

APPENDIX A

No.	Outcome	Service	Value 2016-17	Value 2017-18	Value 2018-19	Value 2019-20	TOTAL/ £k	Item	Delivery	Risk to not achieving the outcome/service risk	Type	EIA Required
1	1 and 3	Highways and Transport	423	892			1,315	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
2	3	Asset Management (RHR)	150				150	Increased recharges to capital/income from strategic acquisitions	Effective utilisation of income	Low	Efficiency	No
3	6	ASC	300				300	Service reform of internal LD services	There are three types of internal provided LD services - an 8 bed residential unit, an 8 bed respite unit and 3 day services. For the first two services the proposal is to re-provide the residential as a supported living service for 7 people and reduce the number respite beds and increase the use of flexible direct payments instead of respite. These services will be provided from their existing accommodation and capital funding has been set aside to upgrade these buildings to support the new services. Alternative options for the provision for day services will also be put in place and a review of the existing accommodation.	Medium This reform will lead to improved outcomes for people with a learning disability and their families - although some people will perceive this change as a reduction in the usual service they have been receiving but alternative options will be put in their place. Main risk is to any potential delay to delivery within agreed timescales as this project is both property based and options appraisal reliant .	Transformation	Yes
4	7	Finance & Audit	10	5			15	Increased recharges to the SUR (Slough Urban Renewal) company	Requesting the SUR board to pay more to SBC's costs in respect of providing accountancy services. With further schemes coming on board this is more justifiable.	Medium - would require approval from the SUR Board	Income Generation	No
5	7	AIR	1,250				1,250	Asset Purchase Strategy - assume a maximum of £25m investment portfolio with net 5% - per the Cabinet and Council report in September 2015	Requires capital investment of £25m. Asset Management to then identify suitable properties and propose these to the Strategic Asset purchase board.	High. The net yield is an assumption based on best information at the moment, and includes assumed financing costs of 1.5%. This exposes the Council to fluctuations in the commercial market; risks to be reduced where possible by ensure flexibility of asset purchases.	Income Generation	No
6	7	AIR	15	418	1,227	5,671	7,331	Utilisation of the SUR commercial and small sites	To put further sites through the SUR company to build additional properties and the Council receive one-off income in respect of profit and loan notes; and the ancillary benefit of additional properties into the Council Tax Base		Income Generation	No
7	7	AIR	150				150	Asset Challenge - more effective utilisation of Council assets			Transformation	No
8	7	Finance & Audit	60	165	175		400	Assistance with Mortgages deposits being offered with rental (@4%). Assumed 20, then 75 then 133. Per the September Cabinet report.	Scheme whereby the Council puts deposits on mortgages for residents of 30% and receives a rental return on this investment. Council also receives capital appreciation	Medium - exposure to falling house prices and mortgage repossessions. The scheme so far has been with over 100 Councils and £414m of lending and has yet to have repossession. Strict lending criteria are administered through the mortgage lender. The Council refers people to lenders as well	Income Generation	No
9	7	Finance & Audit	718	30			748	One-off interest on loan notes from existing SUR schemes	Through the SUR agreements - we receive a treasury management return on the land value we place into schemes	Low - based on Ledgers and Wexham nursery schemes	Income Generation	No
10	7	AIR		836	2,152		2,988	One-off profit from existing SUR schemes	Through the SUR agreements - we receive a profit share on the land we place into schemes	Medium - amount is dependent on market conditions and contracting costs within SUR schemes	Income Generation	No
11	7	Finance & Audit	300				300	Moving MRP (Minimum Revenue Payments) to a long asset life period (60 years as opposed to 40 years)	If the capital programme is funded by internal reserves, grants, s106 and existing borrowing, then there is no need to pay down MRP as the capital programme is already funded. However, many of the schemes above will mean that we will be likely to be borrowing in the medium term	Medium - already started discussions with external auditors and advisors	Transformation	No
12	None	Facilities	100	10	10	10	130	Additional income - Maximise Use of Office Space	Embed flexible and mobile working to get better use of office space. Develop commercial approach to floor space at SMP through external lettings. Range of options being considered.	Low/medium	Income Generation	No
13	None	Facilities	100	-50	10	10	70	Additional Income - Corporate Landlord & Accommodation Strategy Initiatives	As above	Low - Needs CMT approval	Income Generation	No

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14	None	Facilities	20	5	5	5	35	FM Contracts Review	Review all FM Contracts to establish if savings can be made.	Legal restrictions due to contract agreement still being in place.	Efficiency	No
15	None	Facilities	100				100	Additional Charge to the HRA for FM Service and Space Occupation	Reviewed recharge of LMP floor space to HRA as a result of increased space use	Low	Efficiency	No
16	None	Transactional Services	350				350	Additional Business Rates identified through Arvato completing a review of all properties in SBC	Completed - Arvato have completed their review but SBC are waiting for the valuation office to action all of the additional Business Rates	Medium - Business Rates fluctuate and the longer the Valuation Office do not action increases to the valuations the less money SBC can collect	Income Generation	No
18	None	learning & communities	111	80			191	By bringing the library service "in house" from 1st July 2016 there will be a saving in management fees charged by Essex County Council.	There will no change to service delivery	Low - the transition will be managed within the time scale to achieve the saving.	Efficiency	No
19	None	learning & communities	29	21			50	Essex County Council currently charge for payroll and HR, legal, finance support.	There will no change to service delivery	Low - transactional services provider will pick up the additional payroll and related work within the current contract and SBC will need to pick up the HR, finance legal support. The staffing numbers have decreased from 46.8 FTE to 26.7 FTE, a reduction from when the service was previously delivered in house (2009)	Efficiency	No
20	None	learning & communities	10	3			13	Through the library service coming back in house the service will no longer be required to fund any content insurance (assuming the council's own insurance arrangements will cover the library service contents cover.	There will no change to service delivery	Low - assuming the council's own insurance arrangements will pick up this cover.	Efficiency	No
21	None	learning & communities	8				8	Ceasing buying in the libraries Plus survey.	There will no change in service delivery, however the service will not have the benefit of an external user survey to inform future improvements.		Disinvestment	No
22	Children's Trust	Children's Trust	635	1,135	1,570	1,405	4,745	Reduced spending in line with contract and negotiations on the budget - per the Cabinet and Council paper in September.	SCST		Efficiency	No
Total			4,839	3,550	5,149	7,101	20,639					
Ongoing			4,106	2,266	1,770	1,430	9,572					
One-off			733	1,284	3,379	5,671	11,067					
Total			4,839	2,817	3,865	3,722	15,243					

n.b. italics denote one-off income