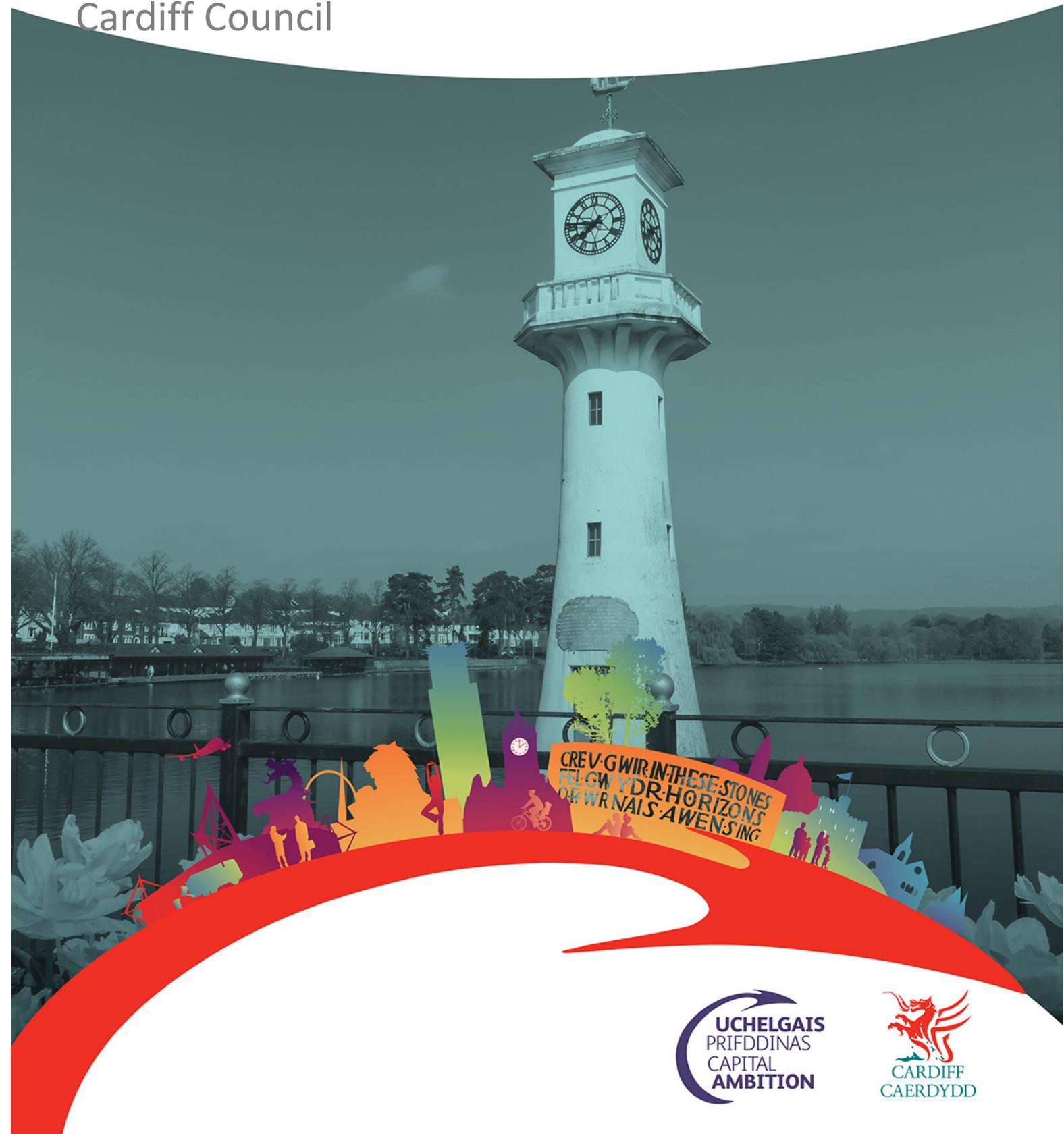


Directorate Commentaries

Revenue Budget 2019/20
Cardiff Council



Introduction

The Council's revenue budget provides the means for directorates to deliver services to Council Tax payers of Cardiff and its visitors. This Annex explains in narrative form the changes to directorate budgets that are implicit in sections throughout the report.

The Budget Proposal includes £19.157 million in savings reduced from directorate budgets and are summarised into the following themes

2019/20 Savings Proposals by Theme	£000
Income Generation	2,114
Collaboration	2,537
Business Processes	7,700
Review of External Expenditure	3,306
Strength Based Practice and Preventing Escalation of Need	3,500
Total	19,157

Directorate Commentaries

The following pages provide a commentary on significant areas of change within individual directorate budgets. Appendix 7 shows the overall change to individual directorate budgets between 2018/19 and 2019/20 whilst Appendix 8 shows the same information on a Cabinet Member Portfolio basis.

Corporate Management

The savings proposed in Corporate Management amount to £166,000 and are summarised in the following table:

2019/20 Savings	£000
Business Processes	166
Total	166

A saving of £126,000 is proposed in relation to the Corporate Initiatives budget. This is achievable based on known commitments,

however it will further reduce the funding available to react to emerging opportunities to fund city-wide events. A review of past service pension contributions to be made in respect of ex-employees has also identified that a saving of £40,000 can be made against this budget in 2019/20.

Additional funding of £961,000 has been provided to meet the additional costs arising from the South Wales Fire Service Levy in 2019/20. The increase reflects the impact of population changes amongst the constituent councils but also includes a significant increase in costs by the Fire Service mainly as a result of an increase in the employer's contribution rate to the unfunded pension scheme following the latest valuation by the Government Actuary. The South Wales Fire and Rescue Authority have made the case to WG and in turn via the Minister for Housing & Local Government to HM Treasury, that this technical change to the valuation methodology needs to be centrally funded in order to avoid it falling as a cost to councils in Wales, however to date, this has not been resolved. The Corporate Management budget also includes an additional £110,000 in order to provide base funding for the Council's contribution to the Cardiff Capital Region City Deal and £74,000 to fund additional costs in relation to the Council's contribution to the Coroner's Service.

Economic Development

Within Economic Development, £54,000 has been allocated as part of the FRM. This allocation is to support a programme of playground upgrades and tree maintenance, to be prioritised on the basis of existing condition.

In addition to this allocation, the Directorate has proposed savings to the value of £3.153 million, outlined in the following table:

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2019/20 Savings	£000
Income Generation	172
Collaboration	2,251
Business Processes	515
Review of External Expenditure	215
TOTAL	3,153

Savings totalling £172,000 have been proposed in relation to income generation initiatives. The first of these totals £122,000 and is expected to be achieved through income generated by new attractions at Cardiff Castle, coupled with a review of agency staff and overtime. As well as this, £30,000 has been proposed in relation to pest control and the intention to increase the Council's market share through exploring opportunities to work with the private sector and other public bodies. A saving of £20,000 is also proposed through increasing rental income from workshop units. In addition to the income generation proposals, £2.251 million has been proposed under the heading of collaboration. The most significant proposal totals £1.822 million and reflects a further year's saving following the transfer of the operation of the Council's leisure centres to Greenwich Leisure Limited. The proposal will see a reduction in the level of subsidy provided by the Council. Further savings include £404,000 in relation to the New Theatre and the intention to secure a private tenant for the building. A saving totalling £25,000 is also proposed in relation to Parks & Sport and the continued transfer of buildings to local clubs, organisations, leagues and governing bodies, enabling the reduction of the costs incurred by the Council in holding these assets.

Business process savings have been proposed to the value of £515,000. The largest saving amounts to £157,000 and relates to a review of the Facilities Management staffing resource and the release of six posts. £80,000 is also proposed in relation to the Corporate Landlord model and the review of security costs through the use of digital technologies. Also in connection with Corporate Landlord

are savings amounting to £63,000 and £53,000, which relate to reduced operational costs, through the closure of St Mellons Enterprise Centre and Youth Centre, and a redesign of the cleaning model for operational buildings, respectively. Other savings relating to business processes include £56,000 through the deletion of a vacant Management & Support Services post, £41,000 through the deletion of a vacant Tourism post and reduced budget for tourism initiatives, and £40,000 following the removal of the subsidy for City Centre Management. A total of £25,000 is also expected to be achieved through the deletion of two posts in Venues & Catering and the closure of public conveniences in Caedely Park.

Three savings, totalling £215,000, have been proposed in relation to reviews of external expenditure. The first totals £125,000 and will be achieved by reducing the level of subsidy for the annual events programme, partly through a staffing restructure. In addition, £62,000 is expected to be achieved by reducing the funding for the annual Cultural Projects Scheme. This will result in the removal of the budget and will mean that there will be no scope to support projects going forward. The final saving is for £28,000 and will be achieved by reducing the budget for business and investment initiatives.

Education and Lifelong Learning

Within Education, a total of £604,000 has been allocated in respect of financial pressures. The first allocation amounts to £500,000 and is related to the increased demand for alternative provision for those pupils who are educated other than at schools, reflecting the projected level of expenditure during 2018/19. In addition, £104,000 has been allocated in connection with the new schools planned as part of the Local Development Plan. This allocation will enable the Council to ensure that the schools delivered by developers, as part of the plan, align with the Council's schools building

requirements and strategy for education. Furthermore, the 2019/20 Budget will reflect the transfer of the School Transport budget and proposed savings from the Planning, Transport & Environment Directorate to the Education Directorate.

As part of the due diligence for the 2019/20 budget process, the level of risk attached to current shortfalls against budget savings targets in 2018/19 was assessed. Based on this, a previous year budget saving amounting to £53,000 has been written out of the base budget for 2019/20. This relates to a saving against the 2018/19 contribution to the Central South Consortium Joint Education Service. The reason for the saving having not been achieved in full is due to the actual reduction in contribution not being to the level that had been proposed in the 2018/19 budget savings proposals.

For 2019/20, the delegated school budgets will increase by £10.421 million (4.5%) which is in addition to a 3.3% increase in the previous year. Of the £10.421 million being allocated to schools, £8.238 million relates to non-pupil number growth. Within this figure is £1.487 million which is connected to 2018/19 grants that have transferred into the settlement for 2019/20. These grants relate to the 2018/19 teachers' pay award and increased costs relating to free school meals and are being passported to schools in full. As well as this, non-pupil number growth totalling £6.751 million is being allocated to schools and will go towards identified pressures such as the significant increases in teachers' pensions, taking effect from 1 September 2019, pay inflation, salary increments, non-domestic rate increases and additional learning needs such as specialist resource base provision. The amount being allocated for non-pupil number growth reflects the fact that schools will contribute to meeting some of their own pressures. The balance of additional funding being provided totals £2.183 million and relates to increasing pupil numbers in both mainstream and special school settings.

In addition to the reduction to non-pupil number growth, outlined in the previous paragraph, is an additional reduction to school growth to reflect the continuation of the need to build up a revenue budget to fund the capital financing costs arising from the 21st Century Schools Band B Programme and additional asset renewal. The year 2019/20 represents the second year of a ten year plan to create the necessary budget. In 2019/20, the additional cap amounts to £1.090 million and is planned to remain at this level in future years. Of this amount, £843,000 will remain within the Education budget to specifically fund costs associated with Band B. The balance will form part of the corporate capital financing budget and will fund costs associated with asset renewal. As well as this reduction in growth, schools will also be required to absorb the impact of the savings proposal, outlined in the paragraphs that follow, whereby the responsibility for matchfunding the Education Improvement Grant will be delegated to schools. This proposal amounts to £962,000 and schools will need to identify their matchfunding contribution from within their own budgets.

Whilst additional funds have been allocated to delegated school budgets, the Education Directorate has identified budget savings totalling £1.442 million. These savings are outlined in the following table:

2019/20 Savings	£000
Income Generation	140
Business Processes	1,232
Review of External Expenditure	70
TOTAL	1,442

The savings include £140,000 in relation to income generation, which is expected to be achieved through the generation of additional income for traded Additional Learning Needs (ALN) Services. The intention is to explore opportunities to generate additional income through service level agreements with schools, reduced subsidisation of training and

trading with schools in other local authorities. In addition there is a saving proposal totalling £70,000 in relation to external expenditure. This is intended to be achieved through an approved 5% reduction in the Council's annual contribution towards the running costs of the Central South Consortium Joint Education Service, which was endorsed at the Joint Committee meeting held on 8 November 2018.

Business Process savings totalling £1.232 million have been proposed. These include the full year effect of the ongoing staffing restructure within the Directorate. As well as this, £962,000 will be achieved by delegating the responsibility of the local authority matchfunding contribution to the Education Improvement Grant (EIG) to schools. This saving will not result in an overall reduction in the level of EIG, but schools will be expected to identify the matchfunding requirement from within their own resources, rather than it being provided by the local authority.

People and Communities

Housing and Communities

The following paragraphs below set out directorate specific financial pressures and savings in relation to the Housing & Communities Directorate. The allocation of funding to meet financial pressures includes £500,000 to implement the Support for Families Model as approved by Cabinet on 11 October 2018. This will create a gateway for families as a first point of contact for information, advice and assistance. An amount of £150,000 has also been allocated in relation to the Older Persons Housing Accommodation Strategy. The intention is that this funding will enable the development of an "Older Persons & Accessible Homes Unit" to provide specialist housing advice for all older people and to help them better

understand their housing options. As well as these amounts, the Directorate will also receive a one-off allocation of £300,000 as part of the Council's FRM. The intention is that this will be transferred to the Homelessness Reserve, to provide further flexibility in the use of this reserve going forward.

In addition to the funding increases provided to the Directorate, there has also been a requirement to identify budget savings totalling £868,000. The breakdown of savings is outlined below:

2019/20 Savings	£000
Income Generation	30
Business Processes	775
Review of External Expenditure	63
TOTAL	868

A saving totalling £30,000 has been proposed in relation to income generation. This proposal is connected to the sale of equipment to those not eligible for assessed support through the Joint Equipment Service. In addition, proposals totalling £63,000 have been proposed in connection with a review of third party expenditure. The first proposal is for £33,000 and is to be achieved by providing more employment services in-house, following the implementation of the new Into Work Service and Employability Service Gateway. As well as this, £30,000 is expected to be achieved through an agreed reduction to the Citizens Advice Bureau contract, reflecting the final year of a three year phased reduction in the cost of the Advice Services contract.

The majority of savings proposed are related to business process reviews. These savings total £775,000 and include two proposals that amount to £250,000 in each case. The first is connected to the Homelessness Service and the intention to realign funding and prudently utilise the Homelessness earmarked reserve over a two year period. The use of this reserve, and the availability of grant funding

connected to homelessness, will ensure that the reductions to base budget funding for this area can be managed in a sustainable way. The second is related to the implementation of Community Wellbeing Hubs. This will see the management of libraries and hubs brought under one management structure, enabling an improvement in the range of services being provided in existing stand-alone branches, including advice services for older people. As well as these two proposals, £125,000 is expected to be achieved within the Benefits Service following the rollout of Universal Credit, enabling the deletion of vacant posts and a reduction in postage and printing. Further savings include £60,000 through management efficiencies within the Independent Living Service and £40,000 as a result of deleting an Into Work Advisor post. Two savings totalling £50,000 will be achieved through the realignment of existing grant budgets and a review of the Day Opportunities Team within the Independent Living Service. The latter has been facilitated by the identification of synergies with the new Community Inclusion Service.

Social Services

Significant additional resources have been allocated in the budget in order to meet existing and new financial pressures in Social Services with the overall budget showing a net increase of £5.331 million (3.19%) compared to the controllable base in the current year. This is after taking into account Directorate savings totalling £6.0 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and fee increases and a range of financial pressures. These pressures are partly offset by £3.0 million of specific grant funding which has been assumed and is reflected in the Social Services budget for 2019/20. This is based on an allocation of £30 million at an all Wales level, which was announced by the Minister in October 2018 in order to meet the growing demand for services. The allocation

was confirmed in the announcement of the Final Settlement in December. Based on the usual distribution factors the Council would expect to receive at least £3.0 million from this grant. This is in addition to further grant funding which will be channelled via the Regional Partnership Boards and which will strengthen integrated working and the development of seamless models of care. The Final Settlement from WG also included £637,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care. This sum has been allocated to Social Services and is reflected in the budget increase set out above. After taking into account these various factors, the overall position shows a net increase of £4.936 million (8.89%) to the Children's Services Budget and £395,000 (0.35%) to the Adult Services Budget as compared to the controllable base in the current year.

In Children's Services an additional £5.546 million has been allocated in order to reflect the budget pressures in the current financial year. This is largely due to the increasing number and cost of looked after children with on-going pressures on budgets for external placements, internal fostering and leaving care. An allocation of £1.150 million has been made to reflect anticipated demographic pressures in 2019/20 and as in the current financial year a specific contingency allocation will also be maintained in order to fund any further growth in external placements should this become evident during the year. The contingency budget in 2019/20 will be £2.0 million an increase of £1.050 million compared to the equivalent budget in 2018/19. The budget for Adult Services has been increased by £1.2 million in order to meet new demographic growth in 2019/20 with a further allocation of £2.6 million also provided in order to reflect potential fee increases in the coming year.

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Funding of £1.339 million has been allocated to meet specific financial pressures identified by the Directorate. This includes £500,000 in relation to the potential cost implications of the Supported Living Tender in 2019/20 with a further potential £500,000 full year effect identified in relation to 2020/21. The £500,000 in 2019/20 will initially be held as a contingency budget, with its release to support costs in Social Services dependent on the final outcome of the tenders. Funding of £335,000 has also been allocated to support an additional team in order to enable an extension of the Adolescent Resource Centre (ARC) which uses best practice approaches to support adolescents and their families to keep older children out of public care. These additional resources will allow this approach to be extended to younger children. Children's Services will also receive an additional £300,000 to support the implementation of a new fostering business model in order to create a resilient structure and be able to generate a robust and engaging recruitment and retention function. The approved financial pressures also include £108,000 to fund four transitional outreach workers at Ty Canna specifically to work with young people transitioning from Children's Services to Adult Mental Health services, £64,000 to provide increased capacity for information governance activity related to disclosures in care proceedings and £32,000 to fund the cost of devices to support safe systems for lone working. The latter are one-off costs in 2019/20 and this will also be supported by an allocation of £31,000 from the FRM. An allocation of £55,000 will also be made via the FRM in order to provide a project management resource to lead a review of the way the Emergency Duty Team operates and to design and implement a new operating model. In addition, one-off funding of £20,000 will also be allocated to scope a pilot project to support care leavers and young carers to overcome transport barriers to them accessing education, employment and training.

The budget savings proposed by the Directorate for 2019/20 total £6.0 million and are summarised in the following table:

2019/20 Savings	£000
Review of External Expenditure	2,500
Strength based practice and preventing escalation of need	3,500
Total	6,000

Savings of £2.5 million are anticipated through a review of external expenditure. This includes £1.5 million as a result of supporting more children in Cardiff and through Council provision thereby reducing the requirement for more expensive external placements. This will require a change to the type and level of provision available in Cardiff and how this is commissioned, purchased and used. To support this a new fostering service will be implemented from April 2019. A saving of £1.0 million is also anticipated through improving the cost effectiveness of Social Services commissioning arrangements by seeking opportunities for rationalisation across the Directorate in terms of commissioning strategy, contract monitoring and financial management.

The saving of £3.5 million in relation to strength based practice and preventing escalation of need includes £1.0 million through maximising the impact of the Community Resource Team (CRT) to support more people to become independent. This builds on initiatives in the current financial year and will enable the right level of support to be provided to the right people thereby reducing the level of care and support required from both Health and Social Care. A saving of £1.0 million is also anticipated through improving the use and effectiveness of community provision to ensure people receive the right type and level of support at the right time of their lives. This will involve joined up working with partners and other organisations to ensure that individuals are supported to access the most appropriate level of provision to maximise their independence. Other savings include

£500,000 through safely reducing the number of children entering local authority care by enhancing protective factors within the child's home and community, £500,000 by enabling people with a learning disability to live the lives they want to live with reduced community support and £500,000 to achieve the same outcome for people with mental health issues.

Planning, Transport & Environment

The paragraphs below set out directorate specific financial pressures, commitments and savings in relation to the Planning, Transport & Environment Directorate. Financial Pressures have been supported to the value of £1.647 million. Included within this total is £704,000 connected to recycling costs which will cover the increased cost of recycling disposal and go towards the achievement of targets. In addition, £200,000 has been allocated to Fleet Services and will contribute towards the additional lease costs associated with the existing fleet. A sum of £50,000 has also been allocated for the maintenance and operation of new hostile vehicle mitigation bollards. Furthermore, £310,000 has been approved for School Transport and will cover the increased cost of transport for pupils with additional learning needs. It should be noted that, with effect from 1 April 2019, the budget responsibility for School Transport, and the growth and savings proposals connected to it, will transfer to the Education Directorate.

Within Street Scene, three financial pressure bids have been accepted. These total £383,000, with the first amounting to £163,000 in relation to separate glass collection. This allocation will enable the city-wide rollout of this initiative. In addition, £120,000 has been allocated for city centre public realm improvements and £100,000 for an increase in street cleansing. The latter is in response to the growth in the night-time economy and food outlets.

In addition to the accepted financial pressures, £160,000 has been allocated in relation to the reduction in the level of the Single Revenue Grant. Furthermore, £328,000 has been allocated in relation to cost pressures within the Shared Regulatory Service and £100,000 is also being allocated to Waste Services to reflect demographic pressures in relation to recycling and waste collections.

As well as the recurring budget provision outlined in the previous paragraphs, a number of one-off budget allocations are being made as part of the use of the FRM. These total £3.310 million, with the majority being allocated to Street Scene. The largest totals £1.0 million and will be used for repair of defective carriage and footways to improve the condition of the network. The "Love where you live" campaign will be supported with £50,000 and a further street cleansing deep clean will be funded by an allocation totalling £312,000. In addition, allocations of £164,000 and £144,000 have been provided to fund the cost of support and communication of the city-wide rollout of separate glass collection, subject to the outcome of the current pilot exercise, and enhanced information about the Waste Service, respectively. As well as these amounts, £250,000 is being provided in relation to road signs and lines and £180,000 is being provided to progress a pilot scheme relating to the use of street cleansing technology.

Other FRM allocations include £250,000 to pilot an approach to discretionary transport support for post-16 students that had a pre-16 statement of special educational needs. In addition, an allocation of £100,000 has been made to deliver the Capital Ambition commitment for all schools to have an Active Travel Plan by 2020 and £60,000 is being provided to Fleet Services to fund a two-year programme to replace the existing fossil fuel fleet with electric vehicles. Furthermore, £50,000 has been allocated to improve facilities in response to the Public Toilet

Directorate Commentaries

Strategy. As well as these allocations, £750,000 is being provided to enable the creation of a fund to support the Council's approach to providing a social subsidy to certain bus routes. The intention is that this fund will be utilised over a two-year period and will initially be held within contingency and drawn down in line with an assessment of route priorities.

The following table sets out Planning, Transport & Environment's Directorate savings proposals for 2019/20:

2019/20 Savings	£000
Income Generation	1,219
Collaboration	286
Business Processes	2,440
Review of External Expenditure	324
TOTAL	4,269

Savings totalling £1.219 million have been proposed under the heading of income generation. The first proposal amounts to £301,000 and is intended to be achieved through increases to fees for burials, cremations and memorial products within Bereavement Services. An amount of £200,000 is proposed within Fleet Services and is anticipated to be achieved through enhanced commercialisation of the service. Within Transport Policy it is planned that digitalisation of the Network Management function will enable £120,000 to be achieved through improved income recovery. A further net saving of £120,000 is proposed in relation to clamping and removal of untaxed vehicles. The income will be generated through the implementation of devolved powers and the requirement of a fee to be paid for vehicles to be released. In addition, a proposal totalling £108,000 has been put forward in relation to the delivery of the approval body for sustainable drainage. Again, this is a net saving where it is anticipated that fee income will exceed the cost of delivering the service. Other income proposals include £100,000 in relation to developing commercial waste and recycling centres, £80,000 within Planning,

which will be achieved through progressing development proposals and enhanced information gathering, and £40,000 through improved recharging within Transport Policy. The final income generation proposals, which total £150,000, include increases to general fees and charges, the Lamby Way solar farm scheme, improved income from developments, Registration Services income and increased income initiatives at the Cardiff Dog's Home.

In relation to collaboration, £286,000 has been proposed. This saving represents a further year's saving in connection with the introduction of a shared service, in conjunction with the Bridgend and the Vale of Glamorgan Councils, for regulatory functions. External expenditure savings total £324,000, the most significant of which is a proposal for £230,000 in relation to energy levies. This saving is the result of a change in government policy, whereby the Carbon Reduction Commitment has been replaced with an increase to the Climate Change Levy, leading to reduced costs overall. Other savings under this heading include £50,000 within School Transport as part of a plan to replace bus routes with safe walking routes, £24,000 within Bereavement Services, to be achieved through carrying out the Public Health funeral contract in-house, and £20,000 through reduced expenditure on the maintenance of structures and tunnels. The latter is to be achieved through a new contract and other efficiencies.

Over half of the Directorate's savings are to be achieved through a review of business processes. These savings total £2.440 million and include a proposal for £600,000 within Fleet Services which is to be achieved through a review of vehicle operations including utilisation and rationalisation. In addition, £400,000 is proposed within School Transport and is intended to be achieved through further route optimisation, in line with requirements for the new academic year, and retendering. In relation to Civil Parking Enforcement, £300,000 is expected to be

achieved by a service review of the service to optimise performance and service delivery. A number of savings have been put forward within Recycling & Waste Management, including £250,000 to be achieved through improved business processes and efficiencies, following a review of waste disposal governance and financial controls, and £134,000 through a review of staffing resources. Two savings are intended to be achieved through redesign and reshaping of services. The first of these totals £160,000 and is planned to be achieved by rebalancing street cleansing rounds within Neighbourhood Services. The second is for £132,000 and relates to Highways Operations, where a review of demand for highways related work has enabled a reduction in resources with no detrimental impact on service provision.

In addition to the savings outlined in the previous paragraph, £122,000 has been put forward in relation to street lighting and savings arising from the introduction of LED lighting, leading to savings on energy usage. As well as this, £80,000 is anticipated to be achieved through a restructure of Transport Services Teams and £52,000 via a restructure of the Service Management & Support team. Improved efficiency and effectiveness, through the implementation of digital working within Environment Enforcement, has enabled a £60,000 saving to be proposed, as has £40,000 through increased productivity and recycling efficiency in relation to Household Waste Recycling Centres. The final three proposals total £110,000 and relate to the deletion of vacant posts in line with active travel plans, employee recharges within Energy Management and the deletion of a vacant administrative post within Planning.

Within the Governance & Legal Services Directorate, a financial pressure totalling £351,000 has been approved. This pressure is in response to the increased demand for safeguarding work and complex cases relating

Resources

Governance & Legal Services

to children. The allocation will fund the creation of new posts and external legal support.

The table below sets out the 2019/20 budget savings proposals for the Governance & Legal Services Directorate:

2019/20 Savings	£000
Income Generation	211
Business Processes	161
TOTAL	372

Budget savings of £211,000 under the heading of income generation are proposed within Legal Services. It is anticipated that this saving will be achieved by increasing charges for work carried out in connection with the City Deal, Highways, Waste and Regeneration, as well as new client contributions towards the cost of a procurement lawyer and general increases to miscellaneous legal charges.

A number of business process changes are proposed, amounting to £161,000. The most significant saving amounts to £119,000 and will be achieved through a restructure of staffing within Legal Services. Other business process savings include £20,000 through a reduction in the annual contribution to the Elections Reserve, which is held to fund local elections. In addition, £13,000 is intended to be achieved through the cessation of printing meeting agendas and reports for councillors and senior officers. The other two savings proposals total £9,000 and relate to the removal of webcasting equipment from the County Hall Council Chamber and a general reduction in the training and development budget for members.

Resources

Budget savings of £2.887 million are proposed in the Resources Directorate and these are summarised in the following table:

2019/20 Savings	£000
Income Generation	342
Business Processes	2,411
Review of External Expenditure	134
Total	2,887

Savings based on income generation total £342,000. This includes £100,000 as a result of operating the Council's internal branding team on a more commercial basis by increasing income collection from internal and external customers. It also includes £99,000 to reflect opportunities for additional income generation in Health and Safety including training in areas such as asbestos. A net saving of £42,000 is also anticipated due to the continued commercialisation of the Council's Bilingual Cardiff Team, increasing the amount of income generated by providing translation services to other organisations. Other income generation savings include £33,000 in relation to Information Governance and £48,000 in Human Resources, the latter based on providing additional support to schools and City Deal. Further savings of £20,000 are also anticipated in Commissioning & Procurement through the Council's wholly owned trading company Atebion Solutions which trades commercial and procurement services to other public sector organisations.

A range of savings totalling £2.411 million have been identified in relation to business processes across the Directorate. These include efficiency savings identified by the various divisions in relation to their staffing structures, external spend and achievement of internal income. Savings totalling £777,000 have been identified in relation to the Finance Service including £359,000 from a restructure

of the Accountancy function and £224,000 from process efficiencies and staff savings within Revenues and Council Tax. The Accountancy saving will be partly mitigated by a £150,000 drawdown from earmarked reserves in the first year of the restructure in 2019/20. The Digital Services Division has identified savings of £754,000 including £374,000 from a restructure of the Capital Ambition Delivery Team and £300,000 as a result of channel shift in C2C. Contributions from earmarked reserves of £190,000 and £50,000 respectively will partly mitigate these savings in 2019/20 with the channel shift saving in C2C also partly offset by a one-off contribution of £30,000 from the FRM. Savings totalling £516,000 have also been identified in Human Resources. This includes a saving of £263,000 in relation to the Human Resources IT system including moving the system onto the Council's private cloud platform, with savings also identified in staff budgets and through the achievement of internal income. Other business process savings include £280,000 in Performance & Partnerships mainly through a restructure of the service and £84,000 in Commissioning & Procurement.

Savings arising from a review of external spend amount to £134,000 and include £44,000 from a reduction in the publicity campaign budget in Communications & Media and £40,000 from a reduction to the Third Sector Council Infrastructure Grant as part of the continuing development of a commissioning relationship between the Council and the sector. Other savings include £25,000 through a review of the current ICT contract arrangements and £25,000 from a reduction to the special projects budget within the Directorate.

The Directorate has received additional funding of £204,000 to reflect identified financial pressures. This includes £150,000 to support a project aimed at modernising customer contact, internal and external, through the implementation of tools to automate transactional services which fall

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under the over-arching concept of the 'virtual assistant'. A financial pressure of £54,000 is also approved in relation to the requirement for additional staff in the Revenues Section to manage the impact of the implementation of Council Tax premiums and to reflect increasing workloads due to significant property growth each year. Additional funding of £91,000 has also been provided to meet the on-going costs in relation to the Council commitment to supporting corporate apprenticeships.