

**CLACKMANNANSHIRE COUNCIL**

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**Report to Council**

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**Date of Meeting: 19th December 2013**

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**Subject: Budget Strategy Update**

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**Report by: Director of Finance and Corporate Services**

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**1.0 Purpose**

- 1.1. The purpose of this report is to maintain Council's regular update on the medium term financial outlook and indicative funding gap. This report also updates Council on the Budget consultation activity which is underway and provides details of provisional officer savings proposals which form the basis of phase 2 consultation activity.

**2.0 Recommendations**

It is recommended that Council:

- 2.1 notes that it is anticipated that Clackmannanshire's individual financial settlement will be notified between 9 and 11 December and that a verbal update on the impact of the settlement will be provided at the Council meeting (paragraph 3.3).
- 2.2 notes the revised indicative funding gap to 2017/18 of £25.7m (Exhibit 1) based on the assumptions set out in paragraph 4.2.
- 2.3 notes the demand pressures approved by Directors' Group (Appendix A) and the impact of these on the revised indicative gap (paragraph 4.3 and 4.4)
- 2.4 notes the Council's forecast outturn (Exhibit 2) as reported to the Resources and Audit Committee on the 5 December.
- 2.5 notes the progress in the preparation of both HRA and capital budgets (paragraph 4.6 and 4.7).
- 2.6 notes the officer savings proposals set out at Appendix B and the request for feedback through the ongoing consultation.
- 2.7 notes the request for feedback on the potential equalities impacts of individual proposals (Appendix B).
- 2.8 notes the range of consultation activity which has taken place since October (Paragraph 5.1) and the current phase of activity which commenced on the 16th December which focuses on specific officer savings proposals for 2014/15

(paragraphs 5.3-5.5).

- 2.9 notes ongoing consultation and engagement with Trade Union representatives (paragraph 5.7).

### **3.0 Financial outlook**

- 3.1 Council has received regular updates on the medium term financial outlook in its regular Budget Strategy Update reports. The October 2013 Centre for Public Policy for Regions (CPPR) Briefing is largely focussed on the UK's macroeconomic position and the debate on the Barnett Formula workings.
- 3.2. There are positive signs of UK and Scotland wide economic growth reflected in the most recent figures for the third quarter of 2013/14. However, this does need to be tempered by downgraded forecasts for overall World growth. Whether a short term improvement in UK and Scottish growth rates will result in increased public spending, however, remains uncertain. It is likely further clarity may be available following the publication of the Chancellor of the Exchequer's Autumn Statement on 5th December.
- 3.3 The Council will also receive confirmation of its individual settlement following the Cabinet Secretary's announcement scheduled for 9-11th December 2013. A verbal update on the impact of the settlement figure will be given at the Council meeting.

### **4.0 Budget Strategy Implementation**

- 4.1 As part of Budget preparation work, there is ongoing and detailed review of the assumptions built into the indicative funding gap. This exercise has the aim of refining the indicative budget gap and minimising the need for new savings proposals by ensuring budgets are, as far as possible, aligned with planned expenditure and reflect all known factors. Recent work results in an indicative funding gap of £25.7million over the period to 2017/18. Exhibit 1 summarises the revised position.

**Exhibit 1:** Indicative budget Gap based on revised assumptions to 2017/18

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Net expenditure</b>	<b>119,933</b>	<b>124,831</b>	<b>130,338</b>	<b>134,776</b>
<b>Net Funding</b>	<b>112,351</b>	<b>111,991</b>	<b>110,643</b>	<b>109,100</b>
<b>Cumulative indicative Funding Gap</b>	<b>7,582</b>	<b>12,840</b>	<b>19,695</b>	<b>25,676</b>
<b>Indicative Annual Gap</b>	<b>7,582</b>	<b>5,258</b>	<b>6,855</b>	<b>5,981</b>

- 4.2 The main assumptions included within these projections are:

- Pay inflation maintained at 1% across the period to 2017/18

- an allowance of £830k per annum for impact of auto enrolment to pension fund
- an annual allowance for utility increases and contractual inflation but not general inflationary pressures
- approved general demand pressures of £1.4M for 2014/15 (Appendix A) with an estimate of £1m each year thereafter for further budget pressures
- an allowance of £1.3M in 2014/15 and £1.4M 2015/16 onwards to cover the impact of welfare reform across the Council.
- The ending of contracted out National Insurance contributions estimated at £1.1m in 2016/17
- Cash reduction on general fund grant of 1.3% and 1.8% in financial years 2016/17 and 2017/18 respectively .

4.3 The indicative funding gap has increased by £0.474 million since the last report to Council, this is largely due to:

- approved demand pressures have now been incorporated within the indicative gap figure resulting in a net increase of £119k
- £95k less voluntary severance savings were achieved when compared with those budgeted. This arose due to some individuals changing their mind
- there was a small sum of unachievable savings (£23k) as reported to service committees and Resources and Audit Committee during the year
- salary amendments of approximately £160k have been made to reflect incremental progression costs of new staff agreements not previously budgeted. These include implementing craft increments and new social work appointments.

4.4 With regards the demand pressures proposed for 2014/15, the full schedule, totalling £4.4 million was shared with all elected members as part of the Budget Briefing on the 6th November. Subsequent to these discussions, further checks have been undertaken by services and their accountants. This revised list has been reviewed by Directors' Group and the list of approved demand pressures, totalling £2.319million is set out at Appendix A. Of these, £1.2 million had previously been provided in respect of inflationary pressures and £1million for general pressures. This has led to a small net increase of £119K in the indicative gap for 2014/15.

4.5 A significant consideration in determining how the Council bridges the funding gap, is the regular review of the Council's outturn position. The detailed General Services and HRA revenue and capital outturn position was reported to the Resources and Audit Committee on the 5th December. For ease this is summarised in Exhibit 2 below:

**Exhibit 2: Summarised Outturn position 2013/14**

Classification	2013/14 Projected outturn £000
General Services Revenue	(202)
General Services Capital	(2.986)
Housing Revenue Account	174
Housing Capital	(1.186)

- 4.6 Work is also progressing with regards the preparation of the Housing Revenue Account Budget. This is the first (part) year of operation of the new Housing Business Plan. Elected members will recall that in approving the new Business Plan, it was also agreed that there will be an annual review of the assumptions underpinning the Business Plan. This allows the Business Plan to be updated to reflect the prevailing economic conditions if required. The budget currently in preparation includes the first annual review of the Business Plan assumptions. This will be undertaken each year as part of Budget preparation.
- 4.7 Work is also ongoing with regards the preparation of the Capital Budget. During the year, the new capital project appraisal process was implemented and in advance of this year's budget preparation, services have been asked to submit their capital bids. The capital bids have been collated and have been shared with the Capital Investment Forum (CIF) at its meeting on the 6th December.

**5.0 Consultation**

- 5.1 In the Update report presented to Council on the 24th October, the Council's consultation approach was outlined. Since then, there has been a considerable amount of activity, including:
- publicising consultation activity through the local press, recent edition of the View which goes to all Clackmannanshire households, Clacksweb and in local council offices, on Facebook and Twitter.
  - preparation and distribution of the Budget consultation booklet
  - preparation and distribution of a separate Terms and Condition consultation booklet for Council employees
  - the Leader of the Council's consultation meetings involving the Third Sector Interface, Parent Councils, Alliance Partners as well as two open meetings including representatives from the communities, interest groups and general public.

- 27 staff meetings on Terms and Conditions between 11th and 20th November, each led by member(s) of Directors' Group and involving Trades Union representatives.
- online consultation facilities using Citizenspace: one open/ general consultation and a separate survey for staff. At the time of preparing this report 178 responses had been received in respect of the open consultation and 223 responses in respect of the staff consultation on proposed changes to Term and Conditions.

- 5.2 A key focus of the consultation will be to seek views which allow the Council to determine its medium term priorities within the Making Clackmannanshire Better improvement programme. This focus recognises that given the scale of the financial challenges faced by the council, it has to make extremely difficult choices about where to spend its reducing resources. Feedback to date suggests that this recent round of consultation is helping improve awareness, however, it is anticipated that further work will be needed to continue to raise awareness of the challenges faced and how that relates to choices with regards local service delivery.
- 5.3 As this phase of the consultation process is ending, phase two has commenced. On 16th December, a further phase of consultation commenced based on the range of specific officer savings proposals submitted to elected members for consideration during the Autumn Budget briefing process. These are attached at Appendix B for reference. The consultation is online, again using the Citizenspace survey tool. It incorporates brief contextual information, consistent with that included in the Budget Booklet 2014/15, as well as seeking feedback on potential Equalities Impact considerations alongside each specific proposal.
- 5.4 It is important to note that the officer proposals set out in Appendix B are not being submitted for approval but as the basis of the ongoing consultation activity.
- 5.5 It is intended that taking feedback and views on these proposals provides greater transparency over the difficult choices that have to be made and the options that have been presented to elected members at this stage. It is anticipated, as in previous years, that the feedback from the full range of consultation activity will be shared with all elected members, prior to setting the Budget, to inform their decision making.
- 5.6 This further phase of consultation will run until 22 January. However, in line with previous years, and in view of the fact that it is now possible to obtain real time reporting of survey responses using Citizenspace, the Council will include all feedback received prior to submitting the Budget papers to Council for consideration.
- 5.7 Consultation with Trade Union representatives remains a significant feature of the Council's approach. Recent consultation on proposals which have the potential to affect the Terms and Conditions of Council employees remain ongoing; and more general consultation on wider savings proposals are conducted through specific Budget briefings which are held in parallel with those undertaken for elected members. The most recent briefing session was held on 12th December.

## 6.0 Conclusions

- 6.1 Significant work is in hand to, as far as possible, reduce the Council's budgeted net expenditure. The most recent work highlights that the Council needs to bridge a funding gap in the order of £25.7m by March 2018. This latest position includes provision for those demand pressures approved by Directors' Group. Budget preparation work also continues to progress well.
- 6.2 A significant focus of activity remains on consultation with our communities, service users, partners, staff, elected members, trade union representatives and the public. In particular, the commencement of phase 2 of the consultation activity which focuses on specific officer savings proposals and the potential equalities impacts of individual proposals. The information gathered from the full range of consultation activity aims to better inform elected member decision making, in particular assisting in the prioritisation of particular aspects of service delivery.

## 7.0 Sustainability Implications

- 7.1. The Council's budget and its approval will allow services to deliver against sustainable outcomes.

## 8.0 Resource Implications

### 8.1. *Financial Details*

- 8.2. Finance have been consulted and have agreed the financial implications as set out in the report. **Yes**

### 8.3. *Staffing*

as above

## 9.0 Exempt Reports

- 9.1. Is this report exempt? **No**

## 10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

### (1) Our Priorities

The area has a positive image and attracts people and businesses  
Our communities are more cohesive and inclusive  
People are better skilled, trained and ready for learning and employment  
Our communities are safer  
Vulnerable people and families are supported  
Substance misuse and its effects are reduced  
Health is improving and health inequalities are reducing  
The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

**(2) Council Policies** (Please detail)

**11.0 Equalities Impact**

- 11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **Yes**

**12.0 Legality**

- 12.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. **Yes**

**13.0 Appendices**

- 13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A: Approved Demand Pressures 2014/15

Appendix B: Officer Savings proposals 2014/15

**14.0 Background Papers**

- 14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

**Yes**

**Author(s)**

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Nikki Bridle	Director, Finance and Corporate	01259 452373

**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director of Finance and Corporate Services	Signed: N Bridle
Elaine McPherson	Chief Executive	Signed: E McPherson





# APPROVED DEMAND PRESSURES 2014/15

Appendix A

Description of Pressure	£ 2014-15	Narrative
<b>SUPPORT SERVICES</b>		
Reduction in DWP Funding	48,000	Reduction in annual DWP Administration Grant. Assume 12% in line with 12/13 and 13/14.
	<b>48,000</b>	
<b>FACILITIES MANAGEMENT</b>		
Commercial Income	62,180	Reduction in income from external customers due to recycling & transferring to other providers. 25% reduction in income anticipated. Projected overspend in 13/14.
	<b>62,180</b>	
<b>SOCIAL SERVICES</b>		
Increased care at home demand for individuals with complex needs, spec. LD and OP	231,000	Demand on service increase in complex needs care
Kinship Care Payments	335,000	Potential Legislation change. Rates increase to same as fostering, currently pay 45.32% of foster network rate.
Increased use of external foster placements due to lack of internal carers an increased demand.	212,000	Increase in foster care placements
	<b>778,000</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Local Development Plan Examination (Scottish Government)	50,000	Total growth required £100K split - £50K 13/14 and £50K 14/15. £50K in 13/14 will not be spent but will be required to be carried forward for spending in 14/15 with the additional 14/15 £50K. Service is confident total £100K spend will occur in 14/15
	<b>50,000</b>	
<b>CORPORATE DEMAND PRESSURES</b>		

## APPROVED DEMAND PRESSURES 2014/15

## Appendix A

Description of Pressure	£ 2014-15	Narrative
Cost of Auto Enrolment (assumes contribution rate is unchanged)	500,000	Estimation of employees not in the pension, assuming 50% of these will remain and not opt out. More accurate figures will be available by end of December, once everyone has had the chance to opt out.
	500,000	
TOTAL	1,438,180	

APPROVED CONTRACT INFLATION PRESSURES 2014/15

Description of Pressure	£ 2014-15	Narrative
<b>FACILITIES MANAGEMENT</b>		
Rates	81,670	Annual poundage increases
Schools PPP	168,730	Figures amended to reflect RPI
	<b>250,400</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Contractual Inflation - Power Street	37,500	Increase in costs
Lighting	129	Increase in costs
Water/rates	<b>37,629</b>	
<b>SOCIAL SERVICES</b>		
Internal Foster Payments	18,290	Fostering Network recommended Rates
External Foster Payments	16,940	Fostering Network recommended Rates
Other Local Authority Contracts	15,660	Estimate @ 2.5%
Residential Schools	56,090	Scotland Excel @ PQO. Estimated 2.5% uplift.
Care Homes for Elderly	236,370	Estimated Free Personal Care & Free Nursing Care uplifts. Plus 0.5% to be confirmed re National Care Homes Contract.
Direct Payments	19,310	Estimated Free Personal Care uplift, @ 2.5%.
	<b>362,660</b>	
<b>TOTAL</b>	<b>650,689</b>	

## APPROVED OTHER INFLATION DEMAND PRESSURES 2014/15

Description of Pressure	£ 2014-15	Narrative
<b>FACILITIES MANAGEMENT</b>		
Rents inflationary increases	4,500	RPI + 2% as per Housing business plan
Parts and Tyres	4,500	Minimum increase of current budget plus RPI required. Budget overspend in 12/13 of £12K
Fuel	25,720	Annual increase as per government notification
Introduction of Zero Waste Regulations 2011 - new burdens	61,100	Grant funded in 13/14. Budget required for 14/15
Wasps Leisure inflationary increase	14,200	Figures amended to reflect RPI
	<b>110,020</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Manufacture of bitumen coated materials for use in road works.	22,500	Linked to increase in oil/fuel costs
Maintenance of Traffic Signals	680	Part of a Contract covering eight Local Authorities. Inflation is calculated through the contract.
	<b>23,180</b>	
<b>CORPORATE</b>		
Employee Insurance Growth	27,040	Increased insurance costs
Building Insurance Growth required assumed 5% increase on policy	12,170	Increased insurance costs
	<b>39,210</b>	
<b>MISC SERVICES - non distributed costs</b>		
Superann annual charges	57,763	Increase in annual changes
	<b>57,763</b>	
<b>TOTAL</b>	<b>230,173</b>	



# Budget 2014/15

Officer Savings  
Proposals Consultation

**Better Services**

**Better Opportunities**

**Better Communities**



## Introduction

The Council has recently published information on its budget for 2014-15. That information set out that the Council, in common with all public sector organisations, continues to face financial challenges. In 2014-15 alone the Council needs to find savings of around £7 million to achieve a balanced budget.

There has been a very good response to the recent Council publication, Budget 2014-15, which set out the scale of the financial challenges ahead and those responses are helping inform priorities for medium term change.

Given the scale of the financial challenges facing the Council, councillors will have to make extremely difficult choices about where to allocate reducing resources. It is not going to be possible for the Council to deliver all the services it currently does in the way it currently does; instead, the Council will need to reduce costs, prioritise its resources and operate in a more integrated way with its public service partners to achieve its intended outcomes.

This second booklet represents the next phase of consultation on the budget and now sets out a range of specific potential savings options which have been proposed by Council officers for consideration by elected members.

The purpose of this consultation is to get feedback on the officer proposals to provide greater transparency over the difficult choices elected members will have and to assist the decision-making process. It is important to note that these are officer proposals and are not approved savings. Nothing will be finalised until the Council approves its budget in 2014. Prior to that budget being set, feedback from the full range of consultation activity will be shared with all elected members to inform budget decisions.

The officer proposals contained in this booklet set out potential savings in 2014-15 and 2015-16. Preliminary equalities impact assessments have been carried out on all the proposals and the booklet notes those specific proposals where further impact assessment work is required.

The Council is keen to receive as many views as possible on the specific officer proposals in this booklet. In addition, if you have any suggestions which would reduce costs or deliver savings, please feed those in, too. This phase of the budget consultation will run until 22 January and you can respond in the following ways:

- An online survey is available via ClacksWeb
- You can write or email
- You can also share your views with your local councillor.

<http://www.clacksweb.org.uk/council/mcbbudgetconsultation/>

**Elaine McPherson**  
Chief Executive  
December, 2013

## Context

The following schedule of officer savings proposals has been submitted to elected members for consideration.

### **These are not approved savings.**

Work is ongoing to identify further savings proposals up until the date of the budget. However, this schedule represents the position at 16th December 2013.

The consultation will run from 16th December 2013 until 22nd January 2014.

An online survey is available via ClacksWeb

<http://www.clacksweb.org.uk/council/mcbbudgetconsultation/>

You can write or email:

email: [customerservices@clacks.gov.uk](mailto:customerservices@clacks.gov.uk)

Post: Chief Executive,  
Clackmannanshire Council,  
Greenfield, Alloa  
FK10 2AD.

Thank you in anticipation of your feedback.





# BC1 update as at 19.12.13

## APPENDIX B

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
<b>HOUSING &amp; COMMUNITY SAFETY</b>					
Service reconfiguration	36,080	36,080		Budget realignment to reflect General Fund Housing related expenditure following reconfiguration.	No
Transfer of some support costs to housing revenue account	32,000	32,000		Reflects situation where much of the support provided is to current tenants or in pre-tenancy support. Equivalent to transfer of one full time support post	No
Concierge Services Efficiencies	17,604	17,604		Anticipated savings from retendering exercise and efficiency savings re concierge at two new schemes.	No
Review of Support Service	281,091	281,091		Redesign and reprovisioning of currently outsourced service within a new council run scheme.	No
Budget realignment of staffing costs	60,000	60,000		Budget not required following service restructuring.	No
Mainstream role of anti-social behaviour (ASB) co-ordination	31,610	31,610		ASB role accommodated with restructure of Housing and Community Services.	No
Mainstream Community Safety Funding	74,000	74,000		Budget for community safety partnership grant funding removed, with future requests to be considered through other corporate grant funded routes.	No
Payments to third parties & individuals to support Community Safety	8,000	8,000		Budget previously used for one off costs - not spent this year	No
Efficiency Savings in Community Safety Structure	53,000	53,000		Cost savings arising from staff turnover, contract renegotiation or redeployment.	No
Training for wardens	5,000	5,000		Training costs met out of central training budget	No
	<b>598,385</b>	<b>598,385</b>	<b>0</b>		
<b>SUPPORT SERVICES</b>					
Think where (former FVGIS) contract savings	6,588	6,588	0	Negotiated contract price review	No
Increase in Council Tax for long-term empty properties	119,000	119,000	0	Removal of 10% council tax discount on long term empty properties. Introduction of 50% charge generating additional income of £119,000.	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Staff Terms and Conditions changes (excluding teachers)	800,000	800,000		Based on negotiated proposals to make changes to staff terms & conditions	No
Income & Charging	175,000	175,000	0	Based on proposals to increase or introduce charges for some services. Additional income of £175,200 to £232,700 depending on options agreed.	Depends entirely on the service that will be charged for.
Voluntary Severance	100,000	100,000	0	Offer the opportunity for employees to leave the employment of the council through a voluntary severance package. Costs to be recovered in accordance with Council policy	No
Procurement	100,000	100,000	0	Improved procurement practice to deliver savings across the Council's services	No
Reduction in Chief Officer costs (up to)	200,000	90,000		Reduction in the number of chief officer posts. Saving dependent on numbers of posts and grades removed. Estimated range of savings from £90,000- £200,000	
Subscriptions (various)	0	5,000	0	Following review of corporate subscriptions, cease certain subscriptions.	
	<b>1,500,588</b>	<b>1,395,588</b>	<b>0</b>		
<b>STRATEGY &amp; CUSTOMER SERVICES</b>					
Extension of Business Support Model	90,000	40,000	50,000	An internal review concluded that most services now operate within the councils preferred Business Support model. Bringing the remaining few staff into the model combined with adjustments to service configuration will realise a further modest saving.	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Review of voluntary organisations (corporate)	225,000	112,500	112,500	Assessment of an independent review which, concludes that a number of currently funded organisations are not strongly aligned with strategic priorities, and/or have poor sustainability prospects, and/or cannot sufficiently demonstrate the impact of their activity on priority outcomes. In such circumstances it is proposed, subject to EQIA, that funding should cease from 30 September 2014 following a minimum 6 months notice period. Transitional support would be offered to all affected organisations. Where fit/impact/sustainability is strong or has clear potential to be significantly stronger, it is proposed that a transition is made to offer medium to longer term funding agreements (subject to compliance with procurement regulations) enabling increased stability and sustainability for service providers within developing integrated models of service design necessary to deliver on agreed Single Outcome Agreement priorities. .	Yes
Reduction in Business Support salary costs	0	100,000	0	Ongoing efficiency measures will be realised from not replacing vacant posts.	No
	<b>315,000</b>	<b>252,500</b>	<b>162,500</b>		
<b>EDUCATION</b>					
Music Tuition		12,500		Increase in Music Tuition fees from £220 per year, No equivalent to £7.30 per lesson, to £450 per year (£15 per lesson). This is more in line with private sector charges No changes will be made to the reduced charges for families in receipt of benefits or to free tuition for children undertaking SQA courses. Included in Income and Charging line	No
Learning Assistants	294,000	183,750	110,250	Removal of 19 (full time equivalent) learning assistants from primary and secondary schools with effect from August 2014. This represents 17% of the service	Yes
Reduction in Youth Service		140,625		Removal of 3 full-time posts from Youth Services. (37% of current staff capacity) and 50 hours per week of sessional contact time cut. The balance would be taken from supplies and services (approximately 60k),	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Free holiday swimming		30,890		Withdraw free holiday swimming	No
Primary School Swimming Lessons	42,832	26,770	16,062	Withdraw swimming lessons for primary 4 and 5 children	No
Breakfast Clubs		9,000		Increase breakfast club charges from 50p to 75p	No
Kidzone		11,100		Withdrawal of subsidy from Kidzone.	No
Sauchie Nursery		0	40,000	In line with Council's policy to align nursery schools with primary schools, it is proposed to undertake a formal consultation to close Sauchie Nursery from August 2015 and create nursery classes in Deerpark and Craigbank primary schools	No
Home / School Liaison workers	120,672	75,420	45,252	Withdrawal of home school liaison workers from Banchory, Deerpark, Park, Lochies school, with effect from August 2014.	Yes
School Librarians	22,000	14,666	7,334	Redesign secondary school library provision in partnership with community libraries with effect from August 2014	No
School Crossing Patrols		0	44,000	Review the school crossing patrol service in line with safer walking routes	No
School Clothing Grants		27,000		Reduce footwear and clothing grants from £55 to £35	No
Secondary school efficiency targets		60,000		Under the scheme of devolved school management secondary schools have flexibility around a number of areas of their budget whilst maintaining the commitment to teacher numbers	No
Psychological Services		20,000		Further integration of Psychological Services	Yes
Charging for concessionary places on school transport		9,000		Introduction of charges for school transport who attend a school by means of a placing request, this will include non denominational children attending a denominational school	No
ABC nursery		107,000		Realign budget for ABC nursery in line with actual spend	No
Sports Development Services		25,000		Introduction of an income target for the Sports Development service	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Early Years teachers	128,000	80,000	48,000	The additional teachers currently deployed in Nurseries are not included in adult to child ratios. This proposal would include them and result in a reduction in the required number of Early Years workers.	No
Speech and Language Therapy services			30,000	Reduction in speech and language therapy services	
	<b>607,504</b>	<b>832,721</b>	<b>340,898</b>		
<b>FACILITIES MANAGEMENT</b>					
Review of janitorial service	17,000	0	0	Roles and responsibilities for janitors to be aligned to provide consistency and include cleaning and tasks that are more suitable to the requirement of the school.	No
Reconfiguration of cleaning service	25,500	0	0	Removal of unsociable hour activity and associated payment	No
	<b>42,500</b>	<b>0</b>	<b>0</b>		
<b>SOCIAL SERVICES</b>					
Redesign of adult care provision.  Tier 2 Commissioning. More detailed review of adult care commissioning activity to maximise efficiencies.	100,000	58,000	42,000	Full savings likely to commence September 2014.	Yes
Review of care packages to establish a tangible and transparent link between intervention and outcomes for individuals.	238,000	139,000	99,000	Savings would come from regular and robust reviews based on increasing independence. All investment would require to evidence positive impact. Anticipated reduction in care packages especially for Older People, Mental Health and Learning Disability services.	Yes
Reduce instance of long term care package through the introduction and development of intermediate care services and supports for all care groups.	207,000	121,000	86,000	The projected savings are based on a reduction in long term care packages by 5% (13 beds per annum). The Service is looking at significant redesign with the objective of managing anticipated future demand increases and releasing efficiencies.	Yes

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Means testing respite for children with disabilities	15,000	15,000	0	Introduction of means tested charge for respite care. Currently respite offered regardless of parents income. This is based on creating equity with adult services. £15K is 15% of current respite costs.	Yes
Reduction of 3 Child Care Team Leader posts across shared service. From Duty, Residential, &EEI. Absorption of roles within current establishment	75,000	50,000	25,000	Services more effectively managed by a single approach across shared service. Saving is based on a shared saving with Stirling Council.	Yes
Reduction of 2 Adult Care Team Leader posts across shared service. Absorption of roles within current establishment	35,000	35,000	0	Total saving £125k. £90k saving originally identified in 13/14 budget process, phased £45k 13/14 & £45k 14/15. Integrated service across Clacks and Stirling will reduce FTE by 6.66 overall, 3.05 FTE saving attributable to Clacks. Based on shared service business case for Adult Assessment and Care Management Services.	Yes
Childcare Financial Support - Section Payments	25,000	13,000	12,000	Reduce discretionary section payments.	Yes
	<b>695,000</b>	<b>431,000</b>	<b>264,000</b>		
<b>COMMUNITY &amp; REGULATORY</b>					
<b>REGULATORY</b>					
Income from on-street parking regulation in Central Alloa	100,000	0	0	Reinstate and extend on-street parking charges in Central Alloa. Would require to be implemented alongside similar measure for off-street parking in Central Alloa to minimise set-up cost. Could take up to 24 months to implement from any decision due to likely requirement to introduce decriminalised parking enforcement (DPE) following planned Police Scotland review of current Traffic Warden service.	Yes

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Income from off-street parking regulations in Central Alloa.	300,000	0	0	As stated above, any charges for on and off street parking should be implemented simultaneously to minimise set up and operating costs. Estimated saving is based on assumed variable tariffs, including the retention of some free parking, and projected usage. Could take up to 24 months to implement from any decision due to likely requirement to introduce decriminalised parking enforcement (DPE) following planned Police Scotland review of current Traffic Warden service.	Yes
Review of winter maintenance standards (Roads)	30,000	30,000	0	Reprioritise roads to be treated in winter and thereby reduce length. A full review of winter treatment will be carried out over winter 2013-14.	No
Review of winter maintenance standards (Paths)	19,500	19,500	0	Reprioritise footways to be treated in winter and thereby reduce length. A full review of winter maintenance to be carried out over winter 2013-14.	Yes
Revise bus service subsidies	70,480	35,240	35,240	Withdrawal of council subsidised evening and weekend bus services. This would entail removing the C68 & C69 Menstrie/Glenochil - Alloa - Dollar evening and weekend bus services as well as the C70 Glenochil - Alloa - Muckhart Sunday service	Yes
Increased planning fee income	15,000	0	0	Increased cost of applications - fees set nationally	No
Traffic signage	10,000	0	0	Reduce budget for discretionary function.	No
Reduce school transport costs following provision of footpath/cycle route.	90,000	0	0	Construct Tillicoultry - Alva cycle/footpath and cease school transport from Tillicoultry to Alva.	Yes
	<b>634,980</b>	<b>84,740</b>	<b>35,240</b>		
<b>TOTAL</b>	<b>4,393,957</b>	<b>3,594,934</b>	<b>802,638</b>		

