

2011-2015 FINANCIAL PLAN CHANGE IMPROVEMENT AND EFFICIENCY PROGRAMME 2011-12

	Original Business Case Number	2011/12 Plan £	Status July	Status October	Current Status December	Direction of travel Oct-December
2011 - 2015 Change, Efficiency and Improvement Strategy						
Savings						
Building Schools for the Future		-483,000	Green	Green	Green	←---→
Strain on the Fund Savings (Pre 2010 Leavers)		-1,249,000	Green	Green	Green	←---→
Vacancy Target		-3,858,000	Amber	Amber	Amber	←---→
Charge to Capital for Relevant Staff Support Costs		-1,200,000	Green	Green	Green	←---→
Containment of Inflation within Service Budgets		-1,000,000	Amber	Amber	Amber	←---→
Economy and Employment		-500,000	Green	Green	Green	←---→
Interest on Balances		-100,000	Green	Green	Green	←---→
		<u>-8,390,000</u>				
<u>Tyne and Wear Joint Service Budgets</u>						
Traffic and Data Unit		425				
Traffic Signals Group		0				
Policy Support Unit		-670				
Soils and Materials Laboratory		-1,332				
Trading Standards		-601				
County Wide Research Team		-6,000				
Residuary Body Pensions		-907				
		<u>-9,085</u>	Green	Green	Green	←---→
Total Savings		-8,399,085				
Change, Efficiency and Improvement Strategy - 2011/12						
Chief Executives Office						
Policy and Performance						
<u>Service Efficiencies</u>						
Review of Policy & Performance teams	3	-75,660	Green	Green	Green	←---→
Centralisation of Policy and Performance Teams	a2	-40,000	Amber	Amber	Amber	←---→
Review of Grants to Voluntary Organisations	5 and 5r	-95,000	Green	Green	Green	←---→
Non Renewal of Performance Plus	3	-15,000	Green	Green	Green	←---→
<u>Income Generation</u>						
Increased rent from lettings policy to Community Voluntary Sector	4	-30,000	Amber	Amber	Amber	←---→
<u>Day to Day Efficiencies</u>						
Review of supplies & services for Community Safety Team	3	-49,000	Green	Green	Green	←---→
Review of Corporate Subscriptions	a4	-10,000	Green	Green	Green	←---→
<u>Cross Cutting Efficiencies</u>						
Reduction in payment of personal subscriptions to professional bodies	new	-3,906	Green	Green	Green	←---→
Communications						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Rationalise use of Widening Horizons and savings from re-tender process	2	-10,000	Green	Green	Green	←---→
Review of Print Management in Quadrant	F9	-50,000	Green	Green	Green	←---→
Corporate Review of Printing & Stationery	Fa4	-50,000	Green	Green	Green	←---→
Corporate Review of Marketing & Communications	a1	-50,000	Amber	Amber	Amber	←---→
Cease production of Council's A-Z	2	-25,000	Green	Green	Green	←---→
<u>Day to Day</u>						
Bring all photography in house	2	-10,000	Green	Green	Green	←---→
Do not renew sitemorse (internet development tool)	2	-6,000	Green	Green	Green	←---→
<u>Income Generation</u>						
Increase advertising income	2	-20,000	Red	Red	Red	←---→
<u>Senior Management Restructure</u>	C A10	-91,836	Green	Green	Green	←---→

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Human Resources						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Restructure Human Resources Team	1	-226,000	Green	Green	Green	←---→
Review of Business Support Service	f6	-56,584	Green	Green	Green	←---→
Centralise Training & Development	a3	-100,000	Amber	Green	Green	←---→
Review Human Resources Training Budget	1	-10,000	Green	Green	Green	←---→
<u>Cross Cutting Efficiencies</u>						
Terms & Conditions - agency, overtime and additional hours	C a4	-410	Amber	Amber	Green	↑
Reduction in payment of personal subscriptions to professional bodies	new	-752	Green	Green	Green	←---→
<u>Senior Management Restructure</u>	C A10	-109,547	Green	Green	Green	←---→
Legal Governance and Commercial						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Restructure Democratic Support	10	-60,000	Green	Green	Green	←---→
Review of Legal, Democratic and Commercial Services	a5	-50,000	Green	Green	Green	←---→
Restructure Members Support	11	-40,000	Green	Green	Green	←---→
Rationalisation of Business Support to Legal, Governance and Commercial Services	a8	-40,000	Green	Green	Green	←---→
Restructure Strategic Partnerships/Strategic Projects team	7	-77,000	Green	Green	Green	←---→
Review Members Training	a3	-10,000	Green	Green	Green	←---→
Reduction in the use of consultants	8	-130,000	Green	Green	Green	←---→
Legal Services vacancy and supplies & services	12	-34,461	Green	Green	Green	←---→
<u>Day to Day</u>						
Review legal fees	13	-25,000	Amber	Green	Green	←---→
Computer equipment	13	-2,000	Green	Green	Green	←---→
Reduce fees general	13	-5,000	Green	Green	Green	←---→
Travel & Subsistence	13	-10,000	Amber	Green	Green	←---→
<u>Income Generation</u>						
Registrar's additional income from Nationality Checking	9	-40,000	Green	Green	Green	←---→
Additional Management Fee Strategic Partnership Team	14	-200,000	Green	Green	Green	←---→
<u>Cross Cutting Efficiencies</u>						
Terms & Conditions - agency, overtime and additional hours	C a4	-3,706	Amber	Amber	Green	↑
Reduction in payment of personal subscriptions to professional bodies	new	-586	Green	Green	Green	←---→
Chief Executive						
<u>Service Efficiencies</u>						
Senior Management Arrangements - Chief Executive	C a10	-100,000	Green	Green	Green	←---→
Development and Regulatory						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Development Strategy & Planning Restructures to reflect revised delivery models	6	-285,000	Green	Green	Green	←---→
<u>Income Generation</u>						
Residents Car Parking Permits	a7	-50,000	Green	Green	Green	←---→
<u>Cross Cutting Efficiencies</u>						
Terms & Conditions - agency, overtime and additional hours	C a4	-24,667	Amber	Amber	Green	↑
Reduction in payment of personal subscriptions to professional bodies	new	-2,244	Green	Green	Green	←---→
<u>Senior Management Restructure</u>	C a10	-272,506	Green	Green	Green	←---→
Chief Executives Office Total		-2,596,865				
Controllable Budget		16,125,494				

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Children, Young People and Learning Directorate						
Preventative and Safeguarding						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Reconfigure Targeted Youth Service, the Youth Offending Service and Substance Misuse Team N2L (Never Too Late) in order to deliver management efficiencies	23	-254,566	Green	Green	Green	←→
Reconfigure management arrangements for Children's Centre management & renegotiate services commissioned from Children's Centres	19 and a3	-368,500	Green	Green	Green	←→
Reduction in the number of Early Years Educators and Facilitators required in Children's Centres	18	-276,500	Green	Green	Green	←→
Premises savings due to transfer of Adoption/Fostering Services staff from Tynemouth Station to Wallsend Town Hall	20	-93,000	Green	Green	Green	←→
Reduced activities in central co-ordination of Extended Services	6	-95,833	Green	Green	Green	←→
Further maximisation of allowable recharge to grant	4	-74,506	Green	Green	Green	←→
Remodel Area Children's Teams with Family Support Team leading to reduced staff costs	17	-180,000	Green	Green	Green	←→
<u>Reduce Activity</u>						
Efficiencies within Youth Offending Service activities	23	-50,000	Green	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	C a4	-44,379	Green	Green	Green	←→
Reduction in payment of personal subscriptions to professional bodies	new	-2,472	Green	Green	Green	←→
Education, Skills and Innovation						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Re-structure Adult Learning Alliance deleting 2 Adult Learning Curriculum Managers	12	-64,580	Green	Green	Green	←→
Economy & Employment	a2	-150,000	Green	Green	Green	←→
Reconfigure the structure of the Youth and Connexions Service. Reduce teams to two which will result in a reduction of 2 team leader posts.	10	-106,000	Green	Green	Green	←→
Saving on accommodation costs due to relocation of 14-16 Construction Training	13	-17,000	Green	Green	Green	←→
Saving on accommodation costs due to relocation of Connexions staff (from offices at Silverlink)	13	-10,250	Green	Green	Green	←→
Reduction in overtime payments at Connexions	13	-3,750	Green	Green	Green	←→
Further maximisation of allowable recharge to grant	4	-74,506	Green	Green	Green	←→
Deletion of all Building Schools for the Future (BSF) budgets as they are no longer required following	9	-60,000	Green	Green	Green	←→
Re-structuring Adult Learning Alliance deleting vacant Enterprise Development Manager Post	12	-48,000	Green	Green	Green	←→
<u>Reduce Activity</u>						
Deletion of all Building Schools for the Future budgets as they are no longer required following cessation of BSF Programme	9	-190,000	Green	Green	Green	←→
Reduced expenditure in relation to Youth Opportunity Fund	16	-55,650	Green	Green	Green	←→
Reduced expenditure in relation to Positive Activities for Young People	16	-52,500	Green	Green	Green	←→
Reduced level of discount on Post 16 travel arrangements	15	-20,000	Green	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-45,481	Green	Green	Green	←→

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Reduction in payment of personal subscriptions to professional bodies	new	-2,320	Green	Green	Green	←→
<u>Senior Management Review</u>	C a10	-107,699	Green	Green	Green	←→
Access and Inclusion						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Reduction in 2 vacant trainee Education Psychology Posts	1	-61,000	Green	Green	Green	←→
Reduction in administration costs in Access & Inclusion	1	-13,500	Green	Green	Green	←→
Further maximisation of allowable recharge to grant	4	-74,506	Green	Green	Green	←→
<u>Reduce Activity</u>						
Review Transport Policy	2	-10,000	Amber	Green	Green	←→
Review Home to School Transport	a4	-50,000	Amber	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-10,310	Green	Green	Green	←→
Reduction in payment of personal subscriptions to professional bodies	new	-4,186	Green	Green	Green	←→
Commissioning and Resources						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Reduced infrastructure/staffing around Surestart	7	-107,416	Green	Green	Green	←→
Further maximisation of allowable recharge to grant	4	-74,506	Green	Green	Green	←→
Flexible Working Arrangements - reduced staff costs in Research & Intelligence Team	3	-25,589	Green	Green	Green	←→
<u>Reduce Activity</u>						
Young Mayor & Cabinet	a1	-5,000	Green	Green	Green	←→
<u>Income Generation</u>						
Increase level of fees and charges in Catering (including 20p increase in School Meals from 1 April 2011)	5	-280,000	Green	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-19,280	Green	Green	Green	←→
Children, Young People and Learning Directorate Total		-3,182,785				
Controllable Budget		24,701,454				
Community Services Directorate						
Adult Social Care						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiency</u>						
Transport savings	18	-90,000	Amber	Amber	Amber	←→
Productivity gain on the introduction of electronic management of homecare	29	-80,000	Amber	Amber	Amber	←→
Reprovide respite for Learning Disabilities	a5	-200,000	Amber	Amber	Amber	←→
Extra Care Savings - Provide care service externally	a4	-223,000	Amber	Amber	Amber	←→
Rationalise Norcraft on Rising Sun site	a6	-51,000	Green	Green	Green	←→
Externalise mental health day care services	44	-30,000	Green	Amber	Amber	←→
Commercial agreement for residential and nursing fees	32	-400,000	Amber	Green	Green	←→
Service Reviews in Supporting People - review of requirement for temporary accommodation and remodelling of services	55	-400,000	Green	Green	Green	←→

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Remodel Mental Health Services to make better use of Supporting People	55	-29,000	Green	Green	Green	←→
Remodel Learning Disability Services to make better use of Supporting People	55	-28,000	Green	Green	Green	←→
Care call - service review	20	-30,000	Amber	Amber	Amber	←→
Approved Mental Health Practitioner - flat rate per assessment	45	-20,000	Amber	Green	Green	←→
Review of Reablement service and Dorset House provision	26	-700,000	Amber	Green	Green	←→
Review cost of placements	41	-100,000	Green	Green	Green	←→
Equipment and adaptations -review of process	39	-15,000	Amber	Green	Green	←→
Review debt recovery procedures	25	-20,000	Green	Green	Green	←→
Extended use of Assistive Technology in Homecare	16	-20,000	Amber	Green	Green	←→
Day to Day Efficiency - VOICE						
Centralise benefits advice	25	-30,000	Green	Amber	Amber	←→
Income Generation						
Increase National Health Service proportion of funding of Loan Equipment store	39	-200,000	Amber	Amber	Green	↑
Increase income from training courses	58	-30,000	Amber	Green	Green	←→
Introduction of fairer contributions policy	31	-390,000	Green	Green	Green	←→
Reduce Activity						
Review Leisure Choices Services	42	-85,000	Green	Green	Green	←→
Review of Emergency Carers Service	a11	-55,000	Green	Green	Green	←→
Employment Support Team - function to be absorbed by social work team	a3	-143,000	Amber	Amber	Amber	←→
Review of Voluntary Organisations Service Level Agreements	a8	-90,000	Green	Green	Green	←→
Review of Carecall	a2	-25,000	Amber	Green	Green	←→
Review out of hours service	48	-24,000	Green	Green	Green	←→
Review contribution to the National Health Service for neuro rehabilitation	47	-70,000	Green	Green	Green	←→
Review short break/respite entitlement	51	-60,000	Amber	Green	Green	←→
Review Sensory Support Team	54	-38,500	Green	Green	Green	←→
Learning Disability Modernisation	40	-100,000	Green	Green	Green	←→
Cross Cutting						
Terms & Conditions - agency, overtime and additional hours	c a4	-131,676	Amber	Amber	Amber	←→
Reduction in payment of personal subscriptions to professional bodies	new	-4,835	Green	Green	Green	←→
Environmental Services						
Change, Efficiency & Improvement Strategy						
Service Efficiency						
Review Royal Quays Grounds Maintenance Contract	35	-10,000	Green	Green	Green	←→
Savings from review of the Emergency Planning Unit	50	-10,000	Green	Green	Green	←→
Appropriate charging for Grounds Maintenance	35	-120,000	Green	Green	Green	←→
Outsource burial service within bereavement services	64	-15,000	Green	Green	Green	←→
Move residual household waste to a 4 day per week service (retain weekly collection)	15	-150,000	Amber	Green	Green	←→
Review Security, Cleaning and Transport	53	-100,000	Green	Green	Green	←→
Outsource green waste collection labour	37	-10,000	Amber	Amber	Amber	←→
Reduce Activity						
Review of Management Structure - further reduce	17	-35,000	Green	Green	Green	←→
Review Campaigns	a20	-30,000	Green	Green	Green	←→
Review waste campaigns	a26	-20,000	Green	Green	Green	←→
Reduce number of environmental wardens	a21	-50,000	Amber	Green	Green	←→
Reduce floral displays	a22	-50,000	Amber	Green	Green	←→
Review of cleaning of Quadrant and other Admin Buildings	a27	-100,000	Amber	Green	Green	←→
Remove subsidy for garden care scheme	a23	-100,000	Green	Green	Green	←→

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Reduce frequency of grass cuts by one	35	-20,000	Green	Green	Green	←→
Review Graffiti Policy	36	-60,000	Green	Green	Green	←→
Review Sustainable Development	a25	-40,000	Amber	Green	Green	←→
Cease green waste collection in winter	63	-30,000	Green	Green	Green	←→
Income Generation						
Increase burial and cremation charges for non North Tyneside residents	64	-17,000	Green	Green	Green	←→
Adjust grounds maintenance charge to Housing Revenue Account in line with average costs	a24	-100,000	Green	Green	Green	←→
Charge for replacement bins and caddies	49	-29,000	Green	Green	Green	←→
Charge for bulky special collections	19	-150,000	Amber	Amber	Amber	←→
Cross Cutting						
Terms & Conditions - agency, overtime and additional hours	c a4	-97,265	Amber	Amber	Amber	←→
Housing General Fund						
Change, Efficiency & Improvement Strategy						
Service Efficiency						
Reduce cost of furniture storage	34	-5,500	Green	Green	Green	←→
Reduction in staff in housing advice team	38	-36,000	Green	Green	Green	←→
Income Generation						
Charge for furniture storage in line with other housing providers	33	-40,000	Green	Green	Green	←→
Cross Cutting						
Terms & Conditions - agency, overtime and additional hours	c a4	-455	Green	Green	Green	←→
Business Management						
Change, Efficiency & Improvement Strategy						
Reduce Activity						
Stop publishing other than essential requirements	a7	-100,000	Green	Green	Green	←→
Cross Cutting						
Terms & Conditions - agency, overtime and additional hours	c a4	-18	Green	Green	Green	←→
<u>Senior Management Review</u>	c a10	-131,729	Green	Green	Green	←→
Cultural and Customer Services						
Change, Efficiency & Improvement Strategy						
Service Efficiency						
Review of operation of Whitley Bay Mini Golf Course	61	-10,000	Amber	Amber	Amber	←→
Libraries - relocate to existing buildings	a18	-20,000	Amber	Amber	Amber	←→
Review of management and resourcing within service	52	-650,000	Green	Amber	Amber	←→
Intergenerational Team - Funding through Adult Learning	a15	-36,727	Amber	Green	Green	←→
Charge for/remove staff milk at Quadrant East and West	F7	-11,000	Green	Green	Green	←→
Review of Business Support Service	F6	-90,075	Green	Green	Green	←→
Lease Lockey Park Pavilion to user group	43	-7,100	Green	Green	Green	←→
Reconfigure provision for tackling childhood obesity	21	-25,000	Green	Green	Green	←→
Reduce costs associated with Ease Extra	28	-20,000	Green	Green	Green	←→
Day to Day						
Facilities Supplies	F8	-8,650	Green	Green	Green	←→
Income Generation						
Review pricing strategy for Ease card in line with regional comparisons	27	-15,000	Green	Green	Green	←→

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Introduce charges to Mouth of Tyne Festival	46	-40,000	Green	Amber	Green	↑
Increase Arts Service Fees	a1	-5,000	Green	Amber	Amber	↔
Reintroduce library request fees	a13	-5,000	Green	Green	Green	↔
Introduce charges for swims for under 16s	60	-65,000	Green	Green	Green	↔
Increase sponsorship of Horticultural Show	a16	-2,000	Green	Green	Green	↔
Increase sponsorship of Stride Out	a19	-4,000	Green	Green	Green	↔
Increase income from Allotments	a9	-10,000	Green	Green	Green	↔
Seek alternative funding for events programme	30 and a12	-20,000	Green	Green	Green	↔
Market test/lease out Civic Hall	22	-10,000	Amber	Amber	Amber	↔
Annual increase in fees and charges	23	-100,000	Green	Green	Green	↔
<u>Reduce Activity</u>						
Top slice staff training and office expenses budget	24	-10,000	Green	Green	Green	↔
Reduce Book Fund by 5%	a17	-33,000	Green	Green	Green	↔
Review hours for Rising Sun Country Park Warden	a10	-10,000	Green	Green	Green	↔
Delete Project Support Officer Post	a14	-37,000	Green	Green	Green	↔
Withdraw contribution to Tourism Tyne & Wear	57	-20,000	Green	Green	Green	↔
10% reduction in Tyne & Wear Archives & Museums contribution	59	-80,000	Green	Green	Green	↔
Review operation of Wideopen School Pool	62	-25,000	Green	Green	Green	↔
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-100,657	Amber	Amber	Amber	↔
Reduction in payment of personal subscriptions to professional bodies	new	-1,685	Green	Green	Green	↔
<u>Partnerships</u>						
Review of community centre management	65	-50,000	Amber	Amber	Amber	↔
Community Services Directorate Total Controllable Net Budget		-7,091,872				
		84,586,630				
Finance and Resources Directorate						
Finance						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Review of Financial Processing team	6	-157,000	Green	Green	Green	↔
Back Office Savings - Accelerate Partnering Arrangements	c a7	-36,000	Amber	Amber	Amber	↔
Reduced audit fee due to reduced risk	5	-60,000	Green	Green	Green	↔
Review of equipment, publications, subscriptions and consultants	4	-10,000	Green	Green	Green	↔
Review of Finance Service structure	5	-159,000	Green	Green	Green	↔
<u>Day to Day</u>						
Training Budget	5	-2,000	Green	Green	Green	↔
<u>Income Generation</u>						
Schools Service Level Agreement	5	-20,000	Amber	Red	Red	↔
Charge for Administration of Payroll Deductions	new	-360	Green	Green	Green	↔
<u>Cross Cutting Efficiencies</u>						

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Terms & Conditions - agency, overtime and additional hours	c a4	-1,566	Green	Green	Green	←→
Reduction in payment of personal subscriptions to professional bodies	new	-1,014	Green	Green	Green	←→
Information Communication Technology						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Review of Information Communication Technology structure	13	-241,070	Amber	Green	Green	←→
Back Office Savings - Accelerate Partnering Arrangements	13	-100,000	Amber	Red	Red	←→
Review of Shift Allowance	13	-14,140	Green	Green	Green	←→
Review of equipment, publications, subscriptions and consultants	4	-11,418	Green	Green	Green	←→
Equipment (Information Communication Technology Maintenance Contracts)	12	-48,000	Green	Green	Green	←→
Car Mileage	11	-10,860	Green	Green	Green	←→
<u>Day to Day</u>						
Review of Training Budget	11	-17,000	Green	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-3,474	Green	Green	Green	←→
Review of Council Transport	11	-2,082	Green	Green	Green	←→
Reduction in payment of personal subscriptions to professional bodies	new	-1,000	Green	Green	Green	←→
Finance and Resources Management						
<u>Change, Efficiency & Improvement Strategy</u>						
Senior Management Restructure	c a10	-22,398	Green	Green	Green	←→
Review of equipment, publications, subscriptions and consultants	4	-11,000	Green	Green	Green	←→
Corporate Property Services						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Review of Corporate Property Service structure	2	-41,123	Green	Green	Green	←→
Facilities supplies		-41,350	Green	Green	Green	←→
Additional income from review of Corporate Property portfolio and increase charge to external clients for land sales	a2	-249,000	Red	Red	Red	←→
<u>Income Generation</u>						
Sub Letting of Quadrant East/West	2	-100,000	Amber	Red	Red	←→
<u>Cross Cutting</u>						
Review of data centre energy	11	-12,000	Green	Green	Green	←→
Revenues and Benefits						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Review of Bailiff service and overpayments service	10	-80,000	Green	Green	Green	←→
Back Office Savings - Accelerate Partnering Arrangements	c a7	-38,000	Amber	Red	Red	←→
Introduce chip and pin across the council/minimise cash handling	a3	-18,000	Green	Green	Green	←→
<u>Day to Day</u>						
Reduce First Class Postage	1	-10,000	Green	Green	Green	←→
<u>Cross Cutting</u>						
Terms & Conditions - agency, overtime and additional hours	c a4	-8,119	Green	Green	Green	←→

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Audit, Risk and Procurement						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Service Efficiencies</u>						
Review of Procurement Service structure	3	-153,000	Green	Green	Green	←---→
Back Office Savings - Accelerate Partnering Arrangements	c a7	-30,103	Green	Green	Green	←---→
<u>Income Generation</u>						
Schools Service Level Agreement	3	-12,000	Red	Red	Red	←---→
Finance and Resources Directorate Total Controllable Net Budget		-1,722,077 13,123,025				
Corporate Accounting						
<u>Change, Efficiency & Improvement Strategy</u>						
<u>Income Generation</u>						
Treasury Management	12	-150,000	Green	Green	Green	←---→
<u>Cross Cutting Savings</u>						
Workforce Efficiencies	a5	-1,000,000	Red	Red	Red	←---→
Salary Sacrifice Scheme	a6	-300,000	Amber	Amber	Amber	←---→
Reduction in Use of Consultants	new	-150,000	Green	Green	Green	←---→
Corporate Accounting Total Controllable Net Budget		-1,600,000 21,906,488				
Change, Efficiency and Improvement Strategy - 2011/12		-16,193,599				
Change, Efficiency and Improvement Strategy Target - Future Years		0				
Total Change, Efficiency and Improvement Strategy		-16,193,599				
Summary			July	October	December	Movement
Red			-1,281,000	-1,539,000	-1,539,000	0
Amber			-4,421,178	-2,785,381	-2,516,598	268,783
Green			-10,491,421	-11,869,218	-12,138,001	-268,783
			-16,193,599	-16,193,599	-16,193,599	0