



Budget and Finance Overview and Scrutiny Committee

Tuesday 4 December 2012 at 7.30 pm

Committee Room 3, Brent Town Hall, Forty Lane,
Wembley, HA9 9HD

Membership:

Members

Councillors:

Hopkins (Chair)
A Choudry (Vice-Chair)
Brown
S Choudhary
Naheerathan
HB Patel
Ketan Sheth
Van Kalwala

first alternates

Councillors:

Ashraf
Chohan
Green
Chohan
McLennan
BM Patel
Denselow
Allie

second alternates

Councillors:

Cummins
Moloney
Lorber
Moloney
Oladapo
HM Patel
Gladbaum
Daly

For further information contact: Bryony Gibbs, Democratic Services Officer
020 8937 1355, bryony.gibbs@brent.gov.uk

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www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Deputations (if any)	
3 Minutes of the previous meeting	1 - 6
4 Matters arising (if any)	
5 Children and Families	
A presentation will be provided to the committee by the Director of Children and Families updating Members on the current budget issues facing the service.	
6 One Council Programme	7 - 16
This report provides an update to the Budget and Finance Overview and Scrutiny Panel on the One Council Programme and the way it fits in with the Medium Term Financial Strategy.	
7 Budget Update	
The Deputy Director of Finance will present an update to the committee on the current budgetary position.	
8 Any Other Urgent Business	
Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.	
9 Date of Next Meeting	
The next scheduled meeting of the committee is on 15 January 2013.	



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- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
- Catering facilities can be found on the first floor near the Paul Daisley Hall.
- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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MINUTES OF THE BUDGET AND FINANCE OVERVIEW AND SCRUTINY COMMITTEE **Thursday 15 November 2012 at 7.30 pm**

PRESENT: Councillor Hopkins (Chair), Councillor A Choudry (Vice-Chair) and Councillors S Choudhary, Gladbaum (alternating for Sheth), Naheerathan, HB Patel and Van Kalwala

Also present: Councillors Butt and Moher

1. Declarations of pecuniary interests

None

2. Deputations (if any)

Three deputations had been received which the Committee agreed to hear. The Chair explained that the purpose of the Committee was to scrutinise and that only the Executive and Full Council had decision making powers.

Martin Francis was invited to make his deputation. He felt that no councillor would have stood for election with the intention to make cuts that would be to the detriment of the people of Brent. He thought the cuts were an ideological attack on local government and needed to be managed. He drew attention to Councillor Butt's statement of protecting the integrity of the budget as a priority, but felt that managing cuts that would harm services was a contradiction of this priority. Martin Francis felt that this would lead to impossible choices being made which would harm the most vulnerable in society and queried whether the Council should even be making these choices and in effect be 'cutting off its own limbs'. Instead of a budget set in line with cuts and funding available, a needs based budget should be designed to protect the needs of the people of Brent, publicised and support gained from other Councils to take a stand against the cuts.

Graham Durham was invited to make his deputation. He drew the Committee's attention to an article in the Guardian highlighting the loss of spending per person over the past three financial years. The average loss for Labour controlled councils was £107 per person, £38 per person for a Liberal Democrat led Council and £36 per person for a Conservative led Council. He felt that the statistics showed a class based attack on Councils. Out of 326 Councils, the majority of worst off Councils were Labour led, with Hackney losing the most per person of £266, compared to North Dorset only losing £2.70 per person. Graham Durham explained that Brent was on the front page for worst hit losing £120.21 per person due to the coalition cuts and with 29.9% of children living in poverty. He queried why a Labour Council were sending some of its poorest families to Hastings and being an initiator of the coalition's class based cuts against the poor.

Isabelle Counihan was invited to speak. She highlighted to the Committee the precarious position her family were in, namely that they were homeless and felt victims of social cleansing. She continued to explain that she and her children were

born and raised in Brent, her husband earned £400 per week as a bus driver, they paid their taxes and due to being left a piece of land that earned £18 a week, were no longer eligible for housing benefit. Isabelle Counihan felt that prior to the Localism Bill there was a disincentive for Local Government to invest in social housing which has subsequently led to the Council now being unable to house 1000's of families and potentially moving them out of the borough. It was explained that if her family remained homeless, the children would be placed in foster care at the expense of the Council, and in particular one of the children was autistic and would require specialist care which could exceed the cost of housing the family. She queried how the Council justified borrowing £102m for a new civic centre when the Counihan family had been made homeless twice in the past two weeks at 24 hours' notice from their temporary accommodation. She highlighted the support she had received from the residents of Kilburn and various groups, feeling that the priorities of the Council were skewed and should focus on providing local services for local people.

3. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 9 October 2012 be approved as an accurate record of the meeting.

4. **Matters arising (if any)**

The Chair informed the Committee that a monthly budget update would be received for each service and be available shortly.

5. **Adult Social Care**

The Director of Adult Social Services, Alison Elliott, gave a presentation highlighting the current budget position and the pressures the budget was facing. The service was organised into six divisions with a net budget of £90.75m, 375 permanent FTE members of staff and 54 vacancies. She explained that there was currently a £500,000 overspend which was due to historical pressures from children's transition to adulthood and since April, a transition service had been developed to prepare children with disabilities from the age of 14 to reduce demand. A savings target of £250,000 had been given to each Head of Service and savings were being achieved to date by a one off Secretary of State ruling which had helped reduce pressures as well as the freezing of the learning and development budget. A detailed breakdown of the budget for each service area was provided and it was highlighted that an increase in senior management costs appeared on the budget due to all senior management costs being brought into one budget line. Additionally it was noted that two senior manager posts were interim due to their roles not being required in the future. Alison Elliott informed the Committee that £13.42m savings had been made to date which was largely due to efficiencies in the procuring of services and the ability to have greater buying power through the West London Alliance.

The Chair reminded members of the public of the conduct that should be adhered to at a public meeting of the Council.

The Director of Adult Social Services explained that the way services were delivered had been transformed with a more personalised approach to allow greater choice and control. It was noted that savings continued to be made through the One Council programme as well as through efficiencies in procuring services. The reablement service had been designed to help residents regain their independence and reduce their reliance of services and allow greater control over their lives. Alison Elliott highlighted that there had been a slight increase in numbers for residential care however the cost per unit had been reduced. This was similar across various services provided and was due to the ability to procure services at a lower cost, however there were concerns that this would not be sustainable in the future.

The Director of Adult Social Services highlighted that the budget pressures going forward included; the ability to commission services at a lower rate, increase in demand and the ability to collect income from increased demand on service use. These pressures were being faced in a growing population and complexity with the recognised need to sustain reduced care costs.

During discussion it was explained that the services currently provided did not focus on prevention or early intervention due to the eligibility threshold being set at substantial and critical need. Through working with partners such as the NHS and with the public health service transferring to local Councils in April 2013, early intervention could be developed and an enhanced reablement pilot started last week. This pilot is to help elderly people with complex needs regain independence. It was clarified that non staff costs related to services that were procured opposed to staff costs which were for occupational therapists etc. It was explained that the Council was hoping to implement a living wage to Brent and discussions with contractors were taking place. Currently £13 per hour on average was paid to providers but it was expected that to provide staff with the living wage could cost the Council up to £5m however work was on-going with providers to find a solution. It was explained that the reliance on agency staff had been reduced due to permanent posts being recruited and a projected agency spend of £1.9m in 2012/13 compared to £4.5m in 2010/11. Currently one consultant was employed although this was for the West London Alliance and was recharged to them. It was explained that the indirect costs had been reduced due to the number of buildings reducing however an increase was expected due to the increase in fuel costs etc. It was noted that the domiciliary care numbers had reduced due to the reablement services promoting independence. Members queried how costs compared to other Councils. It was explained that the costs would be very similar across West London Boroughs due to the buying power enabled through the West London Alliance however information for other boroughs was not available. The Director of Adult Social Services concluded that she was confident that the budget for this year would come in on target. The team remained committed to delivering the best services for Brent despite a shrinking budget and recognised the need to think and deliver services differently to protect the most vulnerable.

RESOLVED:-

that the presentation be noted

6. First Reading Debate

The Deputy Director of Finance, Mick Bowden gave a presentation providing an update on the current economic situation and the budget. It was highlighted that the initial economic projections and revised projections in 2012 provided by OBR were optimistic. At the end of quarter one, a projected overspend of £2m was forecast but following actions undertaken by departments, a £0.1m underspend was expected. This was partially due to one off savings and grants being released however departments continued to face budget pressures. It was highlighted that audit had remarked on the improved financial resilience of the Council due to the increased reserves which were to be increased at a risk assessed level. Mick Bowden highlighted the budget gap and pressures facing the Council based on the assumptions of the medium term financial strategy showed a £7.5m gap in 2015/16. These assumptions included an increase in council tax of 3.5%, savings through the One Council programme and existing planned savings.

The Deputy Director of Finance informed the Committee that the Autumn Statement will take place later than usual with the announcement expected on 5 December 2012 and the provisional local government settlement by the 20 December 2012. The council tax freeze grants were highlighted as one off funding streams however the details of the freeze grant for 2013/14 (around £800,000 for the next two financial years) were still awaited. Mick Bowden also identified several changes to funding including; top-slicing of the Early Intervention Grant - £4m Academies - £7m, the census - £4m and council tax surplus – £1.8m (one off). It was noted that government's assessment of Brent's population rose from around 250,000 to 311,000 and depending on the figures used by central government, would have a great impact on the budget.

Various uncertainties and risks were highlighted to the 2013/14 budget including further changes to central government, housing benefit subsidy regime/temporary accommodation and one council savings. The Deputy Director of Finance highlighted the timescale in the decision making process and in particular decisions to be taken by the Council and Executive prior to the settlement announcement and those to be taken after, including the council tax base and council tax level. He concluded that the focus and consideration needed to be given to the long term challenges facing the Council as well as a flexible approach to address the pressures facing the budget for 2013/14.

During queries from the members it was clarified that Adult Social Services and Children and Families had faced large overspends in quarter one but due to management action, including one off savings and funding streams, the overspend had been reduced. It was explained that although it appeared to have been reduced in a short space of time, the figures were projected end of year figures against actions being undertaken and that were still being implemented. Members requested that a similar monthly update on the budget was provided and that all items were reported accurately, as well as accruals and exceptional items being relevant to the current financial year to ensure a robust budget setting. It was noted that council tax was collected on behalf of the GLA and the Council and an assumption was made during the budget setting process on the collection rate which may or may not create a deficit for the next financial year. It was noted that a surplus of council tax had been collected and the 2013/14 budget would start with a surplus. It was noted that it was still unclear the level of income to be achieved due to the introduction of the new community infrastructure levy but it was anticipated that this would become clearer as the new arrangements bedded down.

RESOLVED:-

- (i) that the presentation be noted
- (ii) that a monthly budget update presentation be given

7. Any Other Urgent Business

None

8. Date of Next Meeting


The next Budget and Finance Overview and Scrutiny Committee will take place on 4 December 2012.

The meeting closed at 9.00 pm

A HOPKINS
Chair

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ITEM NO:

	<p>Budget and Finance Overview & Scrutiny Committee 4th December 2012</p> <p>Report from the Director of Strategy, Partnerships & Improvement</p>
<p>Wards Affected: ALL</p>	
<p>One Council Programme Finances</p>	

1.0 Summary

- 1.1 This report provides an update to the Budget and Finance Overview and Scrutiny Panel on the One Council Programme and the way it fits in with the Medium Term Financial Strategy.
- 1.2 The One Council Programme, which was launched in 2009, is designed to fundamentally change the way the council carries out its business. Its initial target was to deliver savings of £50m anticipated over 4 years, but the funding settlement, following the Comprehensive Spending Review in 2010, meant that the target for savings over the four year period was revised upwards to between £90m and £100m.
- 1.3 The aim of the One Council Programme is to significantly improve the way the council organises itself and delivers services, whilst limiting the impact of budget reductions on Brent residents. The Programme provides a robust framework to deliver complex change quickly and effectively.
- 1.4 Overall the Programme delivered financial benefits of £11.7m in 2010/11 and a further £29.5m in 2011/12, leading to cumulative benefits of £41.2m per annum from the end of 2011/12. The forecast of additional financial benefits for 2012/13 is £13.4m, which will take cumulative benefits to £54.6m per annum. By 2014/15, cumulative benefits are budgeted at £77.9m per annum.
- 1.5 This report addresses the financial benefits and costs of the One Council Programme. The separate report on the One Council Overview and Scrutiny

Committee agenda on 5th December addresses progress on delivery of the Programme and non-financial benefits.

2.0 Recommendations

- 2.1 Budget and Finance Overview & Scrutiny Committee is asked to note and consider the contents of this report.

3.0 The One Council Programme

- 3.1 The One Council Programme is the approach the council takes to delivering organisational efficiency and service improvement as part of the council's overall Corporate Strategy. It is designed to target reduction in the operating costs of the council while minimising the impact on front line services to the public.
- 3.2 A diagram showing the current Programme and proposed new projects in the Programme is attached as Appendix 1. The Programme consists of cross council projects, single directorate and multi-directorate projects, and partnership projects.
- 3.3 Appendix 2 includes details of the current monitoring position on financial benefits of the Programme against the Programme's base year (2010/11). Appendix 3 shows the savings in 2013/14 and beyond against the 2012/13 base budget. Appendix 4 shows the costs of the Programme.
- 3.4 The following sections of this report cover:
- a. Section 4 - One Council financial benefits in 2012/13
 - b. Section 5 - One Council financial benefits from 2013/14 onwards
 - c. Section 6 – One Council Programme costs.

4.0 One Council Programme financial benefits in 2012/13

- 4.1 Forecast One Council financial benefits by the end of 2012/13 are £54.648m.
- 4.2 Examples of financial benefits that have been delivered through the Programme include:
- a. Structure and Staffing reviews: £14.5m per annum
 - b. Review of Employee Benefits: £2.9m per annum
 - c. Future Customer Services: £1.5m per annum
 - d. Strategic Procurement: savings of £2.1m per annum plus a further £6m per annum through cost avoidance (in addition to amounts delivered within service budgets)
 - e. Income maximisation: £4.4m per annum
 - f. Process reviews in services: £1.9m per annum in Revenues and Benefits, £0.9m per annum in Housing Needs (with a further £0.4m from 2013/14), and £1.2m per annum from the Adult Social Services Customer Journey
 - g. Commissioning in social care and related services: £5.9m per annum in Adults' Commissioning, £1.8m per annum from Supporting People (with a further £1.6m per annum from 2013/14), and £1m per annum from cost avoidance in children's social care

- h. Changing models of service provision: waste and street cleansing service - £2.8m per annum; learning disability day services - £1.1m per annum; libraries - £0.8m per annum; School Improvement Services - £0.7m per annum (with a further £0.6m per annum from 2013/14)
- i. Structural and policy changes to minimise additional costs: new model of delivery for children with disabilities transitioning to adult life and policy changes to reduce additional costs of temporary accommodation.

4.3 Forecast financial benefits of £54.648m by 2012/13 are £1.111m short of budgeted benefits of £55.759m. The reasons for this variance are as follows:

- a. Future Customer Services – a part-year saving of £55k was included for implementation of the Digital Post Room in the budget for 2012/13. In practice these savings are now incorporated in the Realignment of Corporate and Business Support project and therefore will no longer be achieved through the Future Customer Services project. There is a full year shortfall of £110k from 2013/14 onwards.
- b. Review of Employee Benefits – there is a £379k shortfall against budgeted savings in 2012/13. There are two main reasons for this. First, the implementation of the core contract is from January 2013 so there are only part-year savings from changes introduced as part of it. Second, there is a shortfall in the amount that can be taken out of budgets for reductions in overtime. There is a full year shortfall of £242k from 2013/14 onwards.
- c. Waste and Street Cleansing – there is a forecast £560k shortfall in the saving from the waste and street cleansing project. The budget included very challenging targets on waste reduction (from 103,000 tonnes in 2011/12 to 97,000 tonnes in 2012/13). Whilst tonnages have come down, the reduction has been less than targeted. In addition, achievement of savings was affected by temporary closure of the Seneca waste site in Hannah Close. Higher than targeted tonnages, combined with the effect of increases in landfill tax (going up from £64 per tonne in 2012/13 to £72 per tonne in 2013/14), are forecast to impact on savings from the One Council Programme from 2013/14 onwards. At present the shortfall against targeted savings from 2013/14 onwards is estimated at £871k.
- d. Transitions to Adult Life – there is in-built budget growth as children with disabilities transition to adult life. The introduction of new arrangements for transitions – including the setting up of a transitions team for 14-25 year olds - was intended to reduce the growth required and £550k was taken out of provision for growth on this basis. The new team became operational in March 2012 and it was an ambitious target that savings would be delivered in 2012/13. In practice this has not been achieved.
- e. One Print – there is a saving of £433k from this project in 2012/13. This saving has been used to partially offset the shortfalls listed above.

5.0 One Council Programme financial benefits from 2013/14 onwards

5.1 Appendix 3 shows the One Council financial benefits built in to the council's budget strategy from 2013/14 (the budgeted figures) and the current assessment of what will be delivered. All benefits in this appendix are measured against the 2012/13 base budget.

- 5.2 Overall, current One Council financial benefits built into the medium term financial strategy are £10.337m in 2013/14 and £22.095m by 2014/15. Delivery of these financial benefits is through:
- a. Realignment of Corporate and Business Support in advance of the move to the Civic Centre;
 - b. Significant procurement activity tied in with service remodelling: Parking, Highways Operations, Public Realm, Supporting People;
 - c. Managing down cost of supplies across the organisation through improved procurement systems and capacity;
 - d. Managing down demand through the Waste Management project, the on-going impact of the changes to the Transitions Service, and policy responses to welfare reform;
 - e. Fundamental change to service provision working in partnership with others – integration of Health and Social Care and Working with Families;
- 5.3 Officers have been reviewing the One Council Programme financial assumptions and have identified a forecast shortfall of £1.029m in 2013/14, rising to £2.371m by 2014/15. The following measures are being looked at to address the gap:
- a. Procurement - There is currently £800k included for procurement savings in 2013/14 which has not been allocated to specific services with a further £1.5m for 2014/15. A list of potential savings which can be set against these items has been identified but not fully quantified. At present we are assuming no additional procurement savings over and above amounts already allocated to projects (including parking, highways operations, public realm, supporting people, and children's placement savings within Working with Families).
 - b. Waste – paragraph 4.3(c) above set out reasons why there is a potential shortfall of £871k in 2013/14 against target savings/cost avoidance for waste. A number of measures are being taken to address this potential shortfall as part of the Improving Waste Management project. The aim of these is to further reduce the amount of waste households produce and increase recycling. The council is also tendering disposal of dry recyclables in order to reduce gate fees paid when disposing of recyclables. At present the full £871k shortfall has been built into forecasts.
 - c. Realignment of Corporate and Business Support – currently a £1m per annum saving from review of business support and a further £1.5m per annum saving from corporate support services is included. Further work is being carried out to identify whether this project could deliver additional savings from corporate support areas.
 - d. All other projects are subject to on-going review to identify additional opportunities for savings.
- 5.4 The most significant risk areas are as follows:
- a. Health and Social Care Integration – a saving of £2.2m has been included from 2014/15 for this project on the basis of analysis carried out when the original business case was developed. Discussions with health

colleagues are continuing and officers are confident that significant financial savings will be achieved if integration goes ahead. This still remains an uncertain area. Alternatives for delivering the savings, should the integration not go ahead, are being reviewed.

- b. Working with Families – a total saving of £900k is forecast for 2013/14 with a further £1.1m from 2014/15. These savings are a combination of:
- measures being taken in conjunction with the West London Alliance to reduce the cost of social care placements;
 - the impact of additional Family Support workers, funded from the government's Troubled Families initiative, on number of children going into care; and
 - a review of aligned services that support children in need aimed at ensuring they work more efficiently and effectively both to deliver savings and target the needs of young people at risk. The saving originally intended to come from the review of services for young people is now incorporated within the overall Working with Families saving so that can be part of a more strategic review of how aligned services collectively can best meet the needs of children and young people in the borough.

Whilst the council has successfully reduced the number of children in care and ensured that total costs of children in the care system have not increased, it is not possible at this stage to fully assess the impact of improved early help services on care costs. Target savings from this element of the project are therefore ambitious and will need to be closely monitored.

- c. Housing Needs policy – one strand of the Housing Needs project, which delivered £1.3m full year savings from review of the Housing Needs function, was to develop policies to minimise the impact of the increasing cost of temporary accommodation to the borough. To reflect this, growth allowed in budget projections for increased costs of housing homeless people was reduced from £1m per annum to £500k per annum and this was shown as cost avoidance within the One Council Programme. This has been overachieved in 2012/13 and the council is now projecting a £500k underspend in 2012/13 on its temporary accommodation budget. However, the impact of welfare reform means there is going to be significant pressure on this budget in 2013/14 and beyond. Whilst policy changes that have been implemented will reduce the impact of these changes, in practice there are likely to be significant additional costs to the council as a result of government policy changes. These additional costs are currently being reviewed.

6.0 One Council Programme costs

- 6.1 Appendix 4 shows the costs of the One Council Programme. Total costs in the current year are estimated at £3.870m with the largest costs being the implementation of new Finance, Procurement, HR and Payroll systems as part of Project Athena and costs of preparing for the move to the Civic Centre. The council's budget projections include funding of £2.870m in 2013/14 and £1.870m in 2014/15 to meet the costs of the Programme.

7.0 Financial implications

- 7.1 There are no additional financial implications other than those set out in the body of the report.

8.0 Legal Implications

- 8.1 There are no legal implications from this report.

9.0 Diversity Implications

- 9.1 The equality and diversity implications at a project level vary with the nature of each project and its objectives. The Programme Management Office continue to maintain oversight of individual project assessments and a number of completed Equality Impact Assessments, are now available for general viewing on the Brent Council website.
- 9.2 An initial assessment of the overall impact of the Programme has also been completed by the Programme Management Office, and was reviewed by the One Council Programme Board early in 2012/13.

10.0 Staffing/Accommodation Implications

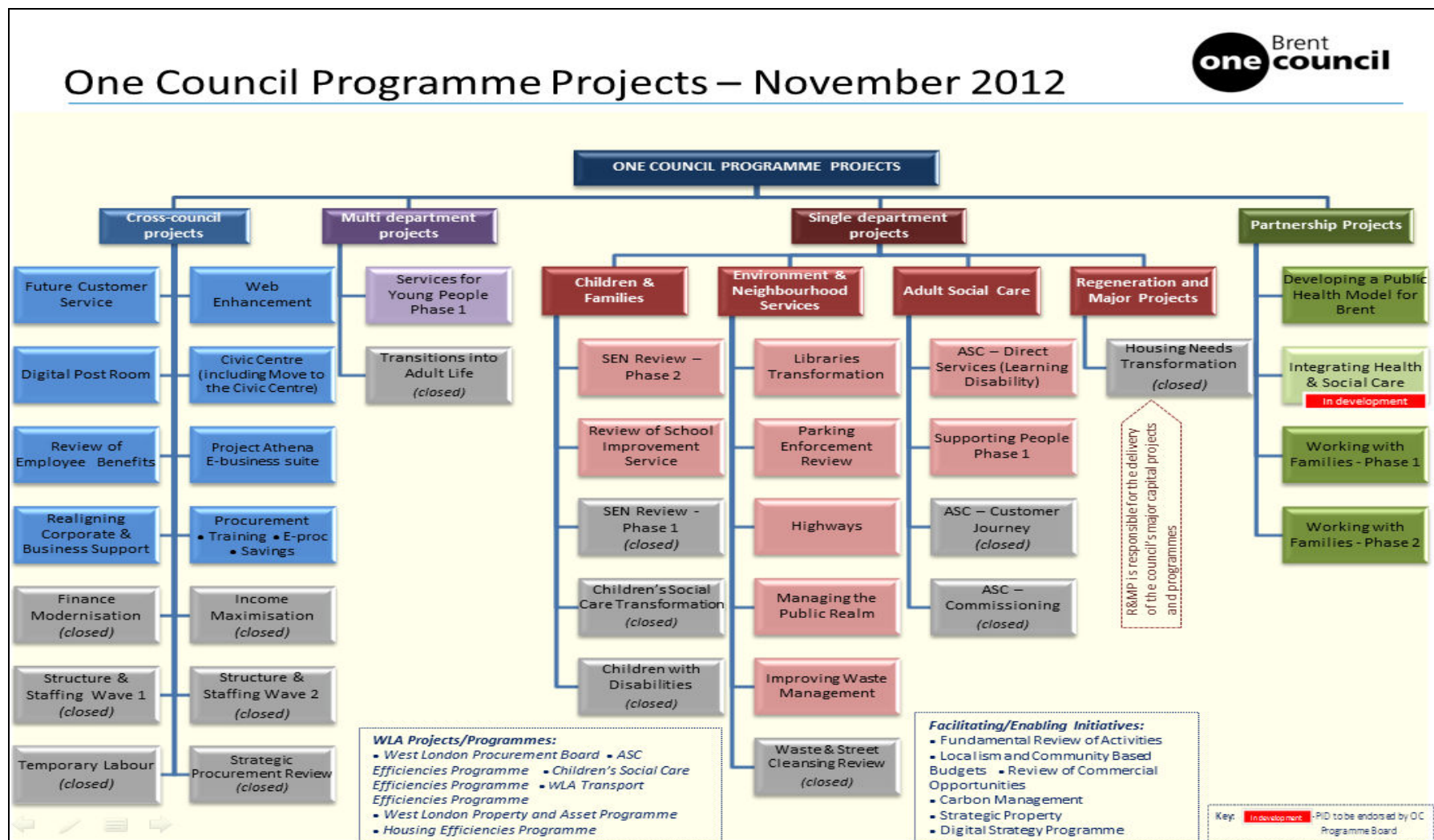
- 10.1 None

Background Papers

Contact Officers

Phil Newby
Director - Strategy, Partnerships & Improvement

Peter Stachniewski
Head of One Council Programme



Appendix 2 – One Council Programme financial benefits against 2010/11 baseline

ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - AGAINST THE 2010/11 PROGRAMME BASELINE								
(NET OPERATIONAL SAVINGS)	Saving/ cost avoid	2010/11 Actual £'000	2011/12 Actual £'000	2012/13 Budget Forecast £'000 £'000		Variation £'000	2013/14 Budget £'000	2014/15 Budget £'000
Cross-cutting projects								
Structure and Staffing	Saving	6,591	13,770	14,468	14,468	0	14,468	14,468
Review of employee benefits	Saving	1,000	2,035	3,239	2,860	-379	3,239	3,239
Future Customer Services	Saving	0	686	1,496	1,441	-55	1,634	1,634
Finance Modernisation	Saving	400	1,505	1,505	1,505	0	1,505	1,505
Realignment of Corporate and Business Support	Saving	0	0	0	0	0	1,500	2,000
One print project	Saving	0	0	0	433	433	450	600
Strategic Property Review -	Saving	496	681	1,211	1,211	0	676	676
Strategic Procurement - savings	Saving	1,249	2,147	2,147	2,147	0	2,947	4,447
Strategic Procurement - cost avoidance	Cost avoid	0	3,000	6,000	6,000	0	9,000	12,000
Income Maximisation	Saving	213	4,355	4,355	4,355	0	4,355	4,355
Recruitment advertising	Saving	150	150	150	150	0	150	150
Cross-cutting projects total savings		10,099	28,329	34,571	34,570	-1	39,924	45,074
Service projects								
Benefits	Saving	560	708	708	708	0	708	708
Revenues	Saving	0	1,200	1,200	1,200	0	1,200	1,200
Housing Needs Transformation - process	Saving	0	18	950	950	0	1,300	1,300
Housing Needs Transformation - policy	Cost avoid	0	0	500	500	0	1,000	1,500
Waste and street cleansing - budget savings	Saving	42	1,595	2,952	2,392	-560	2,952	2,952
Waste and Street Cleansing - cost avoidance	Cost avoid	0	0	446	446	0	1,119	1,866
Public realm - contract in 2014	Saving	0	0	200	200	0	200	1,515
Libraries	Saving	0	317	816	816	0	816	816
Parking contract	Saving	0	11	277	277	0	588	588
Highways operations	Saving	0	0	300	300	0	200	200
Environment Regulatory Services	Saving	0	0	50	50	0	100	150
Adults Customer Journey	Saving	988	1,165	1,165	1,165	0	1,165	1,165
Adults Direct Services	Saving	0	635	1,068	1,068	0	1,068	1,068
Adults Commissioning	Saving	0	4,941	5,866	5,866	0	5,866	5,866
Supporting People	Saving	0	1,200	1,800	1,800	0	3,400	3,400
Health and Social Care Integration	Saving	0	0	0	0	0	0	2,200
Transitions to Adult Life	Cost avoid	0	0	550	0	-550	500	1,000
Children with Disabilities	Saving	0	0	60	60	0	60	60
Children's Social Care	Cost avoid	0	1,035	1,050	1,050	0	1,050	1,050
Working with Families	Saving	0	0	0	0	0	1,000	2,034
SEN and adults transport	Saving	0	0	380	380	0	480	580
School Improvement Service	Saving	0	0	700	700	0	1,250	1,412
Traded Services to Schools	Saving	0	0	150	150	0	150	150
Service projects total savings		1,590	12,825	21,188	20,078	-1,110	26,172	32,780
Cross-cutting project total		10,099	28,329	34,571	34,570	-1	39,924	45,074
TOTAL PROGRAMME SAVINGS		11,689	41,154	55,759	54,648	-1,111	66,096	77,854

Appendix 3 – Comparison of future years' benefits against 2012/13 budget

ONE COUNCIL PROGRAMME OPERATIONAL BENEFITS - FUTURE YEARS COMPARED AGAINST 2012/13 BUDGET							
(NET OPERATIONAL SAVINGS)	Saving/ cost	2013/14		Variation £'000	2014/15		Variation £'000
	avoid	Budget £'000	Forecast £'000		Budget £'000	Forecast £'000	
Cross-cutting projects							
Review of employee benefits	Saving	0	-242	-242	0	-242	-242
Future Customer Services	Saving	138	28	-110	138	28	-110
Realignment of Corporate and Business Support	Saving	1,500	2,000	500	2,000	2,500	500
One print project	Saving	450	494	44	600	702	102
Strategic Property Review -	Saving	-535	-535	0	-535	-535	0
Strategic Procurement - savings	Saving	800	0	-800	2,300	0	-2,300
Strategic Procurement - cost avoidance	Cost avoid	3,000	3,000	0	6,000	6,000	0
Cross-cutting projects total savings		5,353	4,745	-608	10,503	8,453	-2,050
Service projects							
Housing Needs Transformation - process	Saving	350	350	0	350	350	0
Housing Needs Transformation - policy	Cost avoid	500	500	0	1,000	1,000	0
Waste and Street Cleansing - cost avoidance	Cost avoid	673	-198	-871	1,420	549	-871
Public realm - contract in 2014	Saving	0	0	0	1,315	1,315	0
Parking contract	Saving	311	311	0	311	311	0
Highways operations	Saving	-100	450	550	-100	450	550
Environment Regulatory Services	Saving	50	50	0	100	100	0
Supporting People	Saving	1,600	1,600	0	1,600	1,600	0
Health and Social Care Integration	Saving	0	0	0	2,200	2,200	0
Transitions to Adult Life	Cost avoid	-50	-50	0	450	450	0
Working with Families	Saving	1,000	900	-100	2,034	2,034	0
SEN and adults transport	Saving	100	100	0	200	200	0
School Improvement Service	Saving	550	550	0	712	712	0
Service projects total savings		4,984	4,563	-421	11,592	11,271	-321
Cross-cutting project total savings		5,353	4,745	-608	10,503	8,453	-2,050
TOTAL PROGRAMME SAVINGS		10,337	9,308	-1,029	22,095	19,724	-2,371

Appendix 4 – One Council Programme costs

ONE COUNCIL PROGRAMME COSTS						
	2010/11	2011/12	2012/13	2013/14	2014/15	Total
(COSTS)	Actual	Actual	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Cross-cutting projects						
Review of Employee Benefits	0	0	40	0	0	40
Move to Civic Centre	0	215	582	365	0	1,162
Future Customer Services	173	657	171	0	0	1,001
Web enhancement	0	41	293	0	0	334
Digital post-room	0	0	224	0	0	224
Strategic Procurement Review	795	185	110	0	0	1,090
Project Athena	0	50	1,225	526	0	1,801
Realigning Corporate and Business Support	0	16	165	0	0	181
Service projects						
Transitions into adult life/CWD	0	24	6	0	0	30
Integration of Public Health	0	15	65	0	0	80
Parking	0	0	84	0	0	84
Improving the Public Realm	0	6	150	200	150	506
Health and Social Care Integration	46	101	139	36	0	322
Services to Young People	0	0	82	0	0	82
Working with Families- <i>project costs</i>	0	16	300	0	0	316
Working with Families- <i>other costs</i>	0	0	705	910	240	1,855
Working with Families- <i>government funding plus other contributions</i>	0	0	-1,005	-910	-240	-2,155
Other costs						
Projects completed before 12/13	2,372	508	0	0	0	2,880
One Council PMO	876	361	370	370	370	2,347
Communications	28	0	75	10	0	113
Enabling fund	0	0	89	1,363	1,350	2,802
TOTAL PROJECT AND PROGRAMME DELIVERY	4,290	2,195	3,870	2,870	1,870	15,095
Less: Costs met within service budgets	876	361	370	370	370	2,347
DELIVERY COSTS MET BY THE ONE COUNCIL PROGRAMME	3,414	1,834	3,500	2,500	1,500	12,748