



ADDITIONAL AGENDA ITEM

This is a supplement to the original agenda and includes a report that is additional to the original agenda.

NOTTINGHAM CITY COUNCIL EXECUTIVE BOARD

Date: Tuesday, 20 December 2016

Time: 2.00 pm

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG

Governance Officer: James Welbourn, Constitutional Services,
Direct Dial: 0115 8763288

AGENDA

Pages

- | | |
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| 7 | BUDGET CONSULTATION 2017/18 Report of Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration |
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|---|--|
| Subject: | Budget Consultation 2017/18 |
| Corporate Director(s)/Director(s): | Geoff Walker, Strategic Director of Finance |
| Portfolio Holder(s): | Councillor Graham Chapman, Deputy Leader/Portfolio Holder for Resources and Neighbourhood Regeneration |
| Report author and contact details: | Theresa Channell – Head of Strategic Finance & Deputy Section 151 Officer 0115 8763649 theresa.channell@nottinghamcity.gov.uk |
| Subject to call-in: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Key Decision: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Criteria for Key Decision: | |
| (a) <input type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision | |
| and/or | |
| (b) Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| Type of expenditure: | <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital |
| Total value of the decision: Nil | |
| Wards affected: All | |
| Date of consultation with Portfolio Holder(s): Throughout the budget process | |
| Relevant Council Plan Key Theme: | |
| Strategic Regeneration and Development | <input checked="" type="checkbox"/> |
| Schools | <input checked="" type="checkbox"/> |
| Planning and Housing | <input checked="" type="checkbox"/> |
| Community Services | <input checked="" type="checkbox"/> |
| Energy, Sustainability and Customer | <input checked="" type="checkbox"/> |
| Jobs, Growth and Transport | <input checked="" type="checkbox"/> |
| Adults, Health and Community Sector | <input checked="" type="checkbox"/> |
| Children, Early Intervention and Early Years | <input checked="" type="checkbox"/> |
| Leisure and Culture | <input checked="" type="checkbox"/> |
| Resources and Neighbourhood Regeneration | <input checked="" type="checkbox"/> |
| Summary of issues (including benefits to citizens/service users): | |
| This report contains draft proposals for the revenue element of the Council's draft Medium Term Financial Plan (MTFP) for 2017/18 to 2019/20. | |
| Headlines include: | |
| <ul style="list-style-type: none"> • continued Government funding cuts with the expectation that the Revenue Support Grant (RSG) will have decreased by nearly 65% since 2013/14; • local services will be increasingly funded by local tax payers as Government funding continues to fall; • demand for services such as Adult Social Care and Children in Care continues to increase; • the assumption that the Nottingham and Nottinghamshire Sustainability and Transformation Plan (STP) is fully agreed. This transformation of Adult Social Care to achieve sustainable health care services in partnership with the NHS is assumed to mitigate the budget gap by £13.878m in 2017/18; • consultation proposals of £12.710m in 2017/18, subject to outcomes of the provisional settlement; • savings aim to minimise the impact of service reductions on vulnerable citizens; • maximise commercial opportunities that will generate income and help offset the impact of Government grant reductions; • assumes a City Council increase in council tax of 1.99%, and the continuation of the | |

additional **2.00%** Social Care precept on Council Tax.

The final overall proposals for the MTFP, including any changes arising from consultation, will be considered by Executive Board in February 2017 for recommendation to Full Council in March 2017.

Exempt information: None

Recommendation(s):

1 To note, endorse and release the MTFP proposals as set out in paragraph **2.5** and **Table 4** of the report for formal public consultation, noting that further details relating to individual consultation proposals are contained in **Appendix 1a-j**.

1 REASONS FOR RECOMMENDATIONS

- 1.1 This report presents and seeks endorsement for currently identified draft budget proposals for 2017/18 to 2019/20 to enable the release of details for public consultation.
- 1.2 Any options that include proposed workforce reductions will be subject to internal consultation, which entails jointly examining and discussing the proposals and issues of concern with the trade unions and affected colleagues. The details of such proposals may, therefore, change during the consultation period and this may impact on the way in which identified savings will be delivered.

2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

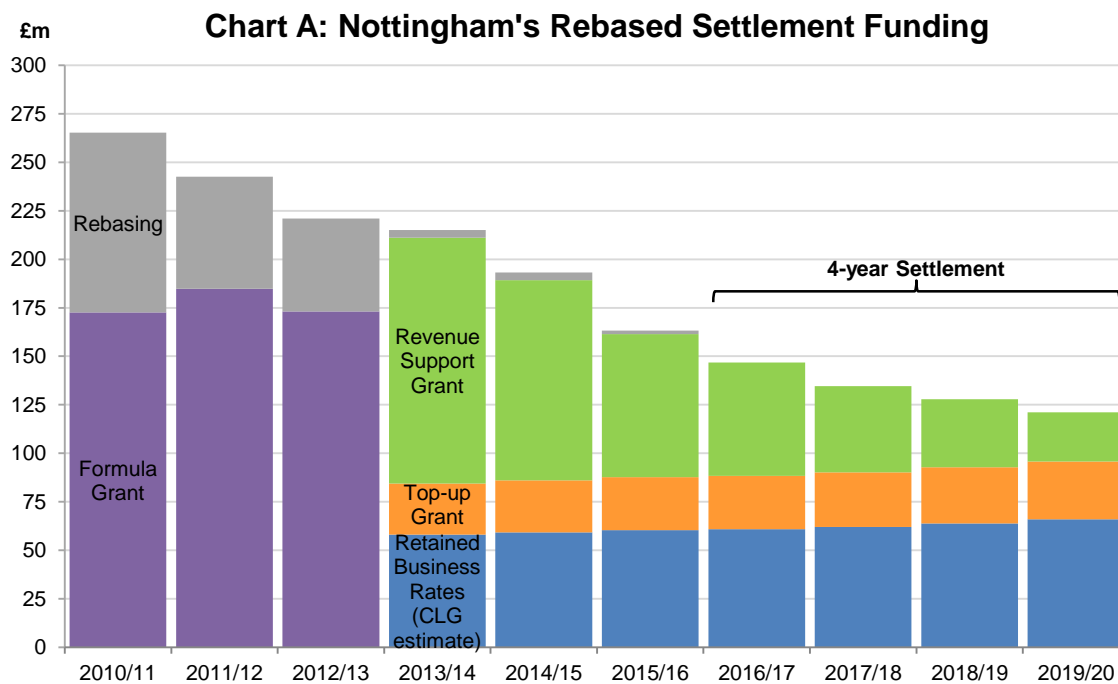
2.1 Economic and funding overview

Local Government continues to operate in a very challenging financial environment and there is uncertainty over future levels of funding; consequences of the Brexit decision are as yet unknown.

The Government's Autumn Statement published on 23 November provided headline national figures on key economic indicators which have worsened since the March budget and the Government is no longer seeking to achieve a fiscal surplus in this parliament. The statement focused predominately on productivity, infrastructure and housing and announcements on the Living Wage increase from April 2017.

Nottingham City Council, like all other local authorities across the country, has seen a substantial reduction in Government funding as a consequence of the Government's policies to tackle the national fiscal deficit.

This policy has seen RSG as a proportion of the Council's total revenue funding reduce and this trend will continue in future years. Chart A illustrates how RSG is profiled to fall from **£126.819m** in 2013/14 to **£25.332m** in 2019/20.



Alongside this reduction in grant income, Nottingham has seen increased demand for a number of services, for example Adult Social Care and Children in Care which already accounted for approximately half of the Council's net budget. These increasing care pressures, alongside continuing funding cuts, will have a significant impact on the Council's ability to fund other local services.

In the period from 2010/11 to 2016/17 the Council has had to make annual savings totalling **£203.961m** and will continue to have to make difficult decisions about the services it provides in order to close a predicted budget gap of **£26.815m** next year.

Locally, the Council hasn't received any transition grant. The transition grant nationally is £300m over a two year period and was set up by the Government as a support scheme for councils in response to concerns over changes in the funding calculations.

At the time of writing this report the provisional settlement for 2017/18 hasn't been published therefore figures in the February Executive Board report may alter following the settlement announcements. The provisional settlement is expected shortly before Christmas, with the final settlement expected in early February. There is speculation about changes to the referendum limits that councils can raise Council Tax to fund the budget gaps arising in Adult Social Care, this report is predicated on the existing 2.00% referendum limit for Council Tax and 2.00% Social Care Precept.

Table 1 shows the currently assumed funding **before** the provisional settlement and the statutory return of detailed business rates projections to Department for Communities and Local Government (DCLG). It is expected that the continuing trend will mean that local services will be increasingly funded by local tax payers as Government funding continues to fall.

TABLE 1: ASSUMED FUNDING

| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|--|-----------------------|-----------------------|-----------------------|
| <u>Current Projections</u> | | | |
| Retained Business Rates | (63.334) | (64.981) | (67.125) |
| Top-up | (28.004) | (28.732) | (29.680) |
| Revenue Support Grant | (44.485) | (34.981) | (25.332) |
| Assumed Settlement | (135.823) | (128.694) | (122.138) |
| Council Tax (incl Social Care Precept) | (99.976) | (105.075) | (110.421) |
| TOTAL FUNDING | (235.800) | (233.769) | (232.558) |

Retained Business Rates

From April 2017 Business Rates will be based on the 2017 revaluation; the provisional settlement will take into account the 2017 revaluation however the assumption is that top-up will be adjusted to reflect any variance.

With the 50% local retention it is necessary for each authority to estimate the amount to be collected in 2017/18, the financial risk due to the volatility within Business Rates (including outstanding appeals) has an impact on the Council's overall funding. A provisional estimate of retained element has been made for the projections shown in this report.

By the end of the current parliament the Government is working towards local councils retaining 100%.

Top-up

Under the retained Business Rates system any authority whose Business Rates income is less than their initial baseline funding level, as is the case for the Council, will receive the balance as a 'top-up'.

RSG

All authorities currently continue to receive RSG from the Government in addition to their retained Business Rates. Nottingham has accepted the multi-year settlement offer and 2017/18 will be year two of the four year settlement. RSG will then cease at the end of this period in 2019/20.

Current figures assume a reduction of **24%** or **£13.9m** from 2016/17 to 2017/18.

New Homes Bonus

The New Homes Bonus is a grant to local Councils for increasing the number of new homes. A consultation on a revised scheme was conducted over the summer. Details of any new scheme is expected in the provisional settlement, the MTFP assumes **£2.872m** in 2017/18.

Tax Base

Executive Board is required to agree the council tax base for 2017/18 by the end of January and a detailed report will be presented at the January Executive Board.

Council Tax

The proposed MTFP assumes a **1.99%** per annum (pa) Council Tax increase in each financial year; this has been set in the context of the previously announced **2.00%** referendum limit on increases plus an additional Social Care Precept of **2.00%** pa to fund Adult Social Care. This context may change following the provisional settlement and any resulting changes to Council Tax assumptions will be reflected in the MTFP report to Executive Board in February.

Specific Grants

The budget has been constructed on the basis that if specific grant funding reduces then the expenditure and activity will reduce accordingly. If this is not the case then further savings have been identified to cover the shortfall and are included in the proposals put forward for consultation.

Department of Health - Public Health Grant

The ring fenced Public Health Grant is **£34.723m** in 2017/18, however, this has incurred in-year reductions of **2.47% (£0.878m)**, with further reductions required over the next five years.

The Autumn Statement headlines are that real term savings of **2.95%** pa during this period will occur on the grant in total with the ring fencing remaining in place during 2016/17 and 2017/18.

Department of Health - Health Visitors & Family Nurse Partnership

During 2015/16 responsibility for this service transferred to local authorities, the MTFP assumes a budget of **£10.638m**.

Department for Education – Education Service Grant (ESG)

The 2016/17 ESG allocation is estimated at **£1.979m**; this has reduced by **£3.367m** since 2012/13 and the forecast grant for 2017/18 is **£0.630m** which is based on funding of £15 per pupil to support the Local Authority's retained statutory requirements for pupils in all settings. No assumption has been made with regard to the transitional funding for General Duties for pupils in mainstream maintained schools.

The proposals included in MTFP mitigate both the reduction in grant from 2016/17 to 2017/18 and the outstanding gap from previous grant reductions (**£0.853m**). ESG will continue to reduce as more schools convert to academies.

2.2. Efficiency Plan 2016/17-2019/20 and Medium Term Financial Strategy (MTFS)

The Council submitted an Efficiency Plan (the basis being the MTFS) to DCLG in October 2016 with approval granted in November 2016, this was a requirement in securing the multi-year settlement covering 2016/17 to 2019/20.

This settlement will give increased certainty but not a guarantee as to the RSG and the MTFP within this report covers the remaining three years of this settlement.

2.3. Managing the funding reductions and financing ongoing pressures

In order to respond to the funding cuts and manage the increasing pressures the Council has built its MTFP on the following principles:

- take account of the Council's priorities within the Council Plan 2015-2019 agreed by Council on 9 November 2015;
- address demographic and service pressures;
- reflect the significant reductions in external funding (especially general and specific Government grants) by reducing expenditure on those activities;
- support the Council's determination to be efficient, improve performance and modernise the organisation;
- minimise the impact of service reductions and changes on vulnerable citizens by protecting frontline services;
- to pursue commercialisation opportunities to generate income for the Council.

2.4. **Adult Social Care – Health Integration with the NHS**

There continues to be budget pressures in Adult Social Care, the reasons for these pressures include:

- increased life expectancy and the associated additional care needs this presents
- increased disability life expectancy
- additional care costs from providers due to increased National Living Wage rates

The MTFP for 2017/18 onwards continues to assume the **2.00%** Adult Social Care precept however the budgetary pressures in Adult Social Care exceed the funds raised through this precept. Nationally councils are working with the NHS to develop local STP's in recognition of this national issue and the budgetary pressures. The overall aims are to enable the NHS to manage its budget and keep citizens at home, living independently rather than spending time in hospital.

This report assumes that the STP is fully agreed which will then mitigate the 2017/18 budget gap by **£13.878m**.

2.5. **MTFP**

The MTFP was previously published in February 2016 with a net budget requirement of **£258.104m** for 2017/18, and a budget gap of **£23.347m** for 2017/18, rising to **£42.066m** for 2019/20.

Updating Budget Assumptions

The assumptions within this MTFP have been refreshed to reflect the Council's current understanding in relation to inflation, corporate adjustments, previous MTFP proposals and service/demographic pressures particularly:

- continued demand changes within Adults Social Care increasing costs by **10.97%** in addition to commitments already included in the current MTFP. There are changes in the complexities of requirements for support, growth in numbers and the impact of the National Living Wage;
- demographic growth and complexity changes within Children's Social Care continues to increase costs. Current MTFP commitments incorporate increased levels of funding for this service; this is based on financial growth of **3.8%** and no further growth has been reflected in the MTFP.

Budget assumptions and pressures are refreshed on an ongoing basis, the MTFP within this report assumes a **£1.000m** pressure for increased pension costs following the actuarial revaluation currently underway. Further clarification on pension assumptions is expected imminently and any changes to this or other relevant assumptions will be reflected in the February report.

Adjustments have also been made to reflect the continuing net impact of savings decisions made in previous budgets of **£3.077m** in 2017/18, rising to **£6.631m** in 2019/20.

Table 2 summarises the impact of the 2017/18 proposals contained elsewhere in this report and is based on the starting position of a balanced 2016/17 budget.

A budget gap of **£26.815m** needs to be addressed to balance the currently projected MTFP in 2017/18.

This report sets out consultation proposals of **£12.710m** in 2017/18 rising to **£13.068m**.

TABLE 2: DRAFT MEDIUM TERM FINANCIAL PLAN

| DESCRIPTION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|------------------|------------------|------------------|
| 2016/17 Net Budget Requirement | 243.878 | 243.878 | 243.878 |
| Updated Budget Assumptions | 18.737 | 30.758 | 36.461 |
| NET BUDGET | 262.615 | 274.635 | 280.339 |
| Retained Business Rates, Top-up & RSG | (135.823) | (128.694) | (122.138) |
| Council Tax | (99.976) | (105.075) | (110.421) |
| ASSUMED FUNDING | (235.800) | (233.769) | (232.558) |
| BUDGET GAP | 26.815 | 40.866 | 47.781 |
| Savings approved by delegated decisions | (0.378) | (0.378) | (0.378) |
| Health Integration with NHS (STP) | (13.878) | (14.780) | (15.659) |
| Consultation Proposals | (12.710) | (12.729) | (13.068) |
| OUTSTANDING GAP | (0.151) | 12.979 | 18.676 |

Savings previously approved by delegated decisions

The draft MTFP in the table above recognises savings previously approved by delegated decisions, further proposals in the period to March 2017 may be approved in this way.

Table 3 summarises a proposal already approved by delegated decision.

TABLE 3 : SAVING APPROVED BY DELEGATED DECISION

| PROPOSAL | DECISION | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|--|----------|----------------|----------------|----------------|
| Department restructure to deal with ESG reductions | 2624 | (0.378) | (0.378) | (0.378) |
| TOTAL | | (0.378) | (0.378) | (0.378) |

Health Integration with NHS (STP)

Assumes the STP is fully agreed (see paragraph 2.4).

Consultation Proposals

Table 4 summarises the proposals to be delivered by each lead portfolio with more detail provided in **Appendix 1a-j**.

TABLE 4: CONSULTATION PROPOSALS

| LEAD PORTFOLIO | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|--|-----------------|-----------------|-----------------|
| Adults & Health | (0.183) | (0.222) | (0.325) |
| Business, Growth & Transport | (2.123) | (2.123) | (2.123) |
| Community Services | (2.484) | (2.231) | (2.231) |
| Early Intervention & Early Years | (1.710) | (1.601) | (1.601) |
| Education, Employment & Skills | (0.433) | (0.443) | (0.443) |
| Energy & Sustainability | (0.455) | (0.530) | (0.530) |
| Leisure & Culture | (1.491) | (1.491) | (1.491) |
| Planning & Housing | (1.753) | (1.753) | (1.753) |
| Resources & Neighbourhood Regeneration | (1.897) | (2.154) | (2.390) |
| Strategic Regeneration | (0.181) | (0.181) | (0.181) |
| TOTAL | (12.710) | (12.729) | (13.068) |

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 Throughout the budget process a range of different options are considered including various levels of council tax, investment and cost reductions. This is a complex process with many iterations and possibilities too numerous and detailed to present as discrete options here. This report presents the overall set of current draft proposals which together seek to balance levels of investment, income, cost reductions and an appropriate level of council tax.

4 FINANCE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

- 4.1 The City Council's annual budget, within the MTFP, forms the cornerstone of financial management and control within the organisation. All revenue spending and income will continue to be monitored against the final MTFP.

The Council has developed a robust approach to providing value for money and efficiency savings which support the delivery of the Council Plan. The embedding of a robust value for money (VFM) framework is one of the key strands within the Council's transformation programme, but it is through the mainstream application of such principles within service planning and delivery that VFM will be delivered.

5 LEGAL AND PROCUREMENT COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND INCLUDING LEGAL, CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

- 5.1 The City Council is required to set a balanced budget for 2017/18 before 11 March 2017.
- 5.2 Insofar as the cost reduction proposals as set out in this report contain workforce reduction proposals, Section 188(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 ("TULR(C)A") may well be engaged and sufficient time will need to be set aside for relevant consultation with the appropriate representatives of affected employees.
- 5.3 A detailed and comprehensive risk assessment will be undertaken in order to inform the Chief Finance Officer's (CFO's) assessment of the affordability of the MTFP and the consequent recommended levels of reserves and contingencies. Any increases in these levels, reflect the higher level of risk inherent in the budget arising from significantly reduced external funding sources, transfer of risks from Central Government and the resultant high levels of cost reductions required. The risk assessment will inform the budget report to Executive Board in February 2017.

6 STRATEGIC ASSETS & PROPERTY COMMENTS (FOR DECISIONS RELATING TO ALL PROPERTY ASSETS AND ASSOCIATED INFRASTRUCTURE)

- 6.1 None

7 SOCIAL VALUE CONSIDERATIONS

- 7.1 None

8 REGARD TO THE NHS CONSTITUTION

- 8.1 None

9 EQUALITY IMPACT ASSESSMENT (EIA)

9.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because any decisions relating to the draft budget proposals will be set out in further reports to Executive Board in February and to City Council in March 2017. Equality Impact Assessments are being carried out, where appropriate, for all relevant budget proposals and a summary will be provided with these reports.

Yes



10 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)

10.1 None

11 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

11.1 Council Plan 2015-2019

<http://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=4980>

Medium Term Financial Strategy 2016/2020

<http://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=155&MId=4982>

Medium Term Financial Plan (MTFP) 2016/17 – 2019/20

<http://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=177&MId=5042>

Efficiency Plan 2016/17 – 2019/20

<http://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=177&MId=5770>

12 OTHER COLLEAGUES WHO HAVE PROVIDED INPUT

12.1 Jo Worster – Team Leader Strategic Finance

0115 8763448

joanne.worster@nottinghamcity.gov.uk

Ian Fair

Senior Accountant - MTFP

0115 8763651

ian.fair@nottinghamcity.gov.uk

Steve Thornton

Senior Accountant - MTFP

0115 8763655

Steve.thornton@nottinghamcity.gov.uk

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Adults & Health

Appendix 1a

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|----------------------|---|--|--|----------------|----------------|----------------|
| 1 | Children & Adults | Adult Social Care | Brokerage for self-funding citizens | A number of citizens who are able to fully fund their social care support independently arrange provision with providers. This offer would allow self-funding citizens to approach Nottingham City Council for assistance and support with this brokerage task. Whilst all citizens are entitled to an assessment of need there would be a charge for this brokerage service | (0.007) | (0.014) | (0.014) |
| 2 | Children & Adults | Adult Social Care | Deputyship Function | Nottingham City Council is currently undertaking a review of the Deputyship Function. Resources are available within the external market to manage this which will secure savings contributing to the wider sustainability of services | 0.000 | 0.000 | (0.050) |
| 3 | Children & Adults | Adult Social Care | Stroke Association | Block payment to Stroke Association already ceased | (0.019) | (0.019) | (0.019) |
| 4 | Children & Adults | Adult Social Care | Payments to voluntary provider | Reduction of payments to voluntary sector | 0.000 | (0.016) | (0.016) |
| 5 | Children & Adults | Adult Social Care | Health Integration Mitigation | Savings used to mitigate health integration | 0.026 | 0.048 | 0.098 |
| 6 | Strategy & Resources | Communications & Marketing | Develop opportunities for trading services | Source new business potential/opportunities to generate an income | (0.050) | (0.050) | (0.050) |
| 7 | Strategy & Resources | Quality & Commissioning - Supporting People | Market Development Function | The Market Development Function is small, but important for developing enough provision to meet the needs of vulnerable people. Explore ways to resource the function through partnership work, alternative grants and income generation | 0.000 | (0.039) | (0.061) |
| 8 | Strategy & Resources | Strategy & Policy | Looking After Each Other (LAEO) Team | Explore ways to enable the small team that coordinate the LAEO programme (community support) and support to statutory partnerships to become self-funded by exploring a shared partnership approach | 0.000 | 0.000 | (0.081) |
| 9 | Strategy & Resources | Strategy & Policy | Analysis Team | Reduction of analytical capacity | (0.079) | (0.079) | (0.079) |
| 10 | Strategy & Resources | Strategy & Policy | Insight Team | Reduction of analytical capacity | (0.054) | (0.054) | (0.054) |
| | | | | | (0.183) | (0.222) | (0.325) |

Business, Growth & Transport

Appendix 1b

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---------|----------------------|------------------------------|---|--|---------------|---------------|---------------|
| 1 | Development & Growth | Econ Dev Business Growth | Income from ducting concession commission | Additional income from ducting concession commission based on broadband sold to customers | (0.045) | (0.045) | (0.045) |
| 2 | Development & Growth | Econ Dev Business Growth | City centre management role | Funding from external sources to fund city centre management role | (0.020) | (0.020) | (0.020) |
| 3 | Development & Growth | Transport Strategy | Generation of funding | Increase bidding activity (target Smart City/Smarter Choices funding opportunities)/Convert min grade H post to project funding | (0.020) | (0.020) | (0.020) |
| 4 | Development & Growth | Public Transport | Centrelink and Medilink bus services | A £1 per trip fare to be introduced on these two services, but they will remain free for concessionary fares holders. Non-city concessionary residents using Medilink park and ride will also be charged | (0.090) | (0.090) | (0.090) |
| 5 | Development & Growth | Public Transport | Bus and coach operators using Nottingham's bus stations | increased charge to transport operators for use of improved interchange facilities | (0.040) | (0.040) | (0.040) |
| Page 14 | Development & Growth | Public Transport | Bus operators using the City Council's information services | Increased charge to bus operators for improved electronic information systems | (0.050) | (0.050) | (0.050) |
| 7 | Development & Growth | Traffic Safety & Development | Extend access to professional services | To increase working with external parties and other Authorities to minimise costs of service provision through lower unit costs, increase skills and improve quality of service delivery | (0.030) | (0.030) | (0.030) |
| 8 | Development & Growth | Street Lighting | Street lighting contract | Savings generated through re-aligning the financial model underpinning the street lighting private finance initiative contract | (0.012) | (0.012) | (0.012) |
| 9 | Development & Growth | Street Lighting | Review of lighting stock following major works | Savings generated in the street lighting private finance initiative contract relating to a change in the inventory following a series of major highways works | (0.020) | (0.020) | (0.020) |
| 10 | Development & Growth | Tourism | Reduction in grant to Marketing Nottingham | Reduction in PMO funding as they secure other additional income consistent with the business plan | (0.025) | (0.025) | (0.025) |
| 11 | Development & Growth | Transport Strategy | Transport Planning | Delete vacant post | (0.036) | (0.036) | (0.036) |
| 12 | Development & Growth | Public Transport | Concessionary Fares scheme | Extended programme of anti-fraud measures on concessionary fares scheme | (0.040) | (0.040) | (0.040) |
| 13 | Development & Growth | Traffic Safety & Development | Network Management | Increase operational efficiency of providing a Nottingham Network Management service | (0.070) | (0.070) | (0.070) |
| 14 | Development & Growth | Traffic Safety & Development | Consumables | To achieve efficiency savings for maintenance of traffic equipment and consumables | (0.150) | (0.150) | (0.150) |

| | | | | | | | |
|---------|-------------------------|------------------------------|---|--|----------------|----------------|----------------|
| 15 | Development & Growth | NET Project | NET | The saving in part relates to a budget to maintain three specific properties which are due to be disposed of, thereby ending the requirement. The other part of the saving relates to a slight amendment to a staffing structure | (0.014) | (0.014) | (0.014) |
| 16 | Development & Growth | Public Transport | Linkbus network | Operational savings from the Linkbus network due to expansion of electric charging network | (0.045) | (0.045) | (0.045) |
| 17 | Development & Growth | Public Transport | Easylink dial-a-ride service | A moderate reduction in Easylink services | (0.040) | (0.040) | (0.040) |
| 18 | Development & Growth | Public Transport | Linkbus network | Focus will be on redesign of tendered services to reduce overlap with other commercial bus and tram services and to make most use of external funding sources | (0.080) | (0.080) | (0.080) |
| 19 | Development & Growth | Public Transport | Concessionary fares | Reduced operator payments for concessionary fares due to network use changes | (0.150) | (0.150) | (0.150) |
| 20 | Development & Growth | Traffic Safety & Development | Consultancy costs | To reduce external consultancy support for Service Delivery | (0.120) | (0.120) | (0.120) |
| 21 | Commercial & Operations | Energy Services | Highways & Energy Infrastructure | Insourcing capital schemes, exploring new business models rather than delivery of the business plan | (0.400) | (0.400) | (0.400) |
| 22 | Commercial & Operations | Neighbourhood Services | Review of on street parking zones | Review on street parking zones (1-4) to ensure they cater for demand | (0.171) | (0.171) | (0.171) |
| Page 14 | Commercial & Operations | Neighbourhood Services | Review of on street parking tariffs | Review on street parking tariffs to ensure they remain fit for purpose | (0.090) | (0.090) | (0.090) |
| 24 | Commercial & Operations | Neighbourhood Services | Management and delivery of the councils on and off street parking service | Continued day to day management of the councils portfolio of parking assets to ensure they provide a high quality parking service | (0.150) | (0.150) | (0.150) |
| 25 | Commercial & Operations | Neighbourhood Services | Review of off street parking tariffs and offers | Annual review of the off street parking tariffs to ensure they remain fit for purpose | (0.065) | (0.065) | (0.065) |
| 26 | Commercial & Operations | Neighbourhood Services | Nottingham City Council fleet | Ongoing review of Nottingham City Council fleet utilisation, vehicle lifespan and productivity to identify service improvements | (0.150) | (0.150) | (0.150) |
| | | | | | (2.123) | (2.123) | (2.123) |

Community Services

Appendix 1c

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---------|-------------------------|-------------------------|---|---|---|---------------|---------------|
| 1 | Commercial & Operations | Neighbourhood Services | Facilities & Building Services | Insourcing construction activity | (0.300) | 0.000 | 0.000 |
| 2 | Commercial & Operations | Neighbourhood Services | Building Related Services | Further review of Traded Activities | (0.150) | (0.150) | (0.150) |
| 3 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from Nottingham City Homes, Nottingham BID and other agencies | (0.300) | (0.300) | (0.300) |
| 4 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from non-core activities | (0.100) | (0.100) | (0.100) |
| 5 | Commercial & Operations | Neighbourhood Services | Increased Efficiencies and Income Generation | Deliver operational productivity efficiencies and expand the income generated from specialist and contract cleaning services | (0.160) | (0.160) | (0.160) |
| Page 15 | Commercial & Operations | Neighbourhood Services | Continued Commercial Sales Growth | To continue the growth in commercial waste contracts and new confidential waste services, whilst maximising operating efficiencies | (0.300) | (0.300) | (0.300) |
| | Commercial & Operations | Neighbourhood Services | Increase in Commercial Sales and Contracts | Provide school and specialist grounds maintenance services to an increased customer base, including Japanese Knotweed treatment | (0.040) | (0.040) | (0.040) |
| | 8 | Commercial & Operations | Neighbourhood Services | Increase in number of Commercial Catering sites | To continue to expand the number of commercial catering sites, increase income from event and hospitality catering services | (0.110) | (0.110) |
| 9 | Commercial & Operations | Neighbourhood Services | To reduce expenditure and increase income and quality of the service to schools | To support schools in driving uptake of school meals whilst maximising service productivity and reducing expenditure | (0.400) | (0.400) | (0.400) |
| 10 | Commercial & Operations | Various | Overtime | Reduction in overtime | (0.150) | (0.150) | (0.150) |
| 11 | Commercial & Operations | Community Protection | Frontline security services | In-sourcing/diversifying frontline security services, and review building operating hours | (0.200) | (0.200) | (0.200) |
| 12 | Commercial & Operations | Neighbourhood Services | Contact Centre Proposal | Adoption of a 'One Council Approach', offering a consistent access to services, whilst maintaining individual and specialist service knowledge and commercial opportunities | (0.100) | (0.100) | (0.100) |
| 13 | Commercial & Operations | Neighbourhood Services | Recycling | In the main, recycling has now been implemented and rolled out across the city and the arrangements are now in place and embedded. As such there is now a greater need to focus resources | (0.102) | (0.102) | (0.102) |

| | | | | | | | |
|----|----------------------|---------------------------|------------------------------|--|----------------|----------------|----------------|
| | | | | on the front line and how residents present their recycling | | | |
| 14 | Strategy & Resources | Crime & Drugs Partnership | Rent reduction | Remainder of Crime and Drugs Partnership Team will be re-located from the Galleries of Justice on 1st April 2018 | 0.000 | (0.047) | (0.047) |
| 15 | Strategy & Resources | HROT | Corporate Leadership support | Review of the support provided to the Corporate Leadership Team and the Executive, to include systems and processes for better and efficient ways of working | (0.072) | (0.072) | (0.072) |
| | | | | | (2.484) | (2.231) | (2.231) |

Early Intervention & Early Years

Appendix 1d

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---------|-------------------|------------------------|--|--|---------------|---------------|---------------|
| 1 | Children & Adults | Children in Care | Edge of Care Programmes | Expansion of Edge of Care programmes and support for children in care that focus on supporting and enabling families to stay together. These successful programmes lead to less children coming into care and homes for those able to leave care | (0.605) | (0.505) | (0.505) |
| 2 | Children & Adults | Children in Care | Selling of occasional Specialist Internal Placements | Offering any spare capacity to other local authorities | (0.010) | (0.010) | (0.010) |
| 3 | Children & Adults | Youth Offending Team | Selling of Restorative Justice Training | Generating income through the expansion of external training delivered by the Restorative Justice Co-ordinator | (0.020) | (0.020) | (0.020) |
| 4 | Children & Adults | Early Help Services | Play & Youth | Removal of three vacant posts and creation of sessional workers | (0.063) | (0.063) | (0.063) |
| Page 18 | Children & Adults | Inclusion & Disability | Grant Income | Ensure recharges for infrastructure costs to grants are maximised | (0.103) | 0.000 | 0.000 |
| 5 | Children & Adults | Inclusion & Disability | Early Years review | Efficiencies through a revised model of service delivery of early years support | (0.085) | (0.055) | (0.055) |
| 7 | Children & Adults | | Efficiencies in central infrastructure costs | Reduction in Children's Residential & Directorate Support training budget | (0.014) | (0.014) | (0.014) |
| 8 | Children & Adults | Child Protection | Family Support | Maximise grant funding for Family Support | (0.167) | (0.167) | (0.167) |
| 9 | Children & Adults | Early Help Services | Children's Centres | Re-design of the running of children's centres that are in close proximity of a joint service centre to reduce running costs. Some services from Bulwell Children's Centre to relocate into Riverside Joint Service Centre | (0.050) | (0.050) | (0.050) |
| 10 | Children & Adults | Children in Care | Internal Foster Carers | Invest to save project to recruit more Nottingham City Council foster carers | (0.123) | (0.365) | (0.365) |
| 11 | Children & Adults | Inclusion & Disability | Short Breaks | Alignment of Children's and Adults Direct Payment Rates | (0.040) | (0.040) | (0.040) |
| 12 | Children & Adults | Youth Offending Team | Youth Offending Team support | Review of staffing levels and removal of vacant post | (0.035) | (0.035) | (0.035) |
| 13 | Children & Adults | Youth Offending Team | Youth Crime Prevention | Review & reduce Youth Crime Prevention work by reducing the Targeted Youth Support in line with the reduction in National Funding Grants | (0.065) | (0.065) | (0.065) |

| | | | | | | | |
|----|----------------------|---|--------------------------------------|--|----------------|----------------|----------------|
| 14 | Strategy & Resources | Strategy & Policy | DAISI traded service | Increase the income from the DAISI traded service with schools | (0.010) | (0.100) | (0.100) |
| 15 | Strategy & Resources | Strategy & Policy | Research engagement and consultation | Attract funding | (0.003) | (0.003) | (0.003) |
| 16 | Strategy & Resources | One Nottingham | One Nottingham | Reduction in annual running costs | (0.030) | (0.030) | (0.030) |
| 17 | Strategy & Resources | Commissioning and Procurement | 0-5 health services | Contract rolled forward with in year savings | (0.208) | 0.000 | 0.000 |
| 18 | Strategy & Resources | Quality & Commissioning - Supporting People | Workforce Development Team | Source alternative grants and shared approaches to workforce development | (0.050) | (0.050) | (0.050) |
| 19 | Strategy & Resources | Quality & Commissioning - Supporting People | Family befriending service | Recommission family befriending service delivering savings in the contract | (0.030) | (0.030) | (0.030) |
| | | | | | (1.710) | (1.601) | (1.601) |

Education, Employment & Skills

Appendix 1e

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---------|----------------------|---------------------------|---|--|----------------|----------------|----------------|
| 1 | Children & Adults | Inclusion & Disability | Special Education Needs services | Generating income through selling Special Education Needs services | 0.000 | (0.010) | (0.010) |
| 2 | Children & Adults | Education Partnerships | Technical Services | Generating income through selling of Technical Services | (0.033) | (0.033) | (0.033) |
| 3 | Children & Adults | Education Partnerships | Education Services Nottingham brokerage | Generating income through Education Services Nottingham brokerage | (0.050) | (0.050) | (0.050) |
| 4 | Children & Adults | Inclusion & Disability | Education Health & Care Plan | Completion of Education Health & Care Plan (EHP) and Special Education conversion from Special Education Needs statements to EHP | (0.014) | (0.021) | (0.021) |
| 5 | Children & Adults | Inclusion & Disability | Inclusion & Disability | Achieving efficiencies in Inclusion & Disability staffing team leading to the removal of a vacant post | (0.003) | (0.003) | (0.003) |
| 6 | Children & Adults | Education Partnerships | Schools Clothing Budget | Re-alignment of school clothing budget to match actual demand | (0.011) | (0.004) | (0.004) |
| Page 26 | Development & Growth | Econ Dev Partner & Policy | Project posts | Core funding replaced by project-related external income | (0.110) | (0.110) | (0.110) |
| | Development & Growth | Econ Dev Partner & Policy | Nottingham Futures | Savings from efficiencies | (0.175) | (0.175) | (0.175) |
| 9 | Development & Growth | Econ Dev Partner & Policy | Reduction of running costs | Savings from efficiencies | (0.037) | (0.037) | (0.037) |
| | | | | | (0.433) | (0.443) | (0.443) |

Energy & Sustainability

Appendix 1f

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|-------------------------|-----------------|-----------------------------------|--|----------------|----------------|----------------|
| 1 | Commercial & Operations | Energy Services | Household Waste Recycling Centres | Introduction of a charge for non-domestic usage of the Household Waste Recycling Centres | (0.080) | (0.080) | (0.080) |
| 2 | Commercial & Operations | Energy Services | Energy Development Fund | The Energy Development fund is utilised to fund capital investment programmes for Energy projects. It has been proposed that this level of this fund will be reduced | (0.300) | (0.300) | (0.300) |
| 3 | Strategy & Resources | HROT | Contact Centres | Merge contact centres for public services and call handling automation | (0.075) | (0.150) | (0.150) |
| | | | | | (0.455) | (0.530) | (0.530) |

Leisure & Culture

Appendix 1g

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----------|-------------------------|-----------------|-----------------------------------|---|----------------|----------------|----------------|
| 1 | Commercial & Operations | Sport & Culture | Events | New commercial activates and growth | (0.060) | (0.060) | (0.060) |
| 2 | Commercial & Operations | Sport & Culture | Sport & Leisure - leisure centres | Review of fees and charges | (0.200) | (0.200) | (0.200) |
| 3 | Commercial & Operations | Sport & Culture | Museums and Heritage Sites | New commercial activities and growth at Wollaton Hall, Newstead Abbey and Nottingham Castle | (0.250) | (0.250) | (0.250) |
| 4 | Commercial & Operations | Sport & Culture | Theatre Royal/Concert Hall | Additional income | (0.200) | (0.200) | (0.200) |
| 5 | Commercial & Operations | Sport & Culture | Bereavement Services | Review of fees and charges | (0.150) | (0.150) | (0.150) |
| 6 | Commercial & Operations | Sport & Culture | Libraries | Review library operations , housebound service and new consortium approach for bookfund | (0.105) | (0.105) | (0.105) |
| 7 | Commercial & Operations | Sport & Culture | Parks & Open Spaces | Redesign grounds maintenance arrangements and new commercial activities | (0.400) | (0.400) | (0.400) |
| Page 226 | Commercial & Operations | Sport & Culture | Parks & Open Spaces | Bulwell Hall Golf Course - review current management arrangements | (0.050) | (0.050) | (0.050) |
| | Commercial & Operations | Sport & Culture | Cultural Grants | Reduction in support to external groups | (0.076) | (0.076) | (0.076) |
| | | | | | (1.491) | (1.491) | (1.491) |

Planning & Housing

Appendix 1h

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|----------------------|----------------------------|---|--|----------------|----------------|----------------|
| 1 | Development & Growth | Housing Dev (Regeneration) | Generation of income through charging for time on projects | Time spent on supporting projects can be charged on eligible projects to bring in the income | (0.060) | (0.060) | (0.060) |
| 2 | Development & Growth | Planning | Recharge for planning support and advice given on SRB schemes | There is already an annual recharge for all planning advice given on SRB projects - this is an increase in the breadth of support provided which has a compensatory charge | (0.005) | (0.005) | (0.005) |
| 3 | Development & Growth | Planning | Nominal increase in the amount charged for pre-application fees | Nominal increase in the amount charged for pre-application fees | (0.005) | (0.005) | (0.005) |
| 4 | Development & Growth | Planning | Service Level Agreement with Borough Councils | Planning advice and support package provided to neighbouring Councils | (0.035) | (0.035) | (0.035) |
| 5 | Development & Growth | Adaptations and PAD | Transfer of service to Nottingham City Homes | In transferring funding arrangements for this service to NCH, a saving has been made on the administration costs previously incurred by the Council. This does not affect the level of service | (0.048) | (0.048) | (0.048) |
| 6 | Development & Growth | Planning | Deletion of vacant post | Career progression within the team has freed up a more junior post which is no longer required | (0.015) | (0.015) | (0.015) |
| 7 | Development & Growth | Housing Strategy | Nottingham City Homes (NCH) | NCH Efficiencies and the Growth | (1.125) | (1.125) | (1.125) |
| 8 | Development & Growth | Housing Strategy | Shared services | Change in charges to Housing Revenue Account for shared services | (0.460) | (0.460) | (0.460) |
| | | | | | (1.753) | (1.753) | (1.753) |

Resources & Neighbourhood Regeneration

Appendix 1i

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|----|----------------------|--------------------|--------------------------------------|--|---------------|---------------|---------------|
| 1 | Strategy & Resources | Strategic Finance | Benefits | Increased recovery activity on Benefits overpayments | (0.058) | (0.058) | (0.058) |
| 2 | Strategy & Resources | Legal & Democratic | Legal Services | Additional income from commercial and legal work | (0.015) | (0.015) | (0.015) |
| 3 | Strategy & Resources | IT | IT training Services | Income generation - IT training Services | (0.050) | (0.050) | (0.050) |
| 4 | Strategy & Resources | IT | Printing Services | Income generation - Printing Services | (0.020) | (0.020) | (0.020) |
| 5 | Strategy & Resources | Legal & Democratic | Legal Services | Additional income from legal work | (0.020) | (0.020) | (0.020) |
| 6 | Strategy & Resources | Strategic Finance | Benefits | Increase subsidy from reduction in Local Authority error | (0.175) | (0.200) | (0.250) |
| 7 | Strategy & Resources | Strategic Finance | Strategic Finance | Review of contracts for subscriptions/ training and licences | (0.050) | (0.050) | (0.050) |
| 8 | Strategy & Resources | Strategic Finance | Treasury Management | Activities to reduce the cost of borrowing | (0.205) | (0.250) | (0.355) |
| 9 | Strategy & Resources | Strategic Finance | Pupil Benefits | Efficiencies in the administration of Pupil Benefits | (0.015) | (0.015) | (0.015) |
| 10 | Strategy & Resources | Strategic Finance | Strategic Finance and Audit Services | Efficiencies from Joint working with other public sector bodies | (0.030) | (0.030) | (0.030) |
| 11 | Strategy & Resources | Strategic Finance | External contracts | Review of all contract terms for externally provided services | 0.000 | (0.055) | (0.111) |
| 12 | Strategy & Resources | Legal & Democratic | Councillors Allowances | Target for reduction in costs of Councillor Allowances | (0.125) | (0.125) | (0.125) |
| 13 | Strategy & Resources | Legal & Democratic | Legal Services post reduction | Deletion of 0.4 of the budget of a scale I post in Legal Services | (0.015) | (0.015) | (0.015) |
| 14 | Strategy & Resources | IT | IT contract management | Efficiencies in IT contract management | (0.060) | (0.120) | (0.120) |
| 15 | Strategy & Resources | Strategic Finance | Business Rates | Improvement in service delivery | (0.048) | (0.060) | (0.085) |
| 16 | Strategy & Resources | Legal & Democratic | Emergency Planning | Review of the management of Emergency Planning services | (0.020) | (0.020) | (0.020) |
| 17 | Strategy & Resources | Legal & Democratic | Constitutional Services | Deletion of 0.6 of the budget of a scale G post in Constitutional Services | (0.020) | (0.020) | (0.020) |

| | | | | | | | |
|---------|----------------------|------------------------|---|--|---------|----------------|----------------|
| 18 | Strategy & Resources | IT | IT Efficiency Fund | Reduction in contribution to IT Efficiency Fund - reprofiling of IT schemes | (0.600) | (0.600) | (0.600) |
| 19 | Strategy & Resources | IT | IT Server and Data Storage redesign | Virtualisation of server estate / Oracle migration to SQL | (0.018) | (0.058) | (0.058) |
| 20 | Strategy & Resources | IT | IT Services | Reduction of IT Business Partner and non-operational post | (0.100) | (0.120) | (0.120) |
| 21 | Development & Growth | Major Programmes | Additional income in lieu of Consultants fees | The service will reduce the use of consultants and bring more work into the team | (0.140) | (0.140) | (0.140) |
| 22 | Development & Growth | Information Governance | Offsite storage | Reduce the reliance and volume of material stored in a paper format by converting and managing information assets electronically | (0.030) | (0.030) | (0.030) |
| 23 | Development & Growth | Major Programmes | Maximising savings generated from previous year proposals | The Council negotiated a better than anticipated agreement with its street lighting contractor in relation to the street lighting dimming initiative in 2016 | (0.040) | (0.040) | (0.040) |
| 24 | Development & Growth | Directorate | Support post | Reduction of part time vacant support post | (0.010) | (0.010) | (0.010) |
| 25 | Development & Growth | Directorate | Departmental running costs savings | Savings from efficiencies | (0.008) | (0.008) | (0.008) |
| Page 25 | Development & Growth | Information Governance | Software and data costs | Consolidate ICT solutions to reduce reliance on bespoke applications and considered open source and existing alternatives to support information management activities | (0.025) | (0.025) | (0.025) |
| | | | | | | (1.897) | (2.154) |

Strategic Regeneration

Appendix 1j

| | Department | Service Area | Title of Proposal | Narrative | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|-------------------------|-------------------|--|--|----------------|----------------|----------------|
| 1 | Commercial & Operations | Sport & Culture | Community Centres | Additional Improvement Plan implementation | (0.025) | (0.025) | (0.025) |
| 2 | Strategy & Resources | Strategy & Policy | Corporate Policy team | Review and rationalisation of Corporate Policy team. | (0.041) | (0.041) | (0.041) |
| 3 | Strategy & Resources | Voluntary Sector | Voluntary Sector | Voluntary Sector - release of unallocated infrastructure funding | (0.060) | (0.060) | (0.060) |
| 4 | Strategy & Resources | Voluntary Sector | Established Communities funding | Reduction in Established Communities funding | (0.011) | (0.011) | (0.011) |
| 5 | Strategy & Resources | Voluntary Sector | Communities of Interest funding | Specific reduction in funding for gender and sexual orientation services | (0.020) | (0.020) | (0.020) |
| 6 | Development & Growth | Various | Efficiencies from operational properties | Savings from efficiencies | (0.025) | (0.025) | (0.025) |
| | | | | | (0.181) | (0.181) | (0.181) |