Budget Development Process 2012/13 -2014/15 Savings/Income Generation Options

Savings Option	Management/Staffing Reductions (and associated savings through review of service activities)

Directorate	Planning and Environment Services

Service Area & ABB Link	Whole service area involving all business groups within PES

Narrative Description of Savings Option
The 2011/12 budget setting process resulted in PES losing 50 posts (15%) of its staffing establishment. Further management/staff cost savings have been limited to £300,000 over the next two years to enable PES to complete its business restructuring. This will enable a period of consolidation and testing of new structures and business groups to ensure they are fit for purpose and support efficiency and cost containment/reduction as well as delivering timely and effective services to the public. The £300,000 saving for 2012/13 is based on natural staff turnover and vacancy management with associated admin costs. This is based on 8 establishment posts across all business groups. This has involved a review of individual service activities, identifying statutory and non statutory duties, alignment of service delivery within Council Priorities and identifying potential duplication with other agencies. Phase 1 2012/13: Initial scoping of service reviews following restructuring/ re-engineering of 2011/12 decisions to underpin period of consolidation (September - December 2011) Phase 2 - 2014/15: Implementation of service reviews to achieve further resource and service efficiencies (January - December 2013). To be completed in two phases.

Savings/Income Generation Option Amounts	
2012/13:	£300,000
2013/14:	£300,000
2014/15:	£800,000

Details on the Calculation of Savings Option Amounts
Savings based on natural staff turnover and vacancy management with associated admin costs, involving 8 establishment posts across PES for 2012/13 and a further 12 establishment posts for 2014/15.

Details on Staffing Implications and how this will be managed
The staffing establishment within PES will be reduced by 8 establishment posts for 2012/13. Service delivery will be reviewed and prioritised, alignment of high priority services will be made within existing resources. Service reviews will be completed by December 2013 to identify any further potential savings.

Issues/Concerns Regarding Deliverability of Indicated Savings
Vacancies will be managed closely throughout 2011/12 to work towards the savings for 2012/13. Individual service reviews will be completed by 2014/15 to identify the total saving.

Risk Effect Assessment	2012/13 2013/14	2014/15
	Potential Effect	
Effect on Service User		
There may be an impact on service users due to the reduction in staff resource leading to more time being taken to deal with customer issues/requests. Every effort will be made to address any impact through agile working, use of technology and service re-engineering. Once these measures have been consolidated, individual service reviews will follow with the second phase of the refocusing and change process for year 3 which will be more challenging.	2	3
Effect on Staff		
It is recognised that this proposal has potential to impact on staff. Managers will work with remaining staff to confirm priorities and re-prioritise existing workloads. Minor effect due to bedding in of new management structure and settling in of staff teams where there has been a reduction. Again, the situation will be more challenging for 2014/15.	2	3
Effect on Other Council Services		
Initially effects will be negligible and will be more challenging for 2014/15.	1	2
Effect on Other Council's Agreed Priorities		
Will require active management to minimise this impact.	1	2
Effect on ability to attract External Funding		
Attracting external funding is carried out mainly by teams – the ability to apply is unlikely to be affected.	1	1
Total Potential Effect	**7**	**11**
The loss of a further 20 establishment posts from the PES establishment will affect service delivery and will have to be managed with great care. Key priorities for service delivery will have to be included in the Department's Business Plans and Service Reviews will have to clearly set out the changes to be made and the service delivery plans to be achieved. The Impact Assessment Screening for the 2012/13 saving option is neutral in all aspects.		

Measures to Reduce/Address Risks and Minimise Any Negative Impacts
Treat Service Reviews will be completed. Effects on service users and staff will be addressed through management and team re-structuring, assessing priorities for managers, staff training and development and communication with staff and service users.