

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|---|--|----------------------|----------------------|-----------------------|--------------|--|---|---|
| CATEGORY A - IMMEDIATE EFFICIENCY OPTIONS | | | | | | | | |
| FS1 | Release of event cleansing budget | £0 | 0 | £15,000 | £0 | Y | Cleaning Materials since rationalisation of Convenience codes no longer required and cleansing pop concert budget not required. | April 2020 |
| FS7 | Centralisation of all marketing and advertising budgets and apply a 15% reduction. Figures based on 2019/20 budgets that total £79,150 | | 0 | £10,000 | £0 | Y | Would require more effective use of digital marketing channels. Under this approach the Communications and Marketing Team would co-ordinate marketing and advertising activity and prioritise future spend on behalf of the Council. The total budget includes Town Centre promotion (£10K), garages (£10K), market (£10K). | April 2020 |
| FS4 2 | Remodel the Executive Support Team and Members Services. | £4,729 | 1 | £5,759 | £2,837 | Y | Rationalise posts in the Executive Support Team and Member Services based on opportunities following vacancies and retirements. Will require consultation | April 2020 |
| SB6 pre vio usl y app rov ed Nov 201 | Replace Centrex Telephone Lines Ageing, expensive technology used to Play Centres etc., could be replaced by IP phones running from our Mitel system. Current spend ~£24k | | 0 | £9,900 | £5,100 | y | New phones would use our Mitel telephone system, so reliability in linked to IT infrastructure. 36 of the 90 lines have already been decommissioned there is a 3 month notice period and the lines need to be completed by December 2019. Other ICT projects may impact on delivery, capital investment of £10K required. | April 2020 |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--------------|--|----------------------|----------------------|-----------------------|---------------|--|---|---|
| FS40 | Reduction in one FTE in Shared Service (SBC 43%) post vacant | £0 | | £8,170 | £0 | Y | Caseload is reducing but the post levels are still high from real time information from the DWP/HMRC. Trial reduction in one FTE on retirement. This will be piloted on the benefit part of the service from October 2019 | April 2020 |
| TOTAL | | £4,729 | 1 | £48,829 | £7,937 | | | |

CATEGORY B - NEW INCOME GENERATION/COMMERCIALISATION OPTIONS/FEEES

| | | | | | | | | |
|------|--|----|---|---------|----|---|---|------------|
| FS21 | Cessation of Commercial Clinical Waste Service- | £0 | 0 | -£3,750 | £0 | Y | Includes £56,000 of income which will not be achieved with cessation of the service. The commercial waste users will sign posted to other providers. Domestic clinical waste will be in with general domestic waste rounds. Commercial decision to stop net cost to the tax payer. Commercial decision to stop net cost to the tax payer. | April 2020 |
| FS45 | Cessation of Keep Britain Tidy Membership | £0 | 0 | £4,500 | £0 | Y | Membership providing reduced value and minimal impact following cessation. | April 2020 |
| FS46 | Cessation of SDS budget contribution to SLL to cover loss of fishing licence income at Fairlands Valley. | £0 | 0 | £4,500 | £0 | Y | This payment has been paid to SLL for about 8 years as SLL no longer got the income from the licences or fishing tickets. This arrangement is historic. Requires negotiation with SLL | April 2020 |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--------|---|----------------------|----------------------|-----------------------|--------------|--|--|---|
| FS24 | Increased income from HA adverts on Choice based Lettings (CBL) | £0 | | £1,340 | £660 | Y | Adverts are currently charged at £30 (2019/20) proposal to increase to £50 2020/21, £60 in 21/22 and £70 for 22/23 | 1 April 2020 |
| FS25 | Sell IOSH accredited training to other LAs | £0 | 0 | £999 | £501 | N-dependent on pilot | Would use existing Corporate Health and Safety Team to deliver training. Proposal would be trialled during 2020/21. Will require further market research to understand potential demand. | 1 April 2020 |
| FS26 | Increase in commercial income based on current lease renewals | £0 | | £111,300 | £0 | Y | This assumes that 90% achievable of the £54K not yet confirmed and in addition to the 2019/20 savings package. Rent renewals dramatically fall after 2020/21. Assumes occupancy rates and lease renewal projections as planned | 1 April 2020 |
| FS27 | SLA with Queensway LLP | £0 | | £24,000 | £0 | Y | SLA agreed with Queensway to perform finance function. Dependent on Queensway having sufficient funding to afford the cost and need resourcing from the council | Immediate |
| FS28 | SLA with Housing WOC | £0 | | £15,000 | £0 | Y | SLA included in WOC report to Council in May. Dependent on WOC having sufficient funding to afford the cost and need resourcing from the council | Immediate |
| FS29 | SLA with CCTV | £0 | | £11,000 | £0 | Y | Agreed by CCTV Board | Immediate |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--------|--|----------------------|----------------------|-----------------------|--------------|--|---|---|
| FS48 | sell services to Hertsmere Council | £0 | 3 | £15,000 | £10,000 | Y | This will reduce the level of procurement available to SBC as the service also provides services to EHDC | January 2020 |
| FS47 | Additional income generation as a result of new 12 months contracts let for recycle processing. (options reduced for impact of other recycling contracts). | £0 | 0 | £4,320 | £0 | Y | The contract has been let (September 2019). For plastic, glass , aluminium and steel. Paper is not included as this is part of a Hertfordshire consortium income is predicated on market prices and fluctuations in volatile market. Equalisation fund required for income fluctuations. Set up of equalisation reserve for income above the £75K up to £100K | April 2020 |
| FS60 | New income generation from new Cemetery service - Saturday burials and internments. | £0 | 0 | £8,010 | £0 | Y | Based on eight internments in a financial year and premium charge applied.Predicated on demand | January 2020 |
| FS30 | Review business concessions in place and estimate a reduction by 10% in year 1 and 20% in year 2 (implementation costs for new validators) | £0 | | £10,000 | £0 | Y | The saving is shown in advance of the work to rationalise and review the concessions for hotels and businesses. May lead to resistance from some users, to reduce concessions to a maximum of 25% for business/bulk users and 50% for those delivering a significant regeneration benefit to Stevenage Town Centre. Potential lost of them as customers . Capital investment in new validators may be required. | 1 April 2020 |
| FS31 | Savings to come in lump sums not spread equally per year. | £0 | | £0 | £0 | Y | Always to provide a more considerate service balancing out peak and troughs Income levels are based on predicted demand - a equalisation reserve recommended | January 2020 |
| FS51 | Increase budget for land rental and street hoarding | £0 | | £10,000 | £0 | Y | This is predicted income over and above the current budgetThere is a risk income will reduce as this is based on demand led activity | Immediate |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--------------|--|----------------------|----------------------|-----------------------|--------------|--|---|---|
| FS3 2 | Additional fees from Cory's Mill Lane income beyond Fees & Charges. (current tariff up to 2 hours £1.50 (increase 10pence-20pence) 3 hours £2.00 increase 20pence) | £0 | | £21,600 | £0 | Y | Still competitively priced, the Corey's Mill charges have not been increased since implemented. This would be a 10pence increase. There is a risk income will reduce as this is based on demand led activity | January 2020 |
| FS3 3 | Review planning income in line with predicted demands, create and equalisation reserve with any balance over the £25K identified into a reserve with a cap level to be determined. | £0 | | £25,000 | £0 | Y | Always to provide a more considerate service balancing out peak and troughs. Income levels are based on predicted demand - a equalisation reserve recommended | January 2020 |
| SE9 | Consider active marketing in relation to pavilions | £0 | 0 | £3,000 | £0 | Y | Increase in footfall and community usage. Dependent on Asset Strategy/ Community Centres Review/ Online bookings system investment required | April 2019 |
| FS6 | Introduce a compulsory charge for all staff with a car parking season ticket | £0 | All | £18,817 | £6,900 | Y | Would require consultation with staff and the Unions. The scheme still needs to be finalised and will be in consultation with staff. Mechanism for payment would need to be determined e.g. taken at source. Any income exceeding the amount in year will be used to fund the workforce travel plan initiatives. Consultation would be required | July 2020 |
| SE1 0 | Fees and charges General Fund | £0 | 0 | £117,490 | £0 | Y | Reported November Executive and introduced January with the exception of garage increases due in April. | January 2019 |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--|--|----------------------|----------------------|-----------------------|----------------|--|---|---|
| TOTAL | | £0 | 3 | £402,126 | £18,061 | | | |
| CATEGORY C - SERVICE REDESIGN/PROCESS CHANGES/DIGITAL | | | | | | | | |
| FS2 | Reconfiguration of Market & Garages Team | £0 | 1 | £52,000 | £0 | Y | Review of current structure arrangements with a view to aligning certain garage processes with like activity from other business units e.g. letting and debt recovery processes. | |
| SD1 2- | Systemise back office processes at Cavendish Road using new technology and removal of paper systems (assumes redeployment for redundant roles) | £0 | 2 | £20,000 | £0 | Y | Head count reduction -Efficiency realised from the automation of certain manual Operations work processes. Redeployment opportunity exists within the Stevenage Direct Services Business Unit for affected personnel. Funding already in budget and implementation has been commenced (September 2019). Subject to consultation | April 2020 |
| NEW | Reconfiguration of Refuse, street scene and grounds tier five management | £0 | 9 | £57,136 | £0 | Y | Subject to consultation 27 January start date | May 2020 |
| FS4 | Reconfiguration of Out of Hours & Standby Arrangements | | 0 | £23,803 | £24,197 | Y | Calls will be routed via the CCTV as now (ICT calls currently not through CCTV) and then a script will be issued for services so call outs are minimised, excludes independent living and CCTV call outs. | April 2020 |
| SD1 2 | Reduce team - process review, internal post review , impacts of the compliance contract and staff self serve on reporting issues. | £20,000 | 2 | £15,000 | £5,000 | Y | One member of staff has retired and the saving has effectively been achieved | Immediate |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|--------|---|----------------------|----------------------|-----------------------|--------------|--|---|---|
| FS38 | Review Reconciliation function and structure, (there are 5 currently in post) | £0 | 11 | £12,000 | £4,000 | Y | The saving is based on a review of the function and adding two apprentice posts for succession planning, the savings have been generated from re-designing some work processes. Further efficiencies can be generated from digital and ICT improvements. This is subject to consultation and capital investment | 1 April 2020 |
| SD8 | Paperless committees - progressive plan to achieve committees which are digital by default - Detailed analysis of costs undertaken and clarity between EHDC costs and SBC | £0 | 0 | £1,500 | £500 | Y | Require effective member engagement and joint working to deliver - cultural change, training, device management etc. Requires workstyle assessment in terms of devices (mobile or desktop in committee rooms) and review of the current BYOD policy for members / allowances. There will need to assessment of Digital skills / ICT infrastructure resilience and what if any equipment is provided | 01 June 2020 |
| FS15 | Business Unit Review: Tier 5 and 6 savings from staff restructures | £181,965 | 136 | £39,854 | -£18,770 | Y | The transformation of the housing delivery service, incorporating the design principles agreed by Members and making efficiencies through the use of technology. There are more posts than people so the redundancy costs are worse case scenario. Level of savings subject to the outcome of the consultation. | Immediate tier 5 tier 6 April 2020 |
| FS16 | Cease Locata contract (choice based lettings system)- to be integrated into Northgate housing system | | | £16,750 | £8,250 | Y | Northgate system now has additional functionality which can provide an integrated process which will allow customers to self serve from December 2019. | 1 January 2020 |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|---|--|----------------------|----------------------|-----------------------|----------------|--|---|---|
| FS39 | Review function and structure- (vacancies allow the reconfiguration) | £0 | 0 | £50,000 | £0 | Y | A business Unit review of the play service has been undertaken with proposals to reconfigure staffing to minimise costs when play centres closed (£45K) and set up an on-line marketing offer versus paper print model (cost £5K). No reduction in service and an increase in operational hours, Subject to consultation and may require capital investment | 1 April 2020 |
| FS44 | Reduce establishment x 2 No. FTE within Streets & Grounds Maintenance Service, can be removed through agency staff posts rather than permanent staff | £0 | 0 | £36,000 | £4,000 | Y | Predicated on service review delivery and efficiencies and productivity gains through route optimisation and improved working practices etc. Service standard will be maintained. Subject to consultation and round optimisation | April 2020 |
| FS49 | Reduction 1FTE support post and use apprentice for grow your own model | £0 | 0 | £13,215 | £0 | Y | The apprentice appointed 1 October 2019- March 2021. Reliant on digitising and improving LCB process and on-line payments. Some upfront costs and capital investment. | October 2020 |
| TOTAL | | £201,965 | 161 | £337,258 | £27,176 | | | |
| CATEGORY D - STOP / REDUCE OPTIONS | | | | | | | | |
| FS41 | Reduce the size of the Graduate Programme from 4 to 3 people per annum | | 0 | £18,750 | £0 | Y | Total annual budget per is £151,200 which funds four graduates. This option would reduce the number of graduates to three at any one time. | April 2020 |

FINANCIAL SECURITY OPTIONS 2020/21

| Ref No | Description of Savings Proposal | Implementation costs | No of staff affected | £ General Fund Year 1 | £ HRA Year 1 | Ongoing (Y/N) or No of further years available | Impact of Saving Proposal on Public/ Customers/ Staff/ Members/Partnerships etc. (include any impact on key corporate programmes/performance indicator measures) . | Potential Timing (put the date you estimate it will be implemented, consider any consultation required) |
|-----------------------------------|---------------------------------|----------------------|----------------------|-----------------------|----------------|--|--|---|
| SB9 | Renegotiation of CAB contract | | | £40,000 | £0 | Y | Advice Services Contract (currently with the CAB)- Redesign a new contract specification to meet forthcoming welfare reform changes and re-procure Advice Services Contract at a reduced overall sum, but supplementing in-house advice and support. Total budget is £192k. CAB have recently been awarded funding from central government to support welfare reforms. | April 2020 |
| TOTAL | | £0 | 0 | £58,750 | £0 | | | |
| FINANCIAL SECURITY OPTIONS | | £206,694 | 165 | £846,964 | £53,174 | | | |