - Revenues & Benefits

PROPOSAL: Review of Council Tax Discounts and Exemptions

The Council may reduce the various council tax discounts currently applicable to empty homes, in line with the discretionary powers available to local authorities. A specific report on this proposal will be re-submitted to Council on 31 January 2018.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Additional Income (estimated, based on Option 2B in the Council report)	0	(92,000)	(94,000)	(96,000)
Total	0	(92,000)	(94,000)	(96,000)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month

IMPLEMENTATION DATE: April 2018

SCHEME INVESTMENT NEEDED: £N/A **PAYBACK:** N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Additional council tax income as a result of reduced discounts; see council report.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

See Council report. Collection and recovery risks, council tax inflation.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

No other support requirements.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

11

SERVICE: Resources - Property Group

PROPOSAL: Room Hire/ Events Review

The restructure of Property Group undertaken during 2017 created a new Hospitality Team with the primary aim of increasing the net income generated through room bookings at Lancaster Town Hall and the Storey. With this dedicated resource in place, combined with annual reviews of hire rates, there is the opportunity to generate additional income year on year.

Works are due to start shortly on the Ashton Hall and ancillary facilities in Lancaster Town Hall and this will impact on income generation potential in the short term, as reflected in the proposal.

Once the Team is established during the course of 2018/19, the next stage of development will cover linking the wider corporate offer, with the aim of increasing net income generation further in future years, for the 2019/20 budget process and beyond.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Projected Increase in Income	0	(10,000)	(16,700)	(17,100)
Total	0	(10,000)	(16,700)	(17,100)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 12 months

IMPLEMENTATION DATE: April 2019

SCHEME INVESTMENT NEEDED: £N/A **PAYBACK:** N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Based on broad estimate of additional income potential.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

1. Following the restructure, recruitment to various hospitality and facilities posts is currently underway, to provide the capacity to attract new bookings and increase demand. Delays have been experienced in establishing the new team (through recruitment for example) and this has had some adverse impact in the current year. This proposal assumes that those difficulties will be overcome for next year.
2. No provision has been made for any other building works, other than those currently planned and budgeted.
3. A general assumption has been made that general demand for events spaces does not decline and the Council's rates remain competitive with the competition.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support from various services, including marketing and communications.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

12

SERVICE: Resources - Property Group

PROPOSAL: Registry Office Review

Under a historical agreement the Council currently lets 4 Queen Street in Lancaster to the County Council for a nominal sum of £200 pa. Further to the County and the City Council's asset management reviews, discussions are ongoing, seeking to relocate the Registry Office into Lancaster Town Hall at an appropriate point, giving the registry office access to Town Hall facilities and making the Town Hall a more attractive location for wedding receptions. Should this be achieved, then the Queen Street property would be available either for disposal or for re-let at a full market rent – or alternatively, negotiations would be undertaken with the County Council, to secure an ongoing market rental. Final decisions on the detail of the proposal would be submitted to Cabinet for decision during 2018/19.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Increased Rental Income	0	(27,000)	(27,000)	(27,000)
Total	0	(27,000)	(27,000)	(27,000)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 12 months (est.)

IMPLEMENTATION DATE: April 2019 (est.)

SCHEME INVESTMENT NEEDED: TBC

PAYBACK:

CAPITAL/REVENUE: Some capital works required should Registrars relocate to Lancaster Town Hall.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Based on current reviews regarding rental potential of the Queen Street property.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A – negotiations to be progressed to inform any costs.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Risks regarding reaching agreement with the County Council regarding relocation and/or new rental terms. Whilst there is confidence that an annual saving can be achieved, the form (and exact level) of that saving is not yet certain.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Input from Legal, Finance Services, Customer Services etc. would be required. Timing would need to be considered in context of any other works at LTH.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

13

SERVICE: Resources – Property Group

PROPOSAL: Other Land & Buildings Review

Other opportunities for income generation and savings will arise through the Council’s asset management review. For example, the Council holds the following sites within the area covered by the Bailrigg Garden Village proposal. Both of these plots could be sold as part of that development proposal, should it go ahead:

1. Land at Burrow Beck with an alternative use value of c£7M
2. Land adjacent to Scotforth Cemetery with an alternative use value of c£5M

If realised, these capital receipts could be used to reduce the Council’s annual borrowing requirement for the capital programme. It is estimated that savings of £475K per annum could be achieved by 2021/22.

Any proposals regarding the sale of such assets would be presented to Cabinet for decision. In terms of the above examples, planning requirements will clearly have a significant bearing on eventual market values.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None at this stage.				
Total	0	0	0	0

TIMESCALE FROM BUDGET COUNCIL 28 FEB 2018:

TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

The main service input will be from Legal, Financial Services, Planning & Regeneration and Property.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

The market values and prospects for sale are not guaranteed; they depend upon progression of the Local Plan and the Garden Village proposals (although the sale of some land could still be achieved subject to wider Local Plan progression, should the Garden Village not proceed).

Regarding any disposal as part of the Garden Village development, the Council, like all other landowners, would be subject to negotiations relating to planning requirements and equalisation agreements, and the implications of these are not yet known.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

14

SERVICE: Environmental Services – Public Realm

PROPOSAL: Morecambe Concessions

The Council currently owns the following properties which are leased out for catering functions:

Clock Tower Café - £3.7K per annum, lease expires September 2017

West End Gardens - £5.8K per annum, lease expires August 2018

Stone Jetty Café - £8.25K per annum, lease expires October 2020

5 x Promenade Ice Cream concession pitches - £10.6K

TOTAL £57.35K per annum

In addition, the Council also leases a concession for catering at Happy Mount Park - £29K per annum, lease expires April 2032.

This proposal is to explore options for bringing the operation in-house at an earlier date than the expiry of the lease, and to also explore the possibility of introducing Council run ice cream vans in Morecambe.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None at this stage				
Total	0	0	0	0

TIMESCALE FROM BUDGET COUNCIL 28 FEB 2018: It is not possible to quantify the timescale at this stage, however planning is based around the lease expiry dates set out above.

In parallel with this work is taking place to establish whether there would be an advantage to delivering this via an LATC.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Input would be required from Financial Services, HR, Legal, ICT, Property Services and Regeneration & Planning.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

If the operations were to be brought in-house, then the main risk going forward would be that the Council generates less net income from the operation than the income it currently receives from the concession.

Officers will draw on the experience of the successful running of the Williamson Park café, however a fully costed business case will be prepared to determine viability before proceeding.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

15

SERVICE: Resources – Property Group

PROPOSAL: Accommodation Review

A review of corporate office accommodation is currently underway and although the outcome has yet to be determined, a likely scenario would be the disposal of at least one of the larger corporate buildings.

In addition, reductions in mileage allowances could result, as well as other efficiencies, as staff would be located across fewer sites – productivity benefits would be achieved.

Ultimately, Cabinet/Member approval would be needed for the disposal of any corporate buildings; a full business case needs to be worked up. Future accommodation requirements need to be driven by expected service needs and take account of other developments in how the Council will work in future, through digital and other transformational developments.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage (re business case development).				
Total	0	0	0	0

TIMESCALE FOR COMPLETION OF REVIEW FOLLOWING BUDGET COUNCIL 28 FEB 2018: TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Input from Legal, ICT, Finance and HR, and all services affected, would be required.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

Lack of buy-in for any proposed rationalisation of accommodation, to be mitigated through producing robust business case and stakeholder engagement (primarily through Cabinet Liaison Group).

Disruption to services may result from the various relocations that would be required.

Property market risks - there would need to be market interest in any buildings to be disposed of, either through leasehold or freehold disposal, to ensure their appropriate future use and to avoid any ongoing liabilities.

Other key risks to be considered through development of business case.

Risk of abortive work and costs, if project does not come to fruition.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Resources – Property Group

PROPOSAL: Depot Relocation

The proposal is to undertake a review of White Lund Depot (WLD) accommodation, with a view to relocating Environmental Services to their preferred location near the Middleton Waste Transfer Station. This would free up WLD for redevelopment or disposal. Rebuild costs could be kept to a minimum by:

- relocating as many office based staff as practically possible into existing corporate buildings, thus limiting the cost of construction to cheaper utility facilities, and
- building on existing City Council land in the Heysham Gateway area thus avoiding the costs of acquisition.

Further operational efficiency savings would be expected, but these cannot yet be quantified.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage (re business case development).				
Total	0	0	0	0

TIMESCALE FOR COMPLETION OF REVIEW FOLLOWING BUDGET COUNCIL 28 FEB 2018: TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Input from Environmental Services, Legal, ICT, Finance and HR would be required. Identification of a new depot site can be incorporated in the Heysham Gateway Master Plan. Likewise any consideration of alternative uses for the existing site could feed into a future regeneration strategy for the White Lund Estate led by the Regeneration and Planning Service.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

One Public Estate (a public sector property initiative) is currently looking into a potential review of Depots countywide with the Highways England. At this stage it appears unlikely that the requirements of each organisation involved will align but there is a very small risk that a wider and more joined up solution could be identified during the course of this project should it gain traction.

Disruption to services may result from any relocation.

Property market risks - there would need to be market interest in any land/buildings to be disposed of, either through leasehold or freehold disposal, to ensure their appropriate future use and to avoid any ongoing liabilities. However, there is known demand for small commercial premises on the White Lind estate and a general shortage of supply.

Other key risks to be considered through development of business case.

Risk of abortive costs and work, if project does not come to fruition.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

17

SERVICE: Environmental Services – Public Realm

PROPOSAL: Williamson Park Facilities Expansion

Investment in Williamson Park to make the Park a top regional attraction and generate additional income for the Council.

The café has seen increased footfall in each of the last 7 years. The building is failing to meet this demand due to sizing/capacity issues with limited expansion options within the current structure. There is still opportunity to further grow the business. This will be foregone if investment is not made.

An initial feasibility study has been completed in regards to building a new structure on the current site and this would include a café, retail, toilets, education suites, wedding/conference centre – estimated cost £4M. An outdoor unique offer would complement this and the vision would be to include a “Lost Castle” or Treetop trail to increase day visitors (and income) to the facility – estimated cost £1M.

Longer term view of the project is to allow Williamson Park to become self-financing. Currently, the operation is subsidised by over £200K per annum, but it is hoped this development could generate net additional income in excess of £250K per annum.

A fully costed and detailed business case/development plan is required in order for this proposal to be taken forward.

The cost and expected income of a ‘Lost Castle’ type attraction will be established through a procurement exercise. Once the complete business case is developed it will be presented to Elected Members for decision, during the course of 2018/19

The estimated cost of a building will be established through a design competition. Subject to Elected Member agreement costs would then be incurred in design, planning etc. Based on the expected cost of the building it is estimated fees would be £210,000. In parallel with this officers are working to develop the business case (particularly the expected income streams) based on expected market share for weddings, potential for conferences, expected café spend etc.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Professional fees for building design	210,000			
Total	210,000			

TIMESCALE FOR COMPLETION OF FEASIBILITY STUDY/BUSINESS CASE FROM BUDGET COUNCIL 28 FEB 2018:

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support required from Financial Services, Property, Planning and HR. Details to be determined.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

The main risk is that the business case does not prove viable.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

18

SERVICE: Resources - Property Group

PROPOSAL: Repair & Maintenance of Corporate Properties

As a direct result of the capital works undertaken over the last 5 years and the resulting improvement in the general condition of council property, budgetary savings are proposed on reactive repairs and maintenance (R&M) from next year onwards.

An 80/20 ratio of planned to reactive maintenance is aimed for going forwards; it is an unrealistic expectation to eliminate reactive maintenance completely. The baseline annual R&M budget for corporate property, covering planned, routine and reactive maintenance, would be in the region of £470K, after adjusting for this savings proposal.

Note that this saving is net of other savings taken in R&M, to support other service developments (e.g. handyman, asset management, review of County collaboration agreement etc). These savings increase beyond 2018/19, hence there is less scope for additional savings in those years.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Repair and Maintenance	(82,300)	(41,500)	(41,300)	(43,300)
Total	(82,300)	(41,500)	(41,300)	(43,300)

FOLLOWING BUDGET COUNCIL – 01 MARCH 2018

ESTIMATED LEAD-IN: 1 Month

IMPLEMENTATION DATE: April 2018

SCHEME INVESTMENT NEEDED: £N/A

PAYBACK: N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

N/A

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

By definition, reactive spending needs cannot be accurately forecast, and furthermore, Property Group are in the process of commissioning new condition surveys that will set out planned maintenance requirements over the next 5 years and the survey results may identify further pressures. To help manage these risks, funds will be retained in the Corporate Property Reserve (review to be undertaken by the s151 Officer in February).

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

No additional needs identified.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

19

SERVICE: Environmental Services

PROPOSAL: Rationalisation of Organisational Development Capacity

An opportunity has arisen to enable a restructure of the Organisational Development section which would see it merged into the Office of the Chief Executive, and generate savings through natural wastage.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Salary Savings	(77,000)	(78,000)	(79,000)	(80,000)
Total	(77,000)	(78,000)	(79,000)	(80,000)

FOLLOWING BUDGET COUNCIL – 01 MARCH 2018

ESTIMATED LEAD-IN:

IMPLEMENTATION DATE: March 2018

SCHEME INVESTMENT NEEDED: £N/A PAYBACK: N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Savings are based on salary plus direct on-costs (circa 28%) for National Insurance and Pension Fund contributions.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Minimal financial risk.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Whilst there is obviously a loss of short term capacity it is expected that the strategic direction being taken to reorganise service delivery in key services (repairs and maintenance, public realm, waste collection, Salt Ayre etc) will result in better, integrated and sustained outcomes without the need for the intensive support that was provided by this team.

The functions relating to performance data monitoring, business intelligence and corporate planning will be undertaken by retaining one post, which will be located in the office of the Chief Executive.

FINANCE / S151 COMMENTS:

Support from HR and Financial Services is currently being given.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

20

SERVICE: Environmental Services – Waste & Recycling

PROPOSAL: Bulky Waste Collection – Service & Charging Review

Bulky Household waste collection scheme costs the Council £74K per annum. The current system has been in operation for over 10 years now and has been copied as an example of best practice. However, this does not mean that there are no other options available. The plan would be to establish what other options may be available - with the aim being to reduce the subsidy provided to the service.

Initial savings and efficiencies of circa £20K are anticipated from a review of the operation and charges.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Income and efficiency savings	(20,000)	(20,000)	(21,000)	(21,000)
Total	(20,000)	(20,000)	(21,000)	(21,000)

TIMESCALE FROM BUDGET COUNCIL 28 FEB 2018: There will initially be a review of charges for the service and a drive to delivery efficiencies from the existing arrangement.

Further options for the service from 2019/20 will be developed during 2018/19.

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

N/A

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

Timing / implementation risk, and resistance to any pricing changes and operational changes – but considered manageable.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Services input and timescales are still to be determined.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS SAVINGS PROPOSAL

21

SERVICE: Resources - Internal Audit

PROPOSAL: Continuation of Internal Audit Collaboration & Restructure

Continuation of current pilot collaboration with Wyre Borough Council, with some in-house restructuring to ensure that the service is fit for purpose going forward, allowing also for an apprenticeship opportunity (shared with Financial Services). Note that this proposal is subject to consideration by Audit Committee in February 2018.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19 £	2019/20 £	2020/21 £	2021/22 £
Cost of Service Agreement (Wyre BC)	20,300	20,700	21,100	21,500
Apprenticeship	6,300	21,500	22,700	23,200
Other Net Staffing Changes (incl. deletion of vacant manager post)	(52,600)	(53,200)	(54,800)	(53,700)
Total	(26,000)	(11,000)	(11,000)	(9,000)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month **IMPLEMENTATION DATE:** April 2018

SCHEME INVESTMENT NEEDED: N/A **PAYBACK:** N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

N/A

BASIS OF COST PROJECTIONS *(If not clear from above):*

Staffing includes salary and 28% overheads to cover National Insurance and Pension Fund contributions.

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

Timing and ability to recruit, pay inflation.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

No significant impact on other services. Consultation with HR is underway.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL

22

SERVICE: Resources - Revenues & Benefits

PROPOSAL: Shared Service Savings

The shared service continues to achieve efficiencies year on year, through service transformation and with better use of existing technology. Progression of this agenda will generate £45K in savings for each member authority from 01 April 2018 onwards. This would be achieved primarily through natural turnover.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Reduction in Management Fee (recharged from Preston City Council, as host authority)	(45,000)	(45,000)	(45,000)	(45,000)
Total	(45,000)	(45,000)	(45,000)	(45,000)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month **IMPLEMENTATION DATE:** April 2018

SCHEME INVESTMENT NEEDED: £N/A **PAYBACK:** N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

Primarily through natural turnover / deletion of vacant posts.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

The main risk is a reduction in the quality of service and/or performance, where the service fails to deliver desired outcomes. This is considered a low risk and is mitigated through continuous review of staffing resources and ways of working to ensure the service remains fit for purpose.

Realistic targets are set and in terms of resilience, contingency plans are in place to make additional resources available from the partner authority should there be a time of crisis.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Liaison with Financial Services – no other support required. This savings proposal does not impact upon other internal services.

2018 to 2022 BUDGET PROCESS SAVINGS PROPOSAL

23

SERVICE: Regeneration & Planning

PROPOSAL: Extension of Charging for Planning Services

The provision of expert advice on the management of trees is consistent with pre application advice on planning applications. It enables members of the public to pay for consultations with the tree officer to avoid potentially negative decisions on applications to undertake work on protected trees.

Efficiency Saving Service Reduction Income Generation Invest to Save

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Additional Fee Income	(5,000)	(5,100)	(5,200)	(5,400)
Total	(5,000)	(5,100)	(5,200)	(5,400)

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 month **IMPLEMENTATION DATE:** April 2018

SCHEME INVESTMENT NEEDED: £N/A **PAYBACK:** N/A

CAPITAL/REVENUE: N/A

BASIS OF INCOME PROJECTIONS *(If not clear from above):*

As above – the projections have taken into account realistic fee-setting based upon (limited) other examples throughout the country.

BASIS OF COST PROJECTIONS *(If not clear from above):*

N/A

POTENTIAL RISKS INHERENT IN FINANCIAL ASSUMPTIONS:

That the scheme will not be popular and that there will be limited, or no demand for this additional service.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Financial Services: In terms of assistance with fees and charges elements.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Resources – Financial Services

PROPOSAL: Financial Processes Review

Building on other efficiency developments in terms of payroll administration and processing, the Repair and Maintenance Service’s Development Plan and the recent upgrading of income management and other financial systems, a programme of other transactional process efficiency reviews is being developed, to streamline processes and deliver greater VFM.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage.				
Total	0	0	0	0

TIMESCALE FOR REVIEW FROM BUDGET COUNCIL 28 FEB 2018: TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
 The main service input will be from Financial Services, but input will be required from various other services and the results of the review will impact across all council services.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:
 None at this stage – to be appraised as part of the review.

FINANCE / S151 COMMENTS:
 Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Resources – Financial Services

PROPOSAL: Insurance Review

An initial review of insurance arrangements is currently underway in collaboration with Wyre BC. This will be completed by April 2018, at which stage it is anticipated that options will be determined in order to generate future savings.

At present, the current Insurance Long Term Agreement for insurance cover is not due for re-tender until 2020, therefore it is not envisaged that any significant savings can be achieved in the interim – unless the agreement were to be broken by the insurers.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage.				
Total	0	0	0	0

TIMESCALE FOR REVIEW FROM BUDGET COUNCIL 28 FEB 2018: The initial review will be completed by April 2018.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
 The main service input will be from Financial Services. However, it is possible that other key services who have the bulk of insurance claims (Environmental Services & Council Housing) may be required to provide input into the review.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:
 None at this stage.

FINANCE / S151 COMMENTS:
 Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Resources – Property Group

PROPOSAL: Access to Services (including Opening Hours) review

This is primarily an access to services issue, but the property implications are being used to highlight it.

Currently the main administrative buildings are serviced to support staff being able to work between the hours of 7.30 am to 7.30pm, in line with HR policy (flexible working hours). Subject to business needs, net savings could be achieved through reducing this bandwidth, allowing for evening meetings. (Currently, as standard the buildings are open to the public between 9am to 5pm).

Also, Christmas opening arrangements could also be reviewed, to consider extending closure (and therefore reduce running costs at what tends to be a very quiet time business-wise). It is understood that this arrangement has been successfully introduced at some other authorities including Wyre and Preston.

As there are significant implications for staff and customers, an initial review would need to be undertaken to determine whether the benefits are sufficient to warrant progression to the next stage. It is recognised that public access needs differ, depending on the service being sought.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)				
	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage.				
Total	0	0	0	0

TIMESCALE FOR COMPLETION OF INITIAL REVIEW FOLLOWING BUDGET COUNCIL 28 FEB 2018:
TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
Would need to be led from business need / customer HR perspective – it is not primarily about property.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:
To be identified as considered as part of any initial review. There are numerous service delivery and staff relations risks, with a variety of views that would need to be managed.

To demonstrate, regarding Christmas closing specifically, it may be seen either as a retrograde step in service delivery, or as a step linked to customer channel shift, reflecting the changing needs of our customers who want to access general services differently, and lower customer demand more generally.

Regarding any change to working hours bandwidth, this may be seen as responding to reflect business need, or as reducing the working benefits and flexibilities afforded to staff.

FINANCE / S151 COMMENTS:
Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Resources – Property Group

PROPOSAL: Mail Services Review (reducing need, hybrid mail systems, distribution)

The proposal is to introduce a hybrid mail facility for general mail services across the Council, to generate savings in printing and postage.

Under a Hybrid Mail system, the Council would generate electronic files of documents that require mailing by post. The electronic data would then be transferred securely to an external mail company, to print and post out. This approach already exists in some specific service areas, including Revenues and Benefits for all their mail, and Democratic Services for voting purposes.

The proposal also fits with the digital agenda, which should reduce the need for physical mail delivery in the first place. Mail distribution would also been reviewed. The Council spends well over £100K per year directly on printing, postage and distribution of general mail.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
None identified at this stage.				
Total	0	0	0	0

TIMESCALE FOR COMPLETION OF BUSINESS CASE FOLLOWING BUDGET COUNCIL 28 FEB 2018:
TBC

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:
Input from all services would be required, with specific input and support from ICT and Democratic Services in terms of the current distribution arrangements (and drawing on the experience of the Revenues and Benefits shared service).

POTENTIAL RISKS INHERENT IN THE PROPOSAL:
The biggest risk is in respect of cultural change. If the transition is not accepted or the project managed effectively then it will fail to achieve the desired outcomes.

FINANCE / S151 COMMENTS:
Arrangements are underway to identify any other internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS

SAVINGS PROPOSAL – SUBJECT TO BUSINESS CASE

SERVICE: Environmental Services / Health & Housing

PROPOSAL: Development of Business Cases for Local Authority Trading Companies (LATC's)

The proposal is to develop business cases for the establishment of LATC's in respect of Salt Ayre Leisure Centre and Commercial Waste, and other Environmental Services operations.

The LATC would be wholly owned by the Council and it would be a requirement for it to be entirely consistent with the Council's corporate and strategic objectives. The Council would be the sole member of the LATC and will therefore retain direct control.

However, the LATC would operate at arms length to the Council, and potentially recruit particular skill sets to the board (company limited by guarantee).

There are some potential financial benefits to the Council by creating a LATC which include the ability to generate annual savings against NNDR. This could result in a net gain of circa £115K per annum based on current valuation, although the exact saving would be determined as part of the feasibility work.

In addition, the LATC will be eligible for VAT relief on sporting activities and this position may benefit the Council overall in respect of reclaiming VAT on exempt activities.

Further exploration of the financial implications of setting up a LATC would form part of the proposed feasibility work.

It is estimated it will cost £75K to develop such a proposal in respect of Salt Ayre for the procurement of legal advice and other specialist expertise. It is anticipated that this could then be used to develop proposals for other Environmental Services functions.

The funding will be essential to help develop the business case and plan which complies with Section 95 of the Local Government Act 2003, including advice on:

Local authority powers	Property issues and HOTs for the lease (if this is the recommended way forward)
Section 95 restrictions	Asset transfer issues
Type of legal entity for the LATC	The contractual relationship between the parties and HOTs for key documents
Key provisions of the LATC	Exit arrangements
Procurement	The tax position of the LATC and any tax mitigation options
Part V of the Local Government and Housing Act 1989 and controlled companies	The VAT position of the LATC
Governance arrangements and the appointment of directors	Analysis of current activities
Duties and responsibilities of directors and potential liabilities	SWOT analysis
Managing conflicts of interest	Risk analysis
TUPE and pensions	Three year business plan

The preparation of the business plan and business case is part of the Council's statutory duties. It is critical that the advice provided is by suitably qualified professionals and the Council can rely on the advice.

The breakdown of £75K will be split across the various tasks as listed above and the preferred route would be to appoint one legal specialist who has undertaken work of this nature previously and can supply the necessary expertise. The final figure could be less than £75K depending on the outcome of the procurement exercise.

Efficiency Saving Service Reduction Income Generation Invest to Save

BREAKDOWN OF ESTIMATED COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
External Consultancy	75,000			
Total	75,000			

TIMESCALE FOR CREATION OF AN LATC FROM BUDGET COUNCIL 28 FEB 2018:

It is anticipated that the business case an LATC for Salt Ayre would be progressed first within a period of six months.

The learning from this would inform the timescale for other LATC's for Environmental Services.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Key services required would be: Legal, Human Resources, Financial Services and Property.

A project team would be required with representation from the above services with input needed for 6 months.

There would be a need to appoint a legal specialist to work with officers to ascertain the basis on which the LATC would be established and similarly specialist leisure knowledge with experience of setting up an LATC.

POTENTIAL RISKS INHERENT IN THE PROPOSAL:

In relation to Salt Ayre Leisure Centre the approach would be to mitigate risks where possible by engaging the services of specialist legal support (UK renowned within the Leisure Sector) and similarly support from a Leisure specialist with specific experience of undertaking such transfers previously.

Whilst it is not possible to set out comprehensively all risks that would might apply to this project within this note by way of example some potential areas are listed below:

Concerns from staff both at SALC and other services about how working within an LATC affects staff. Perceptions of unequal or more favourable treatment of staff transferring to an LATC. This will be addressed through a comprehensive communications plan.

The provision of central services support to the LATC would need review and agreement.

Complex issues around the terms and conditions of pay including pensions. There would need to be a detailed review of the pension implications.

Risk that the Council's de minimis level is breached as a result of the in house operation significantly increasing revenue compared to previous year.

Recruitment of external/community Board members with the right skills may prove difficult. However, this is risk is low as evidence from the recent community pools transfers would suggest there are experienced, knowledgeable individuals resident in the locality.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any other internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

29

SERVICE: Regeneration & Planning

PROPOSAL: Economic Development Initiatives

A range of proposals in this area are designed to build on the monies already invested in Economic Development.

Business Skills, Marketing and Inclusive Growth: Newly reintroduced proactive Economic Development activities. The overall ambition of this work is to stimulate economic growth in the district that benefits all. This is focused on increasing business start-ups; growth of local businesses; inward investment; new national and international trading opportunities; skills and improved prospects for local people, recognition of the district as a place for businesses and to live, work and visit.

Investment will be made in a number of activities including business support measures; addressing business space requirements, strategic marketing and promotion of the Place; encouraging skills development and entrepreneurship; external funding; Place improvement projects, local wealth-building initiatives.

Community Wealth-Building: Further details on Community Wealth-Building and Local Procurement can be found in the report to Council on 31 January 2018.

Archaeological site: The Beyond the Castle site has huge potential as a nationally / internationally significant heritage site and visitor attraction. The site needs protection and specialist reports and a planned programme of excavations are required to understand the opportunity further. This project links with the Council's museums service.

Morecambe Area Action Plan: Options to be delivered for alternative redevelopment opportunities for the Platform and Festival market buildings associated alongside the major regeneration stimulated by Project Eric. Outputs might include increased income generation from both buildings and/ or capital receipts.

Morecambe Bay Collaboration: A number of early activities are likely to be undertaken as a result of the joint working agreement between the Council, South Lakes and Barrow. Early provision is made so that these can be supported once identified and agreed.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Business and Skills – rolling programme of activities	40,000			
Marketing	75,000			
Baseline and Monitoring Software	3,300	1,500	1,500	1,500
Commissioning Support for Community Wealth Building	20,000			
Business in the Community	12,000	12,000		
Small Support Measures for Groups	10,000			
Archaeological Site Consultancy	15,000			
Archaeological Site – specialist funding advice	10,000			
Archaeological Site – match funding for HLF		50,000		
Morecambe Area Action Plan development		50,000		
Morecambe Bay Collaborative Projects	25,000			
Total	210,300	113,500	1,500	1,500

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month

IMPLEMENTATION DATE: April 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?* None identified.

External funding projects such as Coastal Communities and Heritage Lottery Funding to be bid for where appropriate.

Efficiency savings by reductions in other areas within the economic development function have been rejected in previous budget rounds since 2013. This approach would result in a reduction in other economic development services in order to support these new areas of activity.

Deferment would slow the pace of engaging in proactive activity. Following the Council's earlier investment a number of activities are now underway including: an evidence base for the Economic Strategy; a Vision and Place Narrative; investment in business support services; some Place marketing and promotion of the area at the local and national level; business events and exhibitions. Some staff appointments have now been made with a final key post to follow. As a result of additional resource now available, specific work is underway to identify and address business space requirements.

These proposals cover the costs of the next stage of re-establishing economic development functions and supporting key projects.

PERFORMANCE MEASURES/OUTPUTS (*e.g. what key performance improvements will be achieved / what measurable outputs will be achieved*):

Performance measures will be introduced to measure success in all of these areas. These are likely to include jobs, skills and qualifications, number of new business and community enterprise start-ups, number of new business relocations to the district, levels of inward investment, local expenditure retained and recycled, visitor numbers and spend, increased income for the Council. Associated benefits might also include business rates and council tax generated from increase in business activity and attracting and retaining a skilled workforce.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Continued support from partner agencies such as Lancashire County Council (Economic Development) and Marketing Lancashire. Internal business support from Revenues Service and Property Group developing options for land and buildings. Programme and Project Management requirements within expanded Economic Development Section.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

30

SERVICE: Regeneration & Planning

PROPOSAL: Museums Development Plan

Budget for a Museums Manager (Grade 7) to provide capacity and expertise to assist in the development of the Councils transformation plan and ongoing management of the Museums. These funds are for the period up to 1 October 2018 when the service will transfer back to the Council.
The decision to recruit a Museums Manager was made at Council in September 2018.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Museums Manager (Grade 7)	16,900			
Total	16,900			

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 3 Months

IMPLEMENTATION DATE: June 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

These are the short term additional costs incurred following Council's decision in September to bring the Museums service back in house. By 1 October 2018 the museums will be transferred from Lancashire County Council to the City Council, which will then have direct control over costs and budgets as no management fee will be required. On this basis, it is anticipated that ongoing costs for the Museums Manager post will be affordable within current overall budgets.

It is important to note that certainty on all costs, operations and required staffing structures will not be possible until the transfer has taken place and a detailed review of the museums service has taken place.

PERFORMANCE MEASURES/OUTPUTS *(e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):*

Transfer of the museums service back to the Council is the key milestone, up to 01 October 2018.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

The Museums manager will initially require support from Legal, ICT, Financial Services and HR.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

31

SERVICE: Environmental Services and Health & Housing

PROPOSAL: Improving Public Realm – Cleaning / Enforcement

2 year transitional project to deliver "Clean and Safe Neighbourhoods" – a project in conjunction with Environmental Services and Health & Housing for the duration of 2 years.

- 1 additional enforcement officer
- 2 additional cleansing staff

The increase in capacity will both:

- (1) relieve the current capacity constraint to maximise strong enforcement results and
- (2) enable more graduated, education and prevention focussed work with local people in our worst affected residential localities.

In parallel with this work is taking place to transform the way services like cleansing / grounds maintenance are delivered. The aim being to provide a customer focussed, responsive service by involving delivery teams, ward councillors, communities in the redesign of how we do things.

This 2 yr transition will provide additional capacity to demonstrate that the Council is serious about improving the public realm. After 2 years the improvements described above will have been implemented.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Staffing Costs (Enforcement)	21,700	29,900	4,700	
Staffing Costs (Cleansing)	26,500	38,900	10,800	
Vehicle Costs	10,000	10,000		
Total	58,200	78,800	15,500	

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 4 Months

IMPLEMENTATION DATE: July 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

Work is taking place to completely overhaul the way public realm service delivery and enforcement takes place. The aim is to make the District a recognisable example of best practice in how public realm services (cleansing, grounds maintenance, parks, enforcement etc) are managed and delivered

This involves - use of technology, community and customer focussed approach, tackling causes rather than symptoms, changing work routines, areas based teams etc.

It is expected this overhaul will take 2 years. After which an improved service with the same levels of budget will be delivered.

It is important that our residents see that the Council is committed to achieving this. This temporary reinforcement will be used to tackle problem areas and provide a real demonstration in intent.

PERFORMANCE MEASURES/OUTPUTS (e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):

Improved customer satisfaction, reduction in littering/fly tipping, reduction in anti-social behaviour.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

To be determined but largely agreed within Environmental Services / Health and Housing, with assistance from HR for recruitment.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

32

SERVICE: Governance

PROPOSAL: Legal Case Management System

Purchase of a Case Management system for the Legal team to help modernise the service. The team is currently working without a system – they are heavily reliant on paper files and the filing system is outdated and difficult to understand. There is no provision for time recording in the team or for performance or monitoring reports.

A decent case management system, tailored to local government legal work is vital to enable the team to work consistently together as a team and provide a consistent high quality for service to the Council. The system will enable all staff in the team to view all files, to time record, work from template documents etc. This will increase efficiency within the team and will lead to much less reliance on paper files. In time, my aim is for the team to work more or less electronically and to be able to access all files from wherever they are working.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Purchase Cost	16,000			
Annual Maintenance Cost	4,000	4,100	4,200	4,300
Additional Legal Fees – following Review				
Total	20,000	4,100	4,200	4,300

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 3 Months **IMPLEMENTATION DATE:** June 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

There is no other provisions within the service.

PERFORMANCE MEASURES/OUTPUTS (e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):

A Legal Case Management System will help to streamline work within the team and enable more efficient working. It will enable the team to move towards paperless working. It will enable them to properly cost their time, through being able to time record. This will lead the ability of the team to improve their fee earning capacity and improve income for the team. The system will help monitor performance in the team and enable them to monitor instructions better and the progress of cases.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Some ICT support would be required.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

33

SERVICE: Governance

PROPOSAL: Access to Council Meetings – Audio Recording of Meetings

Proposal to purchase a licence for an audio recording system for Committee meetings. Transparency of decision making is an important requirement of local government. It appears that the Council's ability to record meetings is poor. Some – but not all – meetings are recorded, but the recordings are only stored on the intranet and are difficult to access.

The ability to properly record all our public meetings and publish those recordings is part of the requirement of local government transparency. It will enable the public to better understand the decision-making process. It will also assist councillors and officers when questions or challenges are raised about meetings and decisions.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Audio Recording System	3,900	4,000	4,100	4,200
Recording Equipment	500			
Total	4,400	4,000	4,100	4,200

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 4 Months **IMPLEMENTATION DATE:** June 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

There is no provision in the rest of the Service.

PERFORMANCE MEASURES/OUTPUTS *(e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):*

The system will improve transparency of decision making. It will enable the Democratic Services Team to properly record all meetings, not just Council meetings. The system will enable members of the public and other councillors, who are not at a particular meeting, to listen to the whole meeting. The ability of the team to keep verbatim recordings of meetings will enable them to better address questions and challenges about decisions if and when they arise.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Support will be provided from within the existing Democratic Service Team, in addition support will also be required from the Property Group.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any other internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

34

SERVICE: Office of the Chief Executive

PROPOSAL: Commercial & Digital Leadership Capacity

Extend the Assistant Chief Executive post, up to 31 March 2020.

The Assistant Chief Executive came into post on the 31 July 2017 and has made significant headway in developing and promoting a wide range of initiatives, which will help the council in pursuing its commercial agenda, creating efficiencies and generally making the Council more fit for purpose. The role has brought a new impetus, fresh ideas and a different and strategic perspective on how the Council could operate with constructive challenge and encouragement to change.

Some examples of key initiatives involving the Assistant Chief Executive:

- Setting the scene and beginning the process of developing a commercial approach by the Council through presentations and dialogue, research, discussion with colleagues, members and lawyers.
- Helping shape and bring forward existing budget proposals with their sponsors and promoting and overseeing the creation of more wide range of future commercial projects.
- Initiating a series of efficiency reviews starting with a major lean review of the voids process, and facilitating better cross-service working and problem-solving.
- Moving forward, a continuation of the above with further work on development of a range of projects e.g. commercial and digital initiatives.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Staffing Cost	71,000	109,000		
Potential Pension / Redundancy Costs		29,000		
Total	71,000	138,000	0	0

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: N/A

IMPLEMENTATION DATE: N/A

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?* N/A – no options identified, additional capacity needed.

Note that staffing includes salary and 28% overheads to cover National Insurance and Pension Fund contributions. Costs may accrue on termination of the post, an estimate of which is provided for above.

PERFORMANCE MEASURES/OUTPUTS (e.g. what key performance improvements will be achieved / what measurable outputs will be achieved): Development and adoption of Commercial and Digital strategies (reflecting the Council’s budget and corporate planning priorities), incorporating key milestones for monitoring of progress and delivery.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Arrangements are underway to identify any internal service support requirements, and to address programming, including that of commercial/digital projects.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

35

SERVICE: Governance

PROPOSAL: Review of Constitution

The proposal is to have an external review of the Councils Constitution and provide training to officers and Councillors.

The Constitution has not been comprehensively reviewed for some time. It is inevitable that, after a period of time, a fundamental review is required to make the Constitution understandable, streamlined, modern, and, more importantly, relevant to what the Council hopes to achieve.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
External Fees	20,000			
Total	20,000	0	0	0

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: TBC **IMPLEMENTATION DATE:** TBC

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

There is no provision elsewhere in the service

PERFORMANCE MEASURES/OUTPUTS (e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):

A review of the Constitution will achieve a more streamlined, easier to understand, document, which is up to date and better supports efficient and effective decision-making. It should be a document that members of the public, councillors and officers, understand. The document should better enable the Council to achieve its aims. The revised document will be up to date in accordance with current legislation and will clearly set out issues, for example: roles and responsibilities, lines of delegation, rules relating to procedure, contract management, procurement, financial responsibility, conduct and standards etc.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

It is anticipated that the review will be carried out with the support of an external provider. Support will be provided internally, predominantly by the Chief Officer, Legal and Governance and the Democratic Services Team.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

36

SERVICE: Health & Housing

PROPOSAL: Improving Learning & Development – through digital approach

The proposal is to move to the next tier of the 'Learning Zone' e-learning system, to provide enhanced functionality and increase the number of licenses to the next band to will cover staff and Councillors. Subject to increasing the license provision there will be license capacity to allow the Councillors to access the Learning Zone functionality and it is intended to develop a dedicated e-learning portal for Councillors. Use of e-learning is more a cost effective method of training delivery than providing 'classroom' based courses, with less impact on service delivery and reduced costs through less working time being lost. Staff can undertake the training at a time that is convenient to them, pausing and/or revisiting as required.

The enhanced functionality within the next tier of Learning Zone provides the Council with an opportunity to make real headway in improving learning and development opportunities and outcomes for Council staff and will go some way to addressing those concerns highlighted in the recent IIP survey. This system can provide a significant degree of assurance to the Council that essential and/or mandatory training has taken place, when it has taken place and when it needs renewing, which is crucial in keeping on top of ever changing staff numbers. With the impending General Data Protection Regulations (GDPR) the Council needs to ensure that it has robust training arrangements in place to cover our responsibilities with regard to this new piece of legislation. New courses embedded in the Learning Zone will provide a base level of training for staff, which will therefore afford the Council a degree of protection that would otherwise not be available.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Learning Zone – Tier 3	16,800	17,100	17,400	17,800
Total	16,800	17,100	17,400	17,800

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 1 Month **IMPLEMENTATION DATE:** April 2018

REDIRECTION FROM OTHER BUDGETS – The existing corporate training budget is only £36,000 (which equates to £48 per head based on a workforce of 750 staff). The existing budget is insufficient to meet the costs of the Learning Zone.

PERFORMANCE MEASURES/OUTPUTS – Introduction of an E-Learning portal for Councillors. Development of a suite of core training courses for staff thereby providing a level of training not currently present, development of on-boarding for new employees, ability for managers to access information about course completion. All the above will make time spent on L&D activity more efficient and effective.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

37

SERVICE: Health & Housing

PROPOSAL: Improving Learning & Development – supporting staffing capacity needs

The proposal is to re-introduce a post focused on learning and development (L&D) activity within the HR Team.

Over time this has had a significant impact on L&D activity. There is now a clear need to re-introduce a specific provision to ensure that L&D provision is available to support Services in maintaining skills and knowledge, developing in-house talent to address future known corporate priorities and difficulties in recruitment.

One of the main functions of the role will be to undertake all work associated with the new 'Learning Pool' e-learning system, which will form the focus of the Council's L&D activities. The post holder will also be responsible for the development and roll out of a dedicated e-learning portal for Elected Members. Development of the computerised learning resource will ensure that users have easy access to specified courses, thereby keeping their knowledge current, which in an increasingly litigious world is essential. In addition the post holder will work with on the development of a coherent L&D strategy, development of on-boarding activities, implementation of e-appraisal, improving induction activities, ensuring all non-networked staff have access to training and so on.

There would also be future potential options to investigate opportunities for income generation, e.g., by becoming a registered centre for First Aid courses. Proposal is to appoint an L&D co-ordinator. Grading will need to be considered following completion of a Job Description, but is likely to be G4-G5.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Learning & Development Post	25,300	35,600	38,000	39,900
Total	25,300	35,600	38,000	39,900

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 3 Months **IMPLEMENTATION DATE:** June 2018

REDIRECTION FROM OTHER BUDGETS – There are no other available options to redirect funds from other budgets.

PERFORMANCE MEASURES/OUTPUTS

As outlined above, there will be an identified resource to focus on improving L&D activity. The post holder will be directly responsible for the outputs related to the implementation of Tier 3 of the Learning Zone. Increased learning and development activity will therefore be an expected output of this growth bid. An organisation of the size and complexity of the Council needs a resource to focus on L&D development, delivery and performance, to ensure that staff are appropriately trained and developed, so the Council can continue to provide an effective service to the residents of the District, despite the challenges ahead.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

Arrangements are underway to identify any internal service support requirements, and to address programming.

2018 to 2022 BUDGET PROCESS GROWTH/REDIRECTION PROPOSAL

38

SERVICE: Regeneration & Planning

PROPOSAL: Re-investment of Planning Fee Income for Service improvement (net growth)

The funds are intended to be invested in additional capacity as follows:

Increased capacity in Development Management in the Planning Enforcement service area (including Legal services) to meet growing public demand for effective intervention against breaches of planning control.

Partial increased GIS capacity (Planning Policy) to manage increased requirements for the management of geographical data in relation to case management for local plan preparation and monitoring.

Both GIS Officer and Planning Assistant (Planning Policy) posts have proven essential in terms of building and maintaining the evidence base for the local plan. The additional capacity arises from the return of the substantive post holder to the GIS post from maternity leave, but on a part time basis.

ESTIMATED REVENUE COSTS/(SAVINGS)

	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
Planning Enforcement Officer (Grade 3)	22,900	24,300	25,700	26,800
GIS Officer (Grade 4) saving from Job Share	(9,400)	14,700	16,400	17,800
Planning Assistant (Grade 5)	27,700	35,600	38,000	39,900
Solicitor Post (Grade 6)	30,000	42,000	45,000	47,000
Economic Development Officer (Perm)	0	2,000	39,100	41,100
IDOX software	17,000	17,000	17,000	17,000
Transfers to / (from) Planning Reserve	61,800	14,400	(31,200)	(39,600)
20% additional income	(150,000)	(150,000)	(150,000)	(150,000)
Total	0	0	0	0

FOLLOWING BUDGET COUNCIL – 28 FEB 2018

ESTIMATED LEAD-IN: 3 Months

IMPLEMENTATION DATE: June 2018

REDIRECTION FROM OTHER BUDGETS – *Where else from within the Services could this proposal be funded from?*

No other budgets are available. Like all other local authorities, Lancaster City Council has acknowledged that the income derived from the 20% increase in national planning application fees will be spent entirely on planning functions.

The 20% increase - which became effective as of 17 January 2018 - provides a unique opportunity to utilise this ring-fenced resource to directly improve planning services.

PERFORMANCE MEASURES/OUTPUTS *(e.g. what key performance improvements will be achieved / what measurable outputs will be achieved):*

Delivery of the Planning Enforcement (graduate) post will have a measurable impact in terms of expanding capacity and reducing the increasing workload of the existing 2 Planning Enforcement Officers. That additional capacity will enable the Team to meet locally-set enforcement targets contained in the Council's Planning Enforcement Charter.

The GIS and Planning Assistant posts in the Planning Policy Section will enable timely delivery of the District's Local Plan, in accordance with the timetable set out in the Council's Local Development Scheme.

AGREED SUPPORT REQUIREMENTS / PROGRAMMING IMPLICATIONS:

To be confirmed.

FINANCE / S151 COMMENTS:

Arrangements are underway to identify any internal service support requirements, and to address programming.