



Glasgow City Council

Report to Council

Report by Executive Director of Financial Services

Contact: Lynn Brown Ext. 73837

2013-15 REVENUE AND CAPITAL BUDGET

1. FINANCIAL FORECAST

- 1.1 A Financial Forecast for 2013-15 was issued to all political groups in September 2012. This set out a requirement for savings of £48.8 million over those two years.
- 1.2 The Financial Forecast forms the basis for this budget report and seeks approval of budget options and capital investment for 2013-15. The report also seeks approval for the allocation of net resources to each service and the council tax for 2013-14. The 2014-15 allocation of net resources will be confirmed after details of the settlement for 2014-15 are published. This is expected in the Autumn 2013.

2. LOCAL GOVERNMENT SETTLEMENT

- 2.1 The settlement for 2013-14 was received in late November and is still subject to approval by the Scottish Parliament. In 2013-14 Glasgow City Council expects to receive funding of £1,178.368 million. Funding relating to Police and Fire has been removed from the Local Government Settlement in 2013-14 reflecting the establishment of the new delivery structures.
- 2.2 Funding relating to the Welfare Reform changes of the Council Tax Reduction Scheme (replacing Council Tax Benefit) and the Scottish Welfare Fund (replacing the Discretionary Social Fund) have still to be confirmed and are not included in the settlement figure at 2.1. However, the Council budget includes estimates of this funding.
- 2.3 The Cabinet Secretary for Finance and Sustainable Growth wrote to COSLA on 20 September 2012 setting out the terms of the 2013-14 settlement to councils. The terms relate to commitments which are noted below:
 - (i) Maintain a council tax freeze in each of the three years of the Spending Review.
 - (ii) Maintain teacher numbers in line with pupil numbers and secure places for all probationers who require one under the teacher induction scheme.
- 2.4 If a council does not agree to these commitments then the Scottish Government plan to holdback that local authority's share of the national related funding for Council Tax and teacher numbers.

3. BUDGET PROPOSALS

- 3.1 Budget Options totalling £11.418 million have been identified as Technical Adjustments and are deemed to not require council approval as they relate to decisions already taken or can be implemented under the delegated authority of officers. A summary of these options is outlined at Appendix 1.
- 3.2 Options to meet the spending gap have been identified and are listed at Appendix 2. These options total £42.579 million, exceeding the spending gap by £5.197 million. It is proposed to re-direct this balance into Social Work Services in recognition of the ongoing financial pressures relating to Looked After Children. This re-direction will be supplemented by an additional £3 million, ear-marked in the Financial Forecast as a contribution to General Fund Reserves, providing a total re-direction of £8.197 million.
- 3.3 This results in total estimated service gross expenditure in 2013-14 of £2,133.133 million. Service department income is estimated to be £715.266 million giving total net service expenditure of £1,417.867 million. Net direct service expenditure per service is listed on page 6 of this report. This assumes that the Council's budget meets the specified set of commitments set out at paragraph 2.3.
- 3.4 In order to fulfil equalities obligations a report on Equality Impact Assessment (EIA) of the Budget options is attached to this report at Appendix 3. The carbon implications of the budget options are available in the Members Library and on request.

4. PROBABLE OUTTURN

- 4.1 In setting the Council's Budget the Probable Outturn for 2012-13 has to be considered in terms of its impact on balances. As reported in recent Budget Monitoring reports the forecast is that expenditure on General Fund services will be on-line by the end of the year.

5. RESERVES

- 5.1 As part of the Council's policy on reserves, the Budget Report is required to provide a summary of the Council's key reserves and the adequacy of reserves held over the medium term.
- 5.2 The level of General Fund reserves as at 31 March 2012 was £57.7 million including unallocated reserves of £23.8 million. (1.5%). The council's policy is to restore unallocated General Fund reserves to 2% over the medium term. As a result of approved drawdowns against General Fund reserves during 2012-13 the expected balance as at March 2013 is estimated at £29 million including unallocated reserves of £18.8 million. As outlined in paragraph 3.2, it is proposed to re-direct the contribution of £3 million to General Fund Reserves in 2013-14 to Social Work Services.
- 5.3 The Council operates a number of other revenue reserve funds for specific purposes. The total value of these funds as at 31 March 2012 amounted to £70.6 million. The main commitments during 2012-13 include the following:
 - The Council's Property Repairs and Renewals Fund will meet estimated expenditure of £6.3 million in the current year

- The New Technology Fund will meet estimated expenditure of £4.4 million in the year;
- The Cultural and Recreation Fund is fully committed, including 2014 Commonwealth Games expenditure, with a programme of spend of £4.6 million in the year;
- The Insurance Fund will meet estimated expenditure of £8.5 million in the year; and
- In addition there are a number of smaller funds with committed programmes

It is estimated that the value of these funds as at 31 March 2013 will amount to £46.8 million before the application of contributions and interest.

- 5.4 The total estimated value of Revenue Reserves including General Fund reserves is £76 million as at March 2013. This is before the allocation of funding in relation to the recent Early Retirement/Voluntary Severance trawl. These costs are estimated at £16.5 million in total, but options to spread the costs relating to Strain on the Fund will be considered and figures finalised as part of the Final Accounts process for 2012-13.
- 5.5 A contribution of £1.5 million to the Repairs and Renewals fund to support life cycle maintenance initiatives, £1 million to the Insurance Fund to meet insurance liabilities and £0.6m to the New Technology Fund to support future ICT refresh in schools is proposed in each of the next two years.
- 5.6 The Council's capital reserves as at 31 March 2012 amounted to £14.6 million. These resources form part of the committed funding framework for major capital projects.

6. CAPITAL

- 6.1 The planning assumption for financing costs is that there will be no increase over the next 2 years unless funded from prudential borrowing. However the repayment of loans provides additional spending capacity for new projects that support the Council Strategic Plan and other business critical investment. Investment of £350.750 million is detailed at Appendix 4.

7. COUNCIL STRATEGIC PLAN

- 7.1 The Financial Forecast 2013-15 made provision of £10 million, with a maximum of £8 million recurring, for delivery of the commitments contained in the Council Strategic Plan. This sum is currently held awaiting allocation based on proposals to be brought forward by political groups.

8. FINANCIAL RISKS

- 8.1 It is essential that Service Reform proposals already approved and those to be approved as part of the Budget for 2013-15 are delivered and associated efficiency savings achieved.
- 8.2 There is still financial risk associated with the delivery of this programme and this will be underpinned by General Fund reserves.

9. RECOMMENDATIONS

- 9.1 Members are asked to approve:
 - a. The budget options for £42.579 million as set out at Appendix 2 and resource re-direction of £8.197 million as set out in paragraph 3.2.
 - b. Capital expenditure of £350.750 million as set out in Appendix 4.
 - c. A provision of £10 million, with a maximum of £8 million recurring, to support the Council Strategic Plan and members are invited to bring forward detailed proposals on the allocation.
 - d. The allocation of net resources amounting to a net revenue budget of £1,427.867 million.
 - e. After application of government grants of £1,178.368 million, a net balance to be met from local taxes of £249.499 million representing a freeze on Council Tax in 2013-14 at a Band D charge of £1,213.

REVENUE ESTIMATES 2013/14

SUMMARY OF AGGREGATE ESTIMATES

Line No.		Estimate 2013/14
		£
1	Service Expenditure	2,133,133,500
2	Service Income	715,266,300
3	Total Net Service Expenditure	1,417,867,200
4	Council Strategic Plan	10,000,000
5	Total Net Expenditure	1,427,867,200
6	Central Government Grant	1,178,368,000
7	Balance to be met from Local Taxes	249,499,200
	COUNCIL TAX	2013/14
		£
	Band A	808.67
	Band B	943.44
	Band C	1,078.22
	Band D	1,213.00
	Band E	1,482.56
	Band F	1,752.11
	Band G	2,021.67
	Band H	2,426.00

REVENUE ESTIMATES 2013/14

NET EXPENDITURE

Line No.		Estimate 2013/14
1	Chief Executive's Office and Corporate Services	77,395,800
2	Development and Regeneration Services	22,702,000
3	Education Services	462,251,000
4	Financial Services	21,507,900
5	Land and Environmental Services	106,042,600
6	Social Work Services	414,669,800
7	Joint Boards, Passenger Transport and Scientific Services	11,079,300
8	Related Companies	134,160,300
9	Net Direct Expenditure	1,249,808,700
10	Financing Costs	176,581,000
11	Net Central Administration from Trading Operations	-1,018,900
12	Allocations	-356,700
13	Contributions to/ from Funds	3,145,100
14	Contribution from Trading Operations and Related Companies	-10,292,000
15	Net Service Expenditure	1,417,867,200
16	Council Strategic Plan	10,000,000
17	Total Net Expenditure	1,427,867,200

APPENDIX 1**TECHNICAL ADJUSTMENTS (for information)**

	2013-14	2014-15
Chief Executives Office/Corporate Services	£2,712,000	£ 640,000
Development & Regeneration Services	£ 595,000	£ 25,000
Education Services	£4,671,000	£ 294,000
Financial Services	£ 750,000	£ 70,000
Social Work Services	£1,560,000	£ 0
Related Companies	£ 71,000	£ 30,000
TOTAL FOR TECHNICAL ADJUSTMENTS	£10,359,000	£1,059,000



Corporate

Proposal	2013 / 2014	2014 / 2015	Total
13GF32 Corporate Review of Transport Provision Review of all council transport provision resulting in a saving of £1million by 2015/16.	£0	£200,000	£200,000
13GF33 Agile Council Tomorrow's Glasgow is the new programme to help deliver key priorities over the next five years. Service Reform will continue to play a key role in enabling the delivery of priorities. One of the key themes in that programme will be Agile Council; continuing to review how services can be delivered with reduced costs. Expected levels of savings are £5million per annum by 2017/18. One of the early projects is reviewing how clerical and administration services are delivered across the council family.	£1,300,000	£1,500,000	£2,800,000
Sub Total for Reform of Services	£1,300,000	£1,700,000	£3,000,000
Total for Corporate	£1,300,000	£1,700,000	£3,000,000



Corporate Services/Chief Executive's Office

Proposal	2013 / 2014	2014 / 2015	Total
13CE18 Customer and Business Service Efficiencies The saving will be generated by streamlining processes and service delivery.	£280,000	£280,000	£560,000
13CE20 Revised Working Practices Efficiencies achieved through corporate and service productivity reforms.	£528,000	£0	£528,000
Sub Total for Efficiencies	£808,000	£280,000	£1,088,000
Total for Corporate Services/Chief Executive's Office	£808,000	£280,000	£1,088,000



Development and Regeneration Services

Proposal	2013 / 2014	2014 / 2015	Total
13DR11 Planning and Building Control Integration Efficiencies The integration of Planning and Building Control functions, as per the departmental restructure, will result in the streamlining of functions through the application of lean methodologies including an integrated management structure and clerical support.	£50,000	£50,000	£100,000
13DR12 Non Essential Spend Efficiencies Non essential spend efficiencies from a reduction in expenditure across subscriptions, printing and advertising through a review and streamlining of processes.	£50,000	£20,000	£70,000
13DR14 Support to the Management Training Programme This will see a 50% adjustment to this programme (over 2 years) which provides external support for small and medium enterprises in Glasgow to improve their profitability through management and productivity improvement. This reflects collaboration with other partners in the city.	£65,000	£65,000	£130,000
Sub Total for Efficiencies	£165,000	£135,000	£300,000
13DR10 Building Control Repairs The saving will result in an 18% reduction in the emergency repairs and demolitions budget over 2 years. Analysis of the past 4/5 years shows an average underspend in this budget.	£25,000	£25,000	£50,000
Sub Total for Reform of Services	£25,000	£25,000	£50,000
13DR08 Stairlighting - Increase in Charges to Occupiers Over 2 Years Stairlighting charges within tenemental properties across the City are currently subsidised by the Council by £1.1million. This increase over 2 years will make the stairlighting service self financing.	£450,000	£650,000	£1,100,000
Sub Total for Review of Charging	£450,000	£650,000	£1,100,000
Total for Development and Regeneration Services	£640,000	£810,000	£1,450,000



Education Services

Proposal	2013 / 2014	2014 / 2015	Total
13ED24 Additional Support for Learning Provision Review of provision including the merger and relocation of establishments, reduction in the number of Additional Support for Learning teaching staff, reduction in the Additional Support for Learning summer and term time programme and the reform of hospital education.	£1,079,000	£1,321,000	£2,400,000
13ED26 Facilities Management Across Estate Includes review of janitorial hours in standalone nurseries, the day cleaner in new build schools, the frequency of window cleaning for new builds, the number of grass cuts and annual maintenance contract in secondary estate.	£480,000	£977,000	£1,457,000
13ED36 Out of School Care Lets Review of out of school care lets as a number of out of school care services do not run to capacity.	£62,000	£38,000	£100,000
13ED39 Teacher Allocations Across Education Establishments Review of staffing formula for primary; improved timetabling in secondary schools to maximise staffing; introduction of cluster heads in early years; replacement of teachers in nursery classes with team leader child development officers; further service reform in additional support for learning.	£3,077,000	£1,923,000	£5,000,000
Sub Total for Reform of Services	£4,698,000	£4,259,000	£8,957,000
13ED23 Clustering of School Lets Reviewing the usage to maximise efficiency over the primary and secondary estate, operating a clustered model of management and increasing charges by 5% over 2 years. Within the scope of the overall budget that would remain for additional janitorial charges (£0.5million) priority would be given to lets for sporting activities.	£430,000	£370,000	£800,000
13ED25 Develop Overarching Education Services Charging Policy This would result in the introduction of a 10% admin charge to be applied to all secondment income, a 10% increase in early years charges, an increase in the price of a school meal to £1.40 from August 2013 and £1.50 from August 2014, an increase in the charge for breakfast to £1 for those not on free school meals and the introduction of a combined charge for fruit/snacks in early years.	£1,075,000	£513,000	£1,588,000
Notes : 2015/16 saving £62,000.			
Sub Total for Review of Charging	£1,505,000	£883,000	£2,388,000
Total for Education Services	£6,203,000	£5,142,000	£11,345,000



Land and Environmental Services

Proposal	2013 / 2014	2014 / 2015	Total
13LE10 Improved Contract Management/Income Generation Operational improvements through efficiencies in contracts management in the supply base coupled with income generation measures.	£276,000	£0	£276,000
13LE12 Operational Property Review Rationalisation of property portfolio will result in reductions in operational overhead from closure or reconfiguration of depots.	£80,000	£240,000	£320,000
13LE17 Review of Environmental Health and Trading Standards Efficiencies generated following a review of current working arrangements within Environmental Health and Trading Standards.	£115,000	£0	£115,000
13LE18 Cleansing Operational Efficiencies Changes in working patterns and practices continue to provide savings in overheads and maintenance, with no reduction in service.	£305,000	£0	£305,000
13LE19 Review of Parks Services A review of non-core park services has identified savings in overheads and maintenance with no reduction in service.	£362,000	£0	£362,000
Sub Total for Efficiencies	£1,138,000	£240,000	£1,378,000
13LE16 Introduce Parking Charge Payments by Mobile Technology The introduction of mobile technology as a means of paying on-street parking charges will result in savings in meter maintenance and cash collection.	£0	£50,000	£50,000
Sub Total for Reform of Services	£0	£50,000	£50,000
13LE11 Bus Lane Cameras Install five bus lane cameras to improve the flow of public transport through the city.	£376,000	£976,000	£1,352,000
13LE20 Housing Stock Transfer Legacy Proposed charge to Glasgow Housing Association following a housing stock transfer legacy review.	£200,000	£0	£200,000



Land and Environmental Services

Proposal	2013 / 2014	2014 / 2015	Total
13LE23 Increased Income Generation Across Services Increased income generation through a renewed focus on marketing and trading by in-house teams encompassing recycling income, Glasgow Flowers, grounds maintenance, bereavement services and transport.	£300,000	£1,000,000	£1,300,000
13LE25 Increase On-Street Parking Charges in Outlying Areas Parking charges in outlying areas have not changed in some cases since 1993. Proposal is to increase charges from an average 30pence for the first hour to 80pence for the first hour (£2.00 for 2 hours and £3.20 for 3 hours). It is also proposed to establish a policy of annual review of tariffs in response to inflationary demands, market conditions and effective traffic management controls.	£600,000	£0	£600,000
13LE26 Further Extension of Controlled Parking Areas Estimated additional revenue from 8 new or extended controlled parking zones across the city. The 8 areas are; Downahill, Yorkhill, Tradeston, Barras, Hillhead, Garnethill, Byres Road and Western extension and Necropolis. Notes : 2015/16 saving £170,000.	£0	£320,000	£320,000
13LE27 Increase On-Street Parking Charges in City Centre Increase on-street parking charges in city centre areas to 60pence for 12 minutes; £3.00 per hour. It is also proposed to establish a policy of annual review of tariffs in response to inflationary demands, market conditions and effective traffic management controls	£400,000	£0	£400,000
Sub Total for Review of Charging	£1,876,000	£2,296,000	£4,172,000
Total for Land and Environmental Services	£3,014,000	£2,586,000	£5,600,000



Related Companies

Proposal	2013 / 2014	2014 / 2015	Total
13RL24 Glasgow Life Energy Efficiency Building on current energy efficiency programme involving both staff and technology.	£240,000	£100,000	£340,000
13RL26 GCSS Current Vacancies Not Filled Non filling of vacancies arising in current year, full year impact in 2013/14.	£151,000	£0	£151,000
13RL27 GCSS Assumed Vacancies Not Filled Assumed staff turnover vacancies.	£0	£68,000	£68,000
13RL28 GCSS Service Budget Reductions Resources reviewed including training and ancillary supplies.	£75,000	£22,000	£97,000
13RL31 GCMB Activity to be Undertaken in House Public relation and digital newsroom activity to be undertaken in house.	£36,000	£0	£36,000
13RL32 GCMB Review of Staffing Structure Job descriptions to be reviewed and key responsibilities reallocated to remaining employees.	£0	£70,000	£70,000
13RL34 City Property Increase in Return to Council Increase in return to council from City Property.	£100,000	£100,000	£200,000
Sub Total for Efficiencies	£602,000	£360,000	£962,000
13RL22 Glasgow Life Review of Corporate Services Review of remaining back office functions following previous years service reform programme.	£360,000	£0	£360,000
13RL23 Glasgow Life Workforce Planning Strategy Strategy to more closely align workforce with service using better staff scheduling.	£350,000	£750,000	£1,100,000
13RL25 Glasgow Life Office Review Relocation of local offices into spare capacity in other operational buildings.	£0	£150,000	£150,000



Related Companies

Proposal	2013 / 2014	2014 / 2015	Total
Sub Total for Reform of Services	£710,000	£900,000	£1,610,000
13RL20 Glasgow Life Pricing Strategy and Increased Sales Volume General price increase of 3% in 2013/14 and 2% in 2014/15. In certain areas where prices are very sensitive this increase will be achieved by increasing volume and retention levels e.g. Glasgow Club membership.	£750,000	£650,000	£1,400,000
13RL21 Glasgow Life Increase Income from Trading Company Increased income through price increases and volume of sales.	£150,000	£200,000	£350,000
13RL29 GCSS Additional Income Commercial income from security, alarm receiving income and additional management fees.	£119,000	£165,000	£284,000
13RL38 City Parking Additional Income Increased management fee income in respect of bus lane camera enforcement activity.	£100,000	£100,000	£200,000
Sub Total for Review of Charging	£1,119,000	£1,115,000	£2,234,000
Total for Related Companies	£2,431,000	£2,375,000	£4,806,000



Social Work Services

Proposal	2013 / 2014	2014 / 2015	Total
<p>13SW20 Reduction in Fees to Purchased Care Home Sector</p> <p>COSLA is starting a negotiation process with Scottish Care for the National Care Home contract. In the last 2 years, this sector has had inflation increases when other providers have had to manage budget reductions. We are proposing that COSLA negotiates a 1% reduction over each of the next 2 years. With the efficiency challenges that we have, it is reasonable to expect this sector to make a contribution, and we feel that 1% each year should be achievable.</p>	£825,000	£825,000	£1,650,000
Sub Total for National Negotiation	£825,000	£825,000	£1,650,000
<p>13SW13 Reconfiguration of Homelessness Service</p> <p>Reconfiguration of homelessness service from 5 areas to 3, to align it with the area team structure. The staffing model realignment was taken forward as part of the previous severance, and by the moving from 5 properties to 3 will generate further savings. Offices proposed to close are at Brockburn Road and Dunkenny Square.</p>	£30,000	£75,000	£105,000
<p>13SW14 Service Reforms</p> <p>We are looking at a number of service reforms in the following areas; hospital social work services integration into adult services, community work, homelessness teams (centre), centre for sensory impairment. This will result in the deletion of a number of posts across the service.</p>	£1,785,000	£16,000	£1,801,000
<p>13SW15 Cordia - Reablement</p> <p>Expansion of home care reablement as a proportion of overall home care service users, which could include referrals from the community as well as hospitals. In addition, we propose to stop the handyperson service.</p>	£2,850,000	£1,750,000	£4,600,000
<p>13SW17 Review of High Cost Care</p> <p>Includes a review of high cost adult services for those requiring alternative care provision (2013/14 £0.4million, 2014/15 £1.2million), review of care home specialist categories (2014/15 £0.6million), and a review of a physical disability rehabilitation service (2014/15 £0.1million).</p>	£400,000	£1,900,000	£2,300,000
<p>13SW18 Review of Purchased Services</p> <p>A review of purchased services and payments to voluntary organisations, including a number of instances of moving to cost and volume funding, which would generate savings with minimal impact on service users.</p>	£1,366,000	£675,000	£2,041,000



Social Work Services

Proposal	2013 / 2014	2014 / 2015	Total
13SW19 Non-Statutory Services Reduction in supplies budget within addictions (2013/14 £50,000, 2014/15 £50,000), and review and resource redirection (£87,000) of transport provision for playschemes and community groups.	£137,000	£50,000	£187,000
13SW21 Adult Services Personalisation Budgets Completion of personalisation programme.	£0	£1,300,000	£1,300,000
13SW22 Introduction of Personalisation Across Older People's Services Begin the introduction of a personalisation approach across older people's services including home care and day care. The Self-directed Support Bill will make this inevitable within the next 2/3 years. An assumed target of 5% savings would generate approximately £3million.	£0	£1,000,000	£1,000,000
Sub Total for Reform of Services	£6,568,000	£6,766,000	£13,334,000
13SW16 Provision of Meals Service Align charge for meals to match unit cost of £2.97, changing all meal provision to 2 courses. In addition, move 390 clients utilising the Cordia meals at home service to an alternative service provider who deals directly with clients.	£306,000	£0	£306,000
Sub Total for Review of Charging	£306,000	£0	£306,000
Total for Social Work Services	£7,699,000	£7,591,000	£15,290,000
Grand Total	£22,095,000	£20,484,000	£42,579,000

The Budget process and Equality Impact Assessment (EIA)

1. The Equality Act 2010 requires the Council to pay “due regard” to the need to eliminate discrimination and promote equality. This requirement is commonly referred to as the public sector equality duty. The law requires that this duty to pay “due regard” be demonstrated in the decision making process. The process for doing this is described as equality impact assessment.
2. The Equality Act protects people from discrimination on the basis of “protected characteristics”. The relevant characteristics are disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
3. As part of the development of the Council’s budget, Services and ALEOs were asked to consider the potential equality impacts of each budget option. The outcomes from this exercise are summarised and attached to this paper. The comments column gives a view on the overall impact and sets out, where appropriate proposals, for actions to mitigate any adverse impact. Some key points to note are:
 - For a significant number of the options, no impact has been identified.
 - For a number of the options recommending further review, EQIA will be incorporated into the review or implementation process.
 - In relation to options impacting on staff numbers within the Council, each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.
4. Members are requested to:
 - Consider the outcomes from the EQIA process.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13GF32	Corporate Review of Transport Provision - Review of all council transport provision resulting in a saving of £1million by 2015/16 – £200,000	No significant impact identified.	
13GF33	Agile Council - Tomorrow's Glasgow is the new programme to help deliver key priorities over the next five years. Service Reform will continue to play a key role in enabling the delivery of priorities. One of the key themes in that programme will be Agile Council; continuing to review how services can be delivered with reduced costs. Expected levels of savings are £5million per annum by 2017/18. One of the early projects is reviewing how clerical and administration services are delivered across the council family. – £2,800,000	Each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.	Changes will be managed through the application of the corporate Redeployment Framework.
13CE18	Customer and Business Service Efficiencies - The saving will be generated by streamlining processes and service delivery - £560,000	Each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.	The overall Council profile will be considered by the Strategic HR Forum. Changes will be managed through voluntary severance/early retirement and the application of the corporate Redeployment Framework.
13CE20	Revised Working Practices - Efficiencies achieved through corporate and service productivity reforms - £528,000	Each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.	The overall Council profile will be considered by the Strategic HR Forum. Changes will be managed through voluntary severance/early retirement and the application of the corporate Redeployment Framework.
13DR11	Planning and Building Control Integration Efficiencies - will result in the streamlining of functions through application of lean methodologies including an integrated management structure and clerical support - £100,000	Each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.	The overall Council profile will be considered by the Strategic HR Forum. Changes will be managed through voluntary severance/early retirement and the application of the corporate Redeployment Framework.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13DR12	Non Essential Spend Efficiencies - Non essential spend efficiencies from a reduction in expenditure across subscriptions, printing and advertising through a review and streamlining of processes.- £70,000	No significant impact identified.	
13DR14	Support to the Management Training Programme - This will see a 50% adjustment to this programme (over 2 years) which provides external support for small and medium enterprises in Glasgow to improve their profitability through management and productivity improvement. This reflects collaboration with other partners in the city. - £130,000	Some evidence that this could have more of an impact on certain ethnic minority groups and religious groups due to higher self employment rates.	The recent integration of Business Gateway into DRS will mitigate these impacts.
13DR10	Building Control Repairs - The saving will result in an 18% reduction in the emergency repairs and demolitions budget over 2 years. Analysis of the past 4/5 years shows an average under spend in this budget - £50,000	No significant impact identified.	
13DR08	Stair lighting - Increase in Charges to Occupiers Over 2 Years -Stair lighting charges within tenement properties across the City are currently subsidised by the Council by £1.1million. This increase over 2 years will make the stair lighting service self financing - £1,100,000	No significant impact.	Overall increase in costs estimated at 20p per week per household or £10 per year. No specific action required at present.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13ED24	Additional Support for Learning Provision - Review of provision including the merger and relocation of establishments, reduction in the number of Additional Support for Learning teaching staff, reduction in the Additional Support for Learning summer and term time programme and the reform of hospital education. - £2,400,000	The mergers and relocation of establishments will be in line with other ASL reform to better meet pupils learning needs by accessing better curricular resources and more appropriate intervention and support. The proposals to reduce expenditure on ASL summer and term time programme will raise concerns with parents.	All interested parties will be consulted. A full Equality Impact Assessment will be carried out as part of the public consultation process. Alternatives for summer and term time programme and the reform of hospital education are actively being sought through the voluntary sector.
13ED26	Facilities Management Across Estate - Includes review of janitorial hours in standalone nurseries, the day cleaner in new build schools, the frequency of window cleaning for new builds, the number of grass cuts and annual maintenance contract in secondary estate - £1,457,000	This will lead to a reduction in number of staff employed by Cordia. This will impact on janitorial staff (mainly male) and cleaners (mainly female). There will be impacts on both men and women. The majority of staff potentially affected is aged 50 and over.	The change will be managed through voluntary severance and should be open to all potentially affected staff. Alternative employment options where available will be offered.
13ED36	Out of School Care Lets - Review of out of school care lets as a number of out of school care services do not run to capacity. - £100,000	Providers may increase charges.	The review will remove current inequalities which are based on historical agreements rather than robust criteria and evidence.
13ED39	Teacher Allocations Across Education Establishments - Review of staffing formula for primary; improved timetabling in secondary schools to maximise staffing; introduction of cluster heads in early years; replacement of teachers in nursery classes with team leader child development officers; further service reform in additional support for learning - £5,000,000	This will impact on female staff as they make up the majority (92%) of early years and primary teachers.	The overall Council profile will be considered by the Strategic HR Forum. Changes will be managed through voluntary severance/early retirement and the application of the corporate Redeployment Framework.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13ED23	<p>Clustering of School Lets - Reviewing the usage to maximise efficiency over the primary and secondary estate, operating a clustered model of management and increasing charges by 5% over 2 years. Within the scope of the overall budget that would remain for additional janitorial charges (£0.5million) priority would be given to lets for sporting activities. - £800,000</p>	No significant impact identified.	
13ED25	<p>Develop Overarching Education Services Charging Policy - This would result in the introduction of a 10% admin charge to be applied to all secondment income, a 10% increase in early years charges, an increase in the price of a school meal to £1.40 from August 2013 and £1.50 from August 2014, an increase in the charge for breakfast to £1 for those not on free school meals and the introduction of a combined charge for fruit/snacks in early years. - £1,588,000</p>	No significant impact identified.	This charging for snacks brings Early Years establishments in to line with primary schools.
13LE10	<p>Improved Contract Management/Income Generation - Operational improvements through efficiencies in contracts management in the supply base coupled with income generation measures. - £276,000</p>	No significant impact identified.	
13LE12	<p>Operational Property Review – Rationalisation of property portfolio will result in reductions in operational overhead from closure or reconfiguration of depots. - £320,000</p>	No significant impact identified.	

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13LE17	Review of Environmental Health and Trading Standards Efficiencies generated following a review of current working arrangements within Environmental Health and Trading Standards.- £115,000	Each Service has carried out an EQIA to look at the impact of service reforms to date on workforce planning. This will be monitored on an ongoing basis as options are implemented.	The overall Council profile will be considered by the Strategic HR Forum. Changes will be managed through voluntary severance/early retirement and the application of the corporate Redeployment Framework.
13LE18	Cleansing Operational Efficiencies - Changes in working patterns and practices continue to provide savings in overheads and maintenance, with no reduction in service. - £305,000	No significant impact identified.	
13LE19	Review of Parks Services - A review of non-core park services has identified savings in overheads and maintenance with no reduction in service. - £362,000	No significant impact.	.
13LE16	Introduce Parking Charge Payments by Mobile Technology -The introduction of mobile technology as a means of paying on-street parking charges will result in savings in meter maintenance and cash collection. - £50,000	No significant impact identified.	
13LE11	Bus Lane Cameras - Install five bus lane cameras to improve the flow of public transport through the city. - £1,352,000	Potentially positive impact to disability groups, older and younger people.	Potential positive impact due to improved connectivity via quicker/less hindered bus services. As people who are mobility or sensory impairment may have a greater reliance on public transport.
13LE20	Housing Stock Transfer Legacy - Proposed charge to Glasgow Housing Association following a housing stock transfer legacy review. - £200,000	No significant impact identified	

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13LE23	<p>Increased Income Generation Across Services - Increased income generation through a renewed focus on marketing and trading by in-house teams encompassing recycling income, Glasgow Flowers, grounds maintenance, bereavement services and transport. - £1,300,000</p>	No significant impact identified.	This option is designed to increase revenue and improve service availability to the public generally.
13LE25	<p>Increase On-Street Parking Charges in Outlying Areas - Parking charges in outlying areas have not changed in some cases since 1993. Proposal is to increase charges from an average 30pence for the first hour to 80pence for the first hour (£2.00 for 2 hours and £3.20 for 3 hours). It is also proposed to establish a policy of annual review of tariffs in response to inflationary demands, market conditions and effective traffic management controls. - £600,000</p>	No significant impact identified.	
13LE26	<p>Further Extension of Controlled Parking Areas - Estimated additional revenue from 8 new or extended controlled parking zones across the city. The 8 areas are; Dowanhill, Yorkhill, Tradeston, Barras, Hillhead, Garnethill, Byres Road and Western extension and Necropolis. - £320,000</p>	No significant impact identified.	

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13LE27	Increase On-Street Parking Charges in City Centre - Increase on-street parking charges in city centre areas to 60pence for 12 minutes; £3.00 per hour. It is also proposed to establish a policy of annual review of tariffs in response to inflationary demands, market conditions and effective traffic management controls - £400,000	No significant impact identified.	
13RL24	Glasgow Life Energy Efficiency - Building on current energy efficiency programme involving both staff and technology. - £340,000	No significant impact identified.	
13RL26	GCSS Current Vacancies Not Filled - Non filling of vacancies arising in current year, full year impact in 2013/14. - £151,000	No significant impact identified.	No change to current service levels, delivery or processes.
13RL27	GCSS Assumed Vacancies Not Filled - Assumed staff turnover vacancies. - £68,000	No significant impact identified.	No change to current service levels, delivery or processes.
13RL28	GCSS Service Budget Reductions - Resources reviewed including training and ancillary supplies. - £97,000	No significant impact identified.	No change to current service levels, delivery or processes.
13RL31	GCMB Activity to be Undertaken in House - Public relation and digital newsroom activity to be undertaken in house. - £36,000	No significant impact identified.	
13RL32	GCMB Review of Staffing Structure - Job descriptions to be reviewed and key responsibilities reallocated to remaining employees. - £70,000	No significant impact identified.	
13RL34	City Property Increase in Return to Council - Increase in return to council from City Property. - £200,000	No significant impact identified.	

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13RL22	Glasgow Life Review of Corporate Services - Review of remaining back office functions following previous year's service reform programme. - £360,000	No impacts currently identified.	Glasgow Life will carry out a screening on this option prior to implementation when further detail becomes available.
13RL23	Glasgow Life Workforce Planning Strategy -Strategy to more closely align workforce with service using better staff scheduling. - £1,100,000	No impacts currently identified.	Glasgow Life will carry out a screening on this option prior to implementation when further detail becomes available.
13RL25	Glasgow Life Office Review - Relocation of local offices into spare capacity in other operational buildings. £150,000	No impacts currently identified.	Glasgow Life will carry out a screening on this option prior to implementation when further detail becomes available.
13RL20	Glasgow Life Pricing Strategy and Increased Sales Volume - General price increase of 3% in 2013/14 and 2% in 2014/15. In certain areas where prices are very sensitive this increase will be achieved by increasing volume and retention levels e.g. Glasgow Club membership. - £1,400,000	Strategy also includes introduction of free activities i.e. Free golf available for over 60's and under 19's. Free once weekly 5 aside pitch hire for under 16s. Potential positive impact for Older People (60+) and Younger People (under 18).	No significant issues identified.
13RL21	Glasgow Life Increase Income from Trading Company - Increased income through price increases and volume of sales. - £350,000	No significant impact identified.	
13RL29	GCSS Additional Income - Commercial income from security, alarm receiving income and additional management fees. £284,000	No significant impact identified.	
13RL38	City Parking Additional Income - Increased management fee income in respect of bus lane camera enforcement activity. - £200,000	No significant impact identified.	

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13SW20	<p>Reduction in Fees to Purchased Care Home Sector COSLA is starting a negotiation process with Scottish Care for the National Care Home contract. In the last 2 years, this sector has had inflation increases when other providers have had to manage budget reductions. We are proposing that COSLA negotiates a 1% reduction over each of the next 2 years. With the efficiency challenges that we have, it is reasonable to expect this sector to make a contribution, and we feel that 1% each year should be achievable.- £1,650,000</p>	No significant impact.	It is anticipated that any minor impact can be offset by the sector through a variety of efficiency based approaches.
13SW13	<p>Reconfiguration of Homelessness Service - Reconfiguration of homelessness service from 5 areas to 3, to align it with the area team structure. The staffing model realignment was taken forward as part of the previous severance and by moving from 5 properties to 3 will generate further savings. Offices proposed to close are at Brockburn Road and Dunkenny Square. £105,000</p>	No significant impact identified. Alignment as per Area Team structure will provide greater geographic coordination.	Social Work Services will keep the impact under review as part of the process to finalise options.
13SW14	<p>Service Reforms - We are looking at a number of service reforms in the following areas; hospital social work services integration into adult services, community work, homelessness teams (centre), and centre for sensory impairment. This will result in the deletion of a number of posts across the service. £1,801,000</p>	Possibility of slight negative impact anticipated will be mitigated through the implementation of service reforms.	Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13SW15	Cordia – Reablement - Expansion of home care reablement as a proportion of overall home care service users, which could include referrals from the community as well as hospitals. In addition, we propose to reform the handyperson service. - £4,600,000	Reablement provides a positive impact on service users. Equality Impact Assessment completed in August 2012 and review of recommendations due early 2013.	Cordia and Social Work Services may need to give further consideration to RECOP (Reshaping Care for Older People) partners, in setting aside investment in capacity for efficiency saving.
13SW17	Review of High Cost Care - Includes a review of high cost adult services for those requiring alternative care provision (2013/14 £0.4million, 2014/15 £1.2million), review of care home specialist categories (2014/15 £0.6million), and a review of a physical disability rehabilitation service (2014/15 £0.1million). - £2,300,000	A minimal impact is anticipated across service delivery because all reviews will be needs led.	Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted.
13SW18	Review of Purchased Services A review of purchased services and payments to voluntary organisations, including a number of instances of moving to cost and volume funding, which would generate savings with minimal impact on service users. - £2,041,000	No significant impact anticipated across addictions services and other services where legacy funding or under spend is being consolidated. There may be a slight impact for children and young people and disability.	Where there is a potential detriment this is applied solely in order to focus support on priority need across all equality groups. Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted.
13SW19	Non-Statutory Services - Reduction in supplies budget within addictions (2013/14 £50,000, 2014/15 £50,000), and review and resource redirection (£87,000) of transport provision for play schemes and community groups. £187,000	No impact anticipated on front line service delivery.	Any detriment to younger people and children is in order to focus support on priority need in other service areas. Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted.

Reference	Budget Option (£)	Assessment of Impact on Equality	Comment
13SW21	<p>Adult Services Personalisation Budgets - Completion of personalisation programme. 1% reduction in personalisation budgets - £1,300,000</p>	<p>The assessment of needs and reviews of care plans will mitigate any potential impact. Reduction in home care hours will impact on Cordia staffing levels. Home Care staff are 97% female and half are 50 and over.</p>	<p>Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted. Cordia as the service provider will manage the change through voluntary severance, which will be open to all potentially affected staff. Alternative employment options where available will be offered.</p>
13SW22	<p>Introduction of Personalisation Across Older People's Services - Begin the introduction of a personalisation approach across older people's services including home care and day care. The Self-directed Support Bill will make this inevitable within the next 2/3 years. An assumed target of 5% savings would generate approximately £3million. - £1,000,000</p>	<p>Some provider impact as reduction in home care hours will impact on Cordia staffing levels. Home Care staff are 97% female and half are 50 and over.</p>	<p>Cordia as the service provider will manage the change through voluntary severance, which will be open to all potentially affected staff. Alternative employment options where available will be offered.</p>
13SW16	<p>Provision of Meals Service - Align charge for meals to match unit cost of £2.97, changing all meal provision to 2 courses. In addition, move 390 clients utilising the Cordia meals at home service to an alternative service provider who deals directly with clients. - £306,000</p>	<p>Any increase has a potential impact across protected groups, however this equalises the charge for all attending lunch clubs and day services.</p>	<p>There is an anomalous situation in that a charge has been implemented in lunch clubs but not in SWS day care services, £1.77 compared to £0.82. This change would correct this and equalise charges. Social Work Services will continue to monitor any unintended or unforeseen outcomes of any option taken to ensure no one group is differently impacted.</p>

APPENDIX 4

CAPITAL INVESTMENT

**Glasgow City Council
Capital Investment Proposals 2013/14 - 2014/15**

Departmental

Proposal	2013/14 £000's	2014/15 £000's	Future Years £000's	Total 2013- 18 £000's	Revenue Implications £000's
Education Pre-12 Strategy Phase 5	40,000	40,000	170,000	250,000	5,000
Total for Education	40,000	40,000	170,000	250,000	5,000
Mandatory 20mph zones	150	150	450	750	60
Running Trails (city parks)	200	200	600	1,000	80
Road Investment	8,000	8,000	24,000	40,000	1,000
Parks Development	500	500	1,500	2,500	130
Other LES Investment incl. Lighting, Bridges	1,200	1,000	0	2,200	280
Total for LES	10,050	9,850	26,550	46,450	1,550
Two additional Care homes for children	1,500	1,500	0	3,000	190
Day Centre for older people - North East	0	2,410	0	2,410	150
Replacement Services for homelessness provision	9,510	2,590	0	12,100	750
Total for Social Work	11,010	6,500	0	17,510	1,090
Sighthill Transformational Regeneration Area	2,500	2,500	20,000	25,000	315
Strategic Public Realm	1,000	1,000	0	2,000	125
Total for DRS	3,500	3,500	20,000	27,000	440
Property refurbishment incl City Chambers West	1,600	500	0	2,100	160
Business Critical ICT Investment	4,590	3,100	0	7,690	1,760
Total for Corporate	6,190	3,600	0	9,790	1,920
GRAND TOTAL	70,750	63,450	216,550	350,750	10,000

Note: the revenue implications show the estimated recurring annual financing costs of the capital investment for the project over the first 2 years.