Agenda No 15

AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**18 November 2010**
Report Title	**2010/11 Savings Plan - Projected Outturn as at Quarter 2**
Summary	To inform members of the progress on the delivery of the 2010/11 savings plan at the end of quarter 2.
For further information please contact:	Mark Sanders Principal Accountant Tel: 01926 412666 marksanders@warwickshire.gov.uk Rob Phillips Corporate Budget Accountant Tel: 01926 412680 robertphillips@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	2010/11 Revenue Budget - Council 09 February 2010 2010/11 Savings Plan – Projected Outturn as at Quarter 1 – Cabinet 09 September 2010

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees	☐	.....
Local Member(s)	☐	……
Other Elected Members	☒	Cllr Saint, Cllr Roodhouse, Cllr Tandy – for information
Cabinet Member	☒	Cllr Heatley, Cllr Wright - for comment
Chief Executive	☐	.....
Legal	☒	Sarah Duxbury - for clearance
Finance	☒	David Clarke - reporting officer
Other Chief Officers	☒	The relevant Strategic Director has prepared comments in the individual appendices
District Councils	☐	.....

Warwickshire County Council

Health Authority	☐	.....
Police	☐	.....
Other Bodies/Individuals	☐	

FINAL DECISION YES

SUGGESTED NEXT STEPS:		Details to be specified
Further consideration by this Committee	☐	.....
To Council	☐	.....
To Cabinet	☐	.....
To an O & S Committee	☐	.....
To an Area Committee	☐	.....
Further Consultation	☐	.....

Agenda No 15

Cabinet - 18 November 2010.

2010/11 Savings Plan - Projected Outturn as at Quarter 2

Report of the Strategic Director, Resources

Recommendation

That Cabinet

(1) notes and comments on the quarter 2 forecast performance against the 2010/11 Savings Plan.

(2) notes the withdrawal of the National Indicator for efficiency savings.

1. Introduction

1.1 The 2010/11 Budget Resolution included a savings target of £9.713 million, to be delivered in this financial year. In setting the budget, Members approved a savings plan by which each Directorate was required to deliver their element of the target, detailed in **Appendix C** of the Budget Resolution.

1.2 This report presents an update on the level of savings expected from the delivery of the savings plan and provides details of the variances forecast at the end of the second quarter. It also informs Members of the level of additional savings needed by Directorates to tackle overspends arising during the year.

1.3 Fire and Rescue were not allocated a savings target in setting the 2010/11 budget, but feature in this report for consistency with the 2010/11 Projected Revenue Outturn at Quarter 2 report, also presented to this meeting.

2. Savings forecast in 2010/11

2.1 As the year progresses, Directorates must ensure that revenue spending remains within budget. To achieve this, Directorates are expected to deliver the savings target identified in the budget and make additional savings where necessary in order to tackle;

- shortfalls forecast against the original savings plan,
- reductions in 2010/11 grant funding, announced by Government since the budget was set,
- other forecast overspends identified during the year.

More details of the forecast overspends which drive the need for additional savings can be found in the 2010/11 Projected Revenue Outturn at Quarter 2 report, also presented to this meeting. Table 1, below, summarises the total level of savings forecast by Directorates.

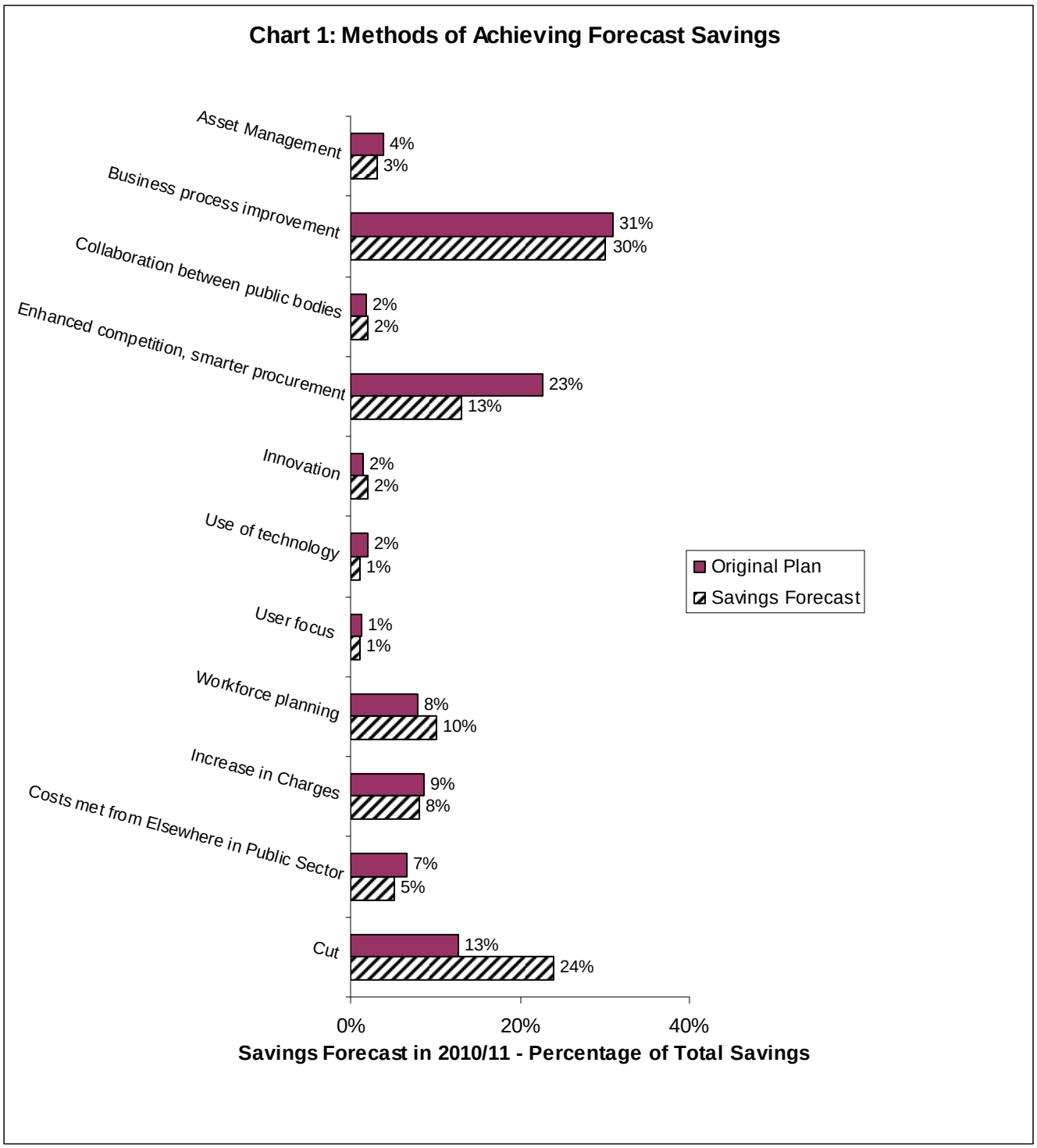
Table 1 - Savings in 2010/11	AHCS £m	CYPF £m	CWG £m	PPU £m	E&E £m	FR £m	RE £m	Total £m
Savings forecast against the 2010/11 Budget Resolution								
Savings required	4.383	1.926	0.654	0.070	1.923	0.000	0.757	9.713
Savings forecast	3.158	1.701	0.654	0.070	1.916	0.000	0.757	8.256
Surplus/(shortfall)	**(1.225)**	**(0.225)**	**0.000**	**0.000**	**(0.007)**	**0.000**	**0.000**	**(1.457)**
Additional savings								
Additional / (reduced) savings required to manage forecast revenue outturn	4.671	0.782	(0.120)	0.097	0.222	0.200	0.000	5.852
Additional savings identified during the year	1.324	0.000	0.000	0.000	0.000	0.000	0.000	1.324
Surplus/(shortfall)	**(3.347)**	**(0.782)**	**0.120**	**(0.097)**	**(0.222)**	**(0.200)**	**0.000**	**(4.528)**
Total savings required and forecast								
Total savings required	9.054	2.708	0.534	0.167	2.145	0.200	0.757	15.565
Total savings forecast	4.482	1.701	0.654	0.070	1.916	0.000	0.757	9.580
Total surplus/(shortfall)	**(4.572)**	**(1.007)**	**0.120**	**(0.097)**	**(0.229)**	**(0.200)**	**0.000**	**(5.985)**

2.2 Directorates have forecast a revenue overspend of £5.985 million. When added to an underspend of £1.284 million forecast by Other Services and an overspend of £2.189 million by Schools, the total forecast revenue outturn is an overspend of £6.890 million.

2.3 Of the £5.985 million Directorate overspend, £1.457 million relates to a shortfall against the original savings plan. The shortfall has largely arisen because a number of the measures approved in the budget proved not to be viable. In addition to this, overly optimistic timescales assumed when planning savings mean that, in many cases, their full potential will not be realised until 2011/12.

2.4 In order to prevent the revenue budget being overspent, Directorates will need to rectify the shortfall against the savings required by the budget and deliver additional savings of £5.852 million. To date, £1.324 million of additional savings are forecast, leaving a shortfall of £4.528 million yet to be identified. Any further savings planned by Directorates will be reported to Cabinet in subsequent quarterly monitoring reports.

2.5 **Chart 1**, overleaf, presents the savings forecast for 2010/11 against the target in the Budget Resolution, classified according to the method by which they are forecast to be achieved. The savings are shown as a percentage of the total forecast.



3. Commentary on savings by Directorate

3.1 This section provides details of each Directorate's 2010/11 performance against the savings plan and refers to the figures in Table 1. Further details for each Directorate are provided in an **Appendices A-E**. The appendices only show those schemes where the savings are not on target, or where there has been a significant change to the means by which the savings are delivered. Any savings not included in the appendices are currently forecast as proceeding as planned in the Budget Resolution.

3.2 **Adult, Health and Community Services Directorate** is forecasting savings of £3.158 million in 2010/11 against those schemes identified in the budget, £1.225 million short of the target. The major variances result from delays in the implementation of the reablement service and delays in re-investing savings from day care services into personalisation. Other overspends identified during the year increase the total savings required to £9.054 million. The Directorate has identified an additional £1.324 million to date and is therefore forecasting an overall shortfall of £4.572 million to be addressed in 2010/11. A saving of £0.070 million relating to Heritage and Culture has transferred to Environment and Economy, therefore reducing the target for Adult, Health and Community Services. Further details are supplied in **Appendix A**.

3.3 **Children, Young People and Families Directorate** is forecasting savings of £1.701 million in 2010/11 against those schemes identified in the budget, £0.225 million short of the target. The major variances relate to a shortfall in the saving from removing home to college transport, accommodation rationalisation, and difficulties in delivering the saving from residential care for looked after children, due to an increase in demand for placements. Overspends identified during the year increase the total savings required to £2.708 million. The Directorate is therefore forecasting an overall shortfall of £1.007 million to be addressed in 2010/11. Further details are supplied in **Appendix B**.

3.4 **Customers, Workforce and Governance Directorate** is forecasting to achieve the savings target of £0.654 million in 2010/11. The Directorate also forecasts a revenue underspend of £0.120 million. Further details are supplied in **Appendix Ci**.

3.5 **The Partnership and Performance Unit** is forecasting to achieve the savings target of £0.070 million in 2010/11 and have provided further details on the savings that they are making to meet their target. The PPU also forecast a revenue overspend of £0.097 million and will need to identify additional savings to address this in 2010/11. Further details are supplied in **Appendix Cii**.

3.6 **Environment and Economy Directorate** is forecasting savings of £1.916 million in 2010/11 against those schemes identified in the budget, £0.007 million short of the target. Within this, a number of schemes have not achieved the target in the original plan, but these have been offset by increased savings on other schemes. Other overspends identified during the year lead to an overall forecast overspend of £0.229 million. The Directorate intends to address this through a bid to the Service Realignment Fund and through other savings identified during the year. A saving of £0.070 million relating to Heritage and Culture has transferred from Adult, Health and Community Services, therefore increasing the target for Environment and Economy. Further details are supplied in **Appendix D**.

3.7 **The Fire and Rescue Service** were not allocated any savings requirement as part of the 2010/11 budget, however the Service is forecasting an overspend in 2010/11 of £0.200 million. The Service is planning to address the

overspend through an application to the Capacity Building Fund of £0.207 million to cover costs arising from the Atherstone on Stour investigation. As no permanent savings are planned for 2010/11, the Fire and Rescue Service has not prepared an appendix for this report.

3.8 **Resources Directorate** is forecasting to achieve the savings target of £0.757 million in 2010/11, though there are variances on individual lines. The saving from the removal of the car park attendance service has slipped to 2011/12 but compensating savings have been made in other areas. The Directorate is forecasting no variance against its revenue budget. Further details are supplied in **Appendix E**.

4. Savings forecast in 2011/12

4.1 Delays in the implementation of some schemes identified in the budget mean that the forecast for ongoing savings delivered by those schemes is higher than the level achieved in 2010/11. **Table 2**, below, shows that by 2011/12 a total of £9.344 million is expected against the savings required by the 2010/11 budget, leading to a significantly reduced ongoing shortfall of £0.369 million.

Table 2 - Full year effect of savings from 2011/12 onwards	AHCS £m	CYPF £m	CWG £m	PPU £m	E&E £m	FR £m	RE £m	Total £m
Savings forecast against the 2010/11 Budget Resolution								
Savings required	4.383	1.926	0.654	0.070	1.923	0.000	0.757	9.713
Savings forecast	4.204	1.701	0.654	0.070	1.916	0.000	0.799	9.344
Surplus/(shortfall)	**(0.179)**	**(0.225)**	**0.000**	**0.000**	**(0.007)**	**0.000**	**0.042**	**(0.369)**

4.2 Table 2 only shows the full year impact of the savings planned in 2010/11, and the variance against the target in the Budget. It does not deal with the ongoing impact of any overspends identified during 2010/11. It will be necessary to identify permanent measures to balance the ongoing shortfall identified in table 2, in addition to any savings identified in setting the 2011/12 budget.

5. National Indicator 179

5.1 The Comprehensive Spending Review 2007 required Local Government to deliver efficiencies of 3% a year in 2008/09 through to 2010/11. Our performance in delivering efficiencies was measured by National Indicator 179;

> ***"Value for money – the total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year."***

5.2 On 10 October 2010, the Department for Communities and Local Government (DCLG) wrote to all councils to inform them that, with immediate effect, they were no longer required to report against the National Indicator set.

5.3 The *2010/11 Savings Plan – Projected Outturn as at Quarter 1* report, taken to Cabinet on 9 September 2010, included a recommendation that Cabinet "authorised the Strategic Director, Resources in consultation with the Leader of the Council, the Resources Portfolio Holder and the Chief Executive to make any changes necessary to the National Indicator 179 forecast figure prior to its submission to the Government on 22 October 2010." As a result of DCLG's announcement, this submission was no longer required.

5.4 Our final outturn position against NI179 is shown in the table below. Over the two year period, we were successful in contributing our element of Local Government's 3% a year target.

Table 3 – Final Performance against NI179

Year	Cumulative Target at 3% per year (£million)	Cumulative Savings Achieved (£million)	Cumulative Surplus (£million)
2008/09	9.374	10.266	0.892
2009/10	19.030	19.452	0.422

DAVID CLARKE
Strategic Director, Resources

Shire Hall
Warwick

27 October 2010

2010/11 Savings and Efficiency Monitoring - Adult, Health and Community Services **Appendix A**

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget	Forecast	Variance	Forecast	Variance	
					£000	£000	£000	£000	£000	
AH2	PHILLIS	Recommission the PHILLIS service with a view to reducing costs through delivery by the voluntary sector and/or existing teams.	Efficiency Saving	Business Process Improvement	150	75	(75)	150	0	Full savings will not be achieved until 2011/12 as certain contracts are finishing mid-year 2010/11.
AH3	Continuing Health Care	Ensure all community health care packages are appropriate and where this is found not to be the case recover costs from the NHS.	Costs met from Elsewhere in Public Sector	Collaboration Between Public Bodies	104	0	(104)	0	(104)	Evidencing CHC savings is complex. No evidence of net savings is available, anecdotally there is possibly a net budget pressure relating to CHC rather than a saving
AH4	Reablement	Invest in an internal reablement service, so reducing the cost of traditional care packages.	Efficiency Saving	Enhanced Competition, Smarter Procurement	1,302	343	(959)	1,302	0	The reablement service is now operational, but the implementation date and pace of roll out are not as quick as was anticipated. Some changes are being made to increase the pace of getting the benefits. Double running costs are funded by the social care reform grant and therefore do not reduce the savings realised.
AH5	Extra Care and Residential Care	Invest in more specialist residential care and extra care, removing the excess capacity in residential care services.	Efficiency Saving	Enhanced Competition, Smarter Procurement	139	280	141	280	141	The closure of a significant residential care block contract will achieve more than the original savings target
AH6	Adult social care charging policy	Increase the charges for community based adult social care services. This will include reviewing the level of and subsidy, raising the ceilings on charges and reducing the minimum income protection provided.	Increase in Charges		769	700	(69)	769	0	A stated intention of the charging review is to meet the 2010/11 savings target but implementation will be later than anticipated and the impact of the consultation on what is implemented is not yet known
AH8	Day services and voluntary sector provision	Reduce the provision of day care services (voluntary sector, internally and externally provided) and reinvest 50% of the savings into personalisation.	Efficiency Saving	Enhanced Competition, Smarter Procurement	349	140	(209)	349	0	Part year savings will be achieved in 2010/11 with the full saving expected from 2011/12 onwards.
AH10	Application of the Fair Access to Care Services criteria	Review care packages with low contact hours to ensure compliance with the substantial or critical level of care need required for continued funding.	Efficiency Saving	Business Process Improvement	154	154	0		(154)	This saving should be achieved and will result in only those clients who are FACs eligible receiving care
AH12	Residential care homes	Reduce costs associated with spending on empty residential care beds.	Efficiency Saving	Enhanced Competition, Smarter Procurement	160	126	(34)	160	0	A floor at Mayfield residential Care home has been 'mothballed'. However, delays in implementing the new rotas have reduced the planned saving .
AH13	Management structures - community support services	Reduce the number of management posts	Efficiency Saving	Business Process Improvement	202	148	(54)	202	0	A reduction of four posts has been achieved but a fifth planned post has not been released

2010/11 Savings and Efficiency Monitoring - Adult, Health and Community Services

Appendix A

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast 2010/11 Budget £000	Savings Forecast 2010/11 Forecast £000	Savings Forecast 2010/11 Variance £000	Savings Forecast 2011/12 Onwards Forecast £000	Savings Forecast 2011/12 Onwards Variance £000	Commentary and Implications
AH15	Allowance for double counting of Adult Social Care savings	The adult social care savings initiatives have the potential to impact on the same services. A 5% overall reduction in the savings options is included as an allowance for any duplication.			(200)	0	200	(200)	0	Double counting occurs between the above savings but this line is left separate for transparency
AH20	Funding pressures not known at this stage	Higher savings made in the plan's early years to ensure the service does not overspend as a result of slippage or any emergent spending pressure.			(69)	(69)	0	(69)	0	This is offset by the unidentified savings, below.
AH21	Unidentified Adult, Health and Community Services savings	Further savings required to meet the savings target in future years.			131	69	(62)	69	(62)	This is offset in part by the unidentified pressures, above.
		Remainder of savings planned against which no variances are forecast			1,192	1,192	0	1,192	0	
				Original Projects	**4,383**	**3,158**	**(1,225)**	**4,204**	**(179)**	

Savings Managed Within the Directorate

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast 2010/11 Savings Required £000	Savings Forecast 2010/11 Forecast £000	Savings Forecast 2010/11 Variance £000	Savings Forecast 2011/12 Onwards Forecast £000	Savings Forecast 2011/12 Onwards Variance £000	Commentary and Implications
	High cost LD packages	Use of Care Funding Calculator to challenge package costs	Efficiency Saving	Enhanced Competition, Smarter Procurement	100	100	0	0		These savings lines have been included in the appendix as an indication of the measures the Directorate is considering in order to tackle the revenue overspend forecast. Additional Forecast savings will be included at subsequent quarterly reviews as details are finalised.
	Residential care block contracts	Maximising use of block contracted beds, to minimise empty beds.	Efficiency Saving	Enhanced Competition, Smarter Procurement	0	0	0	0		
	Vacancy freeze	Vacancy freeze	Cut		1,224	1,224	0	0		
	Securing underspends	Identifying one off underspends that could be made permanent			0	0	0	0		
	One off underspends	Witholding uncommitted spending budgets			0	0	0	0		
	FACS criteria	Stricter application of FACS criteria	Efficiency Saving	User Focus	0	0	0	0		
	Authorisation controls	Implementation of more rigorous controls and authorisation processes in OPPD		Business Process Improvement	0	0	0	0		
	High cost OPPD packages	Review of a number of high cost care packages		Enhanced Competition, Smarter Procurement	0	0	0	0		
	Medium term savings	Potentially bring forward implementation of some of the savings ideas being considered for 2010/12 onwards			0	0	0	0		
	Other revenue under/overspends - see 2010/11 Forecast Revenue Outturn report for full details.	The permanent savings detailed in this table are required to meet overspends that have arisen during the year, less any one-off underspends. Further commentary is provided by the 2010/11 Forecast Revenue Outturn report.			3,347	0	(3,347)			
				Other Savings	**4,671**	**1,324**	**(3,347)**	**0**	**0**	
				Grand Total	**9,054**	**4,482**	**(4,572)**	**4,204**	**(179)**	

2010/11 Savings and Efficiency Monitoring - Children, Young People and Families - Non DSG **Appendix B**

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
CY1	Post 16 transport	Remove transport arrangements for home to college transport.	Cut		379	177	(202)	177	(202)	Original savings unachievable due to external limitations to service provision amendments - revised savings plan now in place. Further details are being drawn up and are part of the 2011-12 budget saving proposals - a full report was taken to the CYPF Portfolio Holder Decision Making Session on 7-May-2010.
CY4	Arts Zone	Review the service provision as part of reducing the cost and subsidy provided to cultural services.	Cut		117	118	1	118	1	
CY5	Accommodation	Increase the use of mobile working and further integrate and rationalise services in localities leading to a reduction in the need for accommodation.	Efficiency Saving	Asset Management	140	16	(124)	16	(124)	Remainder unachievable in 2010-11 due to timescale required for planning and implementation. Further work is being undertaken to establish whether this saving will be achievable in the future or not as the impact of other cuts is considered.
CY6	ICT investment and new ways of working	Invest in ICT and new ways of working to deliver more efficient services. This includes mobile working for social workers, streamlining cost centre manager support and only using electronic communications with schools.	Efficiency Saving	Use of Technology	100	70	(30)	70	(30)	At Quarter 2 it is forecast that the full original saving figure is unlikely to be achieved due to increased numbers of children receiving care.
CY7	Management structures	Move to a locality based structure, with a reduced management structure, to support and deliver children's services. The transition will take three years to implement.	Efficiency Saving	Workforce Planning	0	114	114	114	114	Removal of Head of Resources post ahead of full transformation programme - responsibilities passed on to other posts.
CY14	Youth Services Development Grants	Reduce the number of grants given out to third sector organisations.	Cut		25	45	20	45	20	Additional grant reductions instigated earlier than originally planned
CY15	Special Educational Needs Transport (including taxi usage)	Implement the proposals in the business process improvement review of special educational needs transport, to make the service more efficient and introduce independent travelling arrangements for young people with disabilities aged 14+.	Efficiency Saving	Business Process Improvement	75	125	50	125	50	Efficiencies incorporated at a faster rate than original plan.
CY16	Outdoor Education Centres	Make the outdoor education centres at Marle Hall and Kingsbury Water Park self financing	Cut		0	10	10	10	10	Savings achieved earlier than original savings plan
CY17	Early Intervention Service	Complete the development of integrated working and locality working, removing the need for project capacity.	Efficiency Saving	Workforce Planning	80	115	35	115	35	Achieved integration at faster rate than originally planned.
CY19	Looked after children in residential care.	Support looked after children in family settings whenever possible, reducing the need to fund residential care placements.	Efficiency Saving	Business Process Improvement	100	0	(100)	0	(100)	Due to increased placements pressures this continues to be unachievable at present.

2010/11 Savings and Efficiency Monitoring - Children, Young People and Families - Non DSG

Appendix B

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
CY20	Parenting and family support services	Rationalise the processes and procedures in the provision of parenting and family support services to eliminate duplication.	Efficiency Saving	Business Process Improvement	25	13	(12)	13	(12)	Only partially achieved to date as a result of increased children receiving care - this requires further assessment to determine whether the remainder of the saving can be achieved either in year or in the future.
Remainder of savings planned against which no variances are forecast					885	898	13	898	13	The £13,000 variance relates to CY21 which was included in the budget as an adjustment to reduce the overall level of savings required by CYPF.
				Original Projects	**1,926**	**1,701**	**(225)**	**1,701**	**(225)**	

Savings Managed Within the Directorate

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
	Other revenue under/overspends - see 2010/11 Forecast Revenue Outturn report for full details.	The permanent savings detailed in this table are required to meet overspends that have arisen during the year, less any one-off underspends. Further commentary is provided by the 2010/11 Forecast Revenue Outturn report.			782		(782)			The directorate is currently forecasting to over spend in total by £1,007,000. This is made up of over-spends of £730,000 on DSG and £277,000 on non-DSG funded budgets. This is despite overspends being off-set by all available Directorate contingencies.
				Other Savings	**782**	**0**	**(782)**	**0**	**0**	
				Grand Total	**2,708**	**1,701**	**(1,007)**	**1,701**	**(225)**	

General Comments

In year central government grant funding cuts of £2.458m has increased pressure on some service areas making the delivery of planned savings extremely difficult. The continued rise of placements and looked after children costs increases the difficulty in achieving savings.

2010/11 Savings and Efficiency Monitoring - Customers, Workforce and Governance

Appendix Ci

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
		Remainder of savings planned against which no variances are forecast			654	654	0	654	0	
				Original Projects	**654**	**654**	**0**	**654**	**0**	

Savings Managed Within the Directorate

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
	Other revenue under/overspends - see 2010/11 Forecast Revenue Outturn report for full details.	The permanent savings detailed in this table are required to meet overspends that have arisen during the year, less any one-off underspends. Further commentary is provided by the 2010/11 Forecast Revenue Outturn report.			(120)	0	120			
				Other Savings	**(120)**	**0**	**120**	**0**	**0**	
				Grand Total	**534**	**654**	**120**	**654**	**0**	

2010/11 Savings and Efficiency Monitoring - Partnership and Performance Unit

Appendix Cii

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
		Remainder of savings planned against which no variances are forecast			1,192	1,192	0	1,192	0	
				Original Projects	**70**	**70**	**0**	**70**	**0**	

Savings Managed Within the Directorate

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Savings Required £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
	Other revenue under/overspends - see 2010/11 Forecast Revenue Outturn report for full details.	The savings detailed in this table are required to meet overspends that have arisen during the year, less any one-off underspends. Further commentary is provided by the 2010/11 Forecast Revenue Outturn report.			97	0	(97)			Partnership & Performance Unit is actively seeking to reduce expenditure during the current financial year to meet target budget, however, any resultant overspend will come from reserves.
				Other Savings	**97**	**(97)**	**(97)**	**0**	**0**	
				Grand Total	**167**	**(27)**	**(97)**	**70**	**0**	

2010/11 Savings and Efficiency Monitoring - Environment and Economy **Appendix D**

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
EE1	Economy and Development - provision of a strategic and commissioning service	Rationalise services themselves and the approach to delivery of services, curtailing activity which other agencies can do effectively.	Costs met from Elsewhere in Public Sector		255	228	(27)	228	(27)	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE2	Economy and Development signature projects and sub-regional working	The long term challenges will require sub-regional cooperation (with maintained cross-authority political cohesion). There are opportunities to take forward external funding on a sub-regional basis e.g. SUD alongside a greater focus of activity on fewer but significant "signature" projects. Refocus activity on co-ordination rather than delivery.	Costs met from Elsewhere in Public Sector		140	90	(50)	90	(50)	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE3	Economy and Development - shared services	Share costs with other agencies (e.g. with AWM in relation to feasibility studies) and review payments to outside bodies & consultants (e.g. BIDs where the pilot is being brought to a close).	Costs met from Elsewhere in Public Sector		150	160	10	160	10	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE4	Economy and Development - increase income	Refocus the service to reduce time spent on non-funded activities (such as EBP) and generate more income from the business property portfolio.	Efficiency Saving	Asset Management	80	175	95	175	95	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE5	Gypsy and Traveller Services.	Increase income and reduce costs following improvements to sites.	Efficiency Saving	Asset Management	55	53	(2)	53	(2)	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE6	Economy and Development - management structure	Implement the third tier restructuring & take advantage of opportunities for further downsizing in 2010 as managers retire.	Cut		200	173	(27)	173	(27)	The savings in Strategic Communities and Economic Development have been achieved in total but the split has changed .
EE11	Country Parks	Increase visitor numbers and associated income.	Increase in Charges		50	35	(15)	35	(15)	Whilst increased income is being achieved it is less than required . This is offset by other savings in this service.
EE13	Smallholdings - estate management	Put the management of the estate onto a proactive footing with a focus on maximising its value as a long term asset for WCC, promoting the enhancement of the Warwickshire landscape and public accessibility and maximising the food and agricultural diversification opportunities.	Efficiency Saving	Asset Management	20	8	(12)	8	(12)	Other pressures on the budget have reduced the impact of this saving. This is offset by other savings in this service.
EE17	Environment - unidentified savings	Other savings across the service	Cut		0	21	21	21	21	Other savings are being made by cuts in services.
Remainder of savings planned against which no variances are forecast					973	973	0	973	0	
				Original Projects	**1,923**	**1,916**	**(7)**	**1,916**	**(7)**	

2010/11 Savings and Efficiency Monitoring - Environment and Economy **Appendix D**

Savings Managed Within the Directorate

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Savings Required £000	Savings Forecast £000	Variance £000	Forecast £000	Variance £000	
	Other revenue under/overspends - see 2010/11 Forecast Revenue Outturn report for full details.	The permanent savings detailed in this table are required to meet overspends that have arisen during the year, less any one-off underspends. Further commentary is provided by the 2010/11 Forecast Revenue Outturn report.			222	0	(222)			
				Other Savings	**222**	**0**	**(222)**	**0**	**0**	
				Grand Total	**2,145**	**1,916**	**(229)**	**1,916**	**(7)**	

2010/11 Savings and Efficiency Monitoring - Resources **Appendix E**

2010/11 Budget Savings Requirement

Ref	Savings Project	Description of the Project and Explanation of Changes Required	Nature of Measure	Type of Efficiency (if Applicable)	Savings Forecast					Commentary and Implications
					2010/11			2011/12 Onwards		
					Budget £000	Forecast £000	Variance £000	Forecast £000	Variance £000	
RE9	Car Park service	Remove the car park attendant service.	Efficiency Saving	Use of Technology	42	0	(42)	42	0	£12,000 reduction from last quarter as Car Park Attendants not leaving until April 2011
RE23	ICT - increase efficiency	Streamline technical support, support at the Service Desk and to the PC roll-out programme as number of authority users reduces.	Efficiency Saving	Workforce Planning	31	59	28	59	28	Budget reduced by £59,000 at April 10 to deliver savings
RE29	Schools Technical Support	Remodel and reduce the STS service.	Efficiency Saving	User Focus	85	99	14	99	14	Re-model of STS generated £85,000 target and a further in year £14,000 due to part year vacancy of managers post
Remainder of savings planned against which no variances are forecast					599	599	0	599	0	
				Original Projects	**757**	**757**	**0**	**799**	**42**	