



Democratic Services
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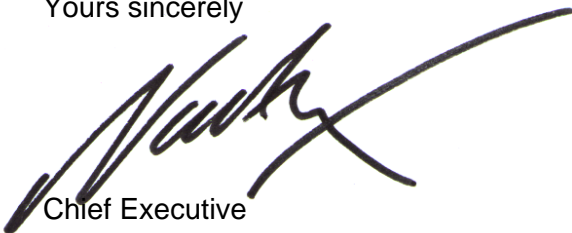
26 August 2010

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **SCRUTINY (POLICY AND PERFORMANCE)** Committee will be held in the HMS Brave Room at these Offices on Monday 6 September 2010 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Rebecca Brough on (01304) 872304 or by e-mail at rebecca.brough@dover.gov.uk.

Yours sincerely



Chief Executive

Scrutiny (Policy and Performance) Committee Membership:

| | |
|---------------------------|-----------------------|
| Councillor K Mills | (Chairman) |
| Councillor G Cowan | (Vice-Chairman) |
| Councillor M D Conolly | (Spokesperson) |
| Councillor C E Kirby | (Deputy Spokesperson) |
| Councillor T A Bond | |
| Councillor J H Goodwin | |
| Councillor D A Mayes | |
| Councillor C J Meredith | |
| Councillor J C Record | |
| Councillor A F Richardson | |

DECLARATIONS OF INTEREST

Members are required to disclose the existence and nature of a personal interest at the commencement of the item of business to which the interest relates or when the interest becomes apparent. An explanation in general terms of the interest should also be given to the meeting. If the interest is also a prejudicial interest, the Member should then withdraw from the room or chamber.

NOTE: (1) By virtue of Rule 11 of the Members' Code of Conduct, a member must, if he/she is involved in the consideration of a matter at a meeting of an overview and scrutiny committee or sub

committee, regard him/herself as having a personal and prejudicial interest if that consideration relates to a decision made, or action taken, by another committee or sub committee of which he/she may also be a member.

- (2) This rule will not apply if the member attends the Scrutiny Committee/Sub Committee for the purpose of answering questions or otherwise giving evidence relating to that decision or action.

AGENDA

1. **APOLOGIES**

2. **APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointment of Substitute Members.

3. **PUBLIC SPEAKING**

Please note that in accordance with the agreed Protocol for Public Speaking at Overview and Scrutiny, the right to speak only applies to agenda item 4.

Members of the public wishing to speak must register to do so by no later than 2.00 pm on the second working day before the meeting.

4. **DELIVERING EFFECTIVE SERVICES – SHAPING THE FUTURE OF THE DISTRICT** (Pages 3-38)

To consider the attached report of the Head of Paid Service.

Access to Meetings and Information

- Members of the public are welcome to attend meetings of the Council, its Committees and Sub-Committees. You may remain present throughout them except during the consideration of exempt or confidential information.
- All meetings are held at the Council Offices, Whitfield unless otherwise indicated on the front page of the agenda. There is disabled access via the Council Chamber entrance and a disabled toilet is available in the foyer. In addition, there is a PA system and hearing loop within the Council Chamber.
- Agenda papers are published five clear working days before the meeting. Alternatively, a limited supply of agendas will be available at the meeting, free of charge, and all agendas, reports and minutes can be viewed and downloaded from our website www.dover.gov.uk. Minutes are normally published within five working days of each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting. Basic translations of specific reports and the Minutes are available on request in 12 different languages.
- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact: Rebecca Brough, Democratic Support Officer, telephone: (01304) 872304 or email: rebecca.brough@dover.gov.uk for details.

Large print copies of this agenda can be supplied on request.

REPORT OF THE HEAD OF PAID SERVICE

RESPONSIBILITY – LEADER OF THE COUNCIL

NON-KEY DECISION

BUDGET/POLICY FRAMEWORK

CABINET – 6 SEPTEMBER 2010

SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE – 6 SEPTEMBER 2010

CABINET – 4 OCTOBER 2010

COUNCIL - 3 NOVEMBER 2010

DELIVERING EFFECTIVE SERVICES – SHAPING THE FUTURE OF THE DISTRICT

Recommendation

That Cabinet:

1. *Recognises that the proposals and direction of travel recommended in the report at Appendix 1 are influenced by the latest information available from Central Government.*
2. *Approves in principle the service priorities and standards, as outlined in section 2 of the report at Appendix 1.*
3. *Approves in principle the Chief Officer (high level structure) as outlined in section 2 of the report at Appendix 1.*
4. *Approves the efficiency savings outlined in Annex 6 and requires projects identified as offering resource savings to be delivered.*
5. *Approves this report for wider consultation with stakeholders, with the responses informing an updated report to Cabinet on 4 October 2010.*

Contact Officer: Nadeem Aziz, Chief Executive, extension 2401.

Reasons why a decision is required

1. To meet and manage the financial challenges facing this Council, this report seeks to prioritise services and functions, and their service levels and enable the Council to restructure from 1 April 2011 with a senior management team of a Chief Executive and four directors, who will be the Council's Chief Officers. This process will enable the Council to develop a robust Medium Term Financial Plan.
2. The Council on 19 May 2010 received a report entitled Employment Stability – The Way Forward and part of the resolution was that the:
 - *Council adopts the enhanced Employment Stability Approach as outlined in Option 2 as its policy as part of a range of measures to manage the Council's financial pressures.*

- *Council recognises that through the enhanced Employment Stability process, priority functions will be identified and performance targets will be set for 2011/12.*
3. Option 2 as outlined in the report to Council of 19 May 2010 sought to establish a series of Shadow (Succession) Organisational Structures to identify proposed changes to the future workforce and service structure. This was to be achieved using an agreed review process, identifying priority and non-priority functions, service and performance levels across the whole Council, to achieve the new leaner structures, in advance of any centrally applied government pressure on local authorities.
 4. The long term objective from this approach will be a managed transition to the new shadow (succession) structure, delivering the agreed service priorities, with minimal redundancies and ultimately a smaller, highly skilled and motivated organisation, which is suitably rewarded.

Options available to the Council with assessment of preferred option

5. (1) To approve the service priorities and standard levels, and the high level structure for Year 1 (2011/12). This is the recommended option as outlined in the attached report at Appendix 1.

- (2) Progress the Status Quo – with the acceptance that the structure and organisation will change as the Shared Service agenda progresses:

As tranche one, as approved by Council for shared services across East Kent is being delivered, solely focus our attention on determining, how we can better share services and resources across the boundaries to downsize staff costs, achieve the desired efficiencies by spreading resources and improving resilience. This is a perfectly valid approach, which sits alongside the remodelling of services and functions and forms part of the overall solution for this Council.

However, the shared service pace of change at present will not address the current budget deficit in the timeframe required or will it alone address service prioritisation required to effectively deliver all residual services. Therefore although being pursued, alongside the proposals outlined in the attached report, it doesn't examine all of our services or in the shorter term provide the solution required to address our MTFP needs.

- (3) To not approve the proposals and develop the Yr 5 Structure with immediate effect:

Although the Year 5 vision is where the Council proposes to be by 2015, moving to this structure at this stage is financially unsustainable and with so many unknowns the risk is too great to burden the local tax payer. This option is also subject to the approval and pace allowed by others. Therefore this option is not recommended due to the financial risk and level of uncertainty existing at this point in time.

Information to be considered in taking the decision

6. Please see the full report, attached at Appendix 1.

Background Papers

Please see the full report, attached at Appendix 1.
Report to Council on 19 May 2010 entitled Employment Stability – The Way Forward

Resource Implications

| Requirement from Current Budget | Requirement for Additional Budget | |
|--|-----------------------------------|-----------|
| | Current Year | Full Year |
| Budgetary implications are detailed in the attached report at Appendix 1, Section 4. | | |

Comments from Finance

See the finance comments, at section 4 of the full report attached at Appendix 1

Communication Statement

See details, at section 6 of the full report attached at Appendix 1

Impact on Corporate Objectives and Corporate Risks

The detailed report has taken into account the Corporate Objectives contained in the Interim Corporate Plan.

Customer Access Review

Once Council has approved the succession structure and service priorities a review will be undertaken.

Attachments

Appendix 1: Delivering Effective Services - Shaping the Future of the District

NADEEM AZIZ

Head of Paid Service

The officer to whom reference should be made concerning inspection of the background papers is the Chief Executive, Dover District Council, White Cliffs Business Park, Dover, Kent CT16 3PJ. Telephone: (01304) 821199, Extension 2400

DELIVERING EFFECTIVE SERVICES - SHAPING THE FUTURE OF THE DISTRICT

| | |
|----------|---|
| CABINET | 6 th September (presentation to be arranged) |
| SCRUTINY | 6 th September (presentation to be arranged) |
| CABINET | 4 th October |
| COUNCIL | 3 rd November |

Recommendations for the Cabinet meeting on 6th September 2010

Cabinet:

1. Recognises that the proposals and direction of travel recommended in this report are influenced by the latest information available from Central Government.
2. Approves in principle the service priorities and standards, as outlined in section 2.
3. Approves in principle the Chief Officer (high level structure) as outlined in section 2.
4. Approves the efficiency savings outlined in Annex 6 and requires projects identified as offering resource savings to be delivered.
5. Approves this report for wider consultation with stakeholders, with the responses informing an updated report to Cabinet on 4 October 2010.

Executive Summary:

This Council in adopting the recommendations of the Employment Stability Report Phase2 – The Way Forward, on 19 May 2010 recognised the unprecedented period of financial uncertainty and constraint facing this council. Working with the Leader and his Cabinet, the Chief Executive has fully briefed the Opposition Party Leaders, Town and Parish Councils, officers of the Council, the press and stakeholders on the financial pressures facing this Council, what this means to the Council and how we are responding. Full details of engagement are provided at Annex 1.

Due to these unprecedented pressures, over the next 5 years, a reasonable estimate¹ is that this Council will need to make savings from its budgets of between £5.2 and £8.1m. This equates to an increasing pressure of approximately £1m per annum, at the lower end of the range. However, in year one (2011/12) this will be significantly higher due to the impact of reduced turnover and resultant loss of savings currently achieved by the vacancy provision.

The proposals in this report address the anticipated Year 1 General Fund deficit (based on a reduction in RSG of 25% over the next five years) through a mixture of:

- service prioritisation
- restructuring
- further efficiencies within services/departments
- shared services

¹ As at 21 August 2010

The service prioritisation has been achieved through the completion of questionnaires by each service and workshops attended by officers and Portfolio Holders. The services were then scored against a weighted criteria, to ensure a consistent approach. These scores have then been developed into 'Gold, Silver and Bronze' service priority and standard – these classifications are then used as a comparative service priority for future delivery.

It needs to be recognised that this report represents the start of an ongoing process to meet the anticipated budget pressures over the coming years, where this Council will continue to be committed to providing the best quality services, within the resources available.

1. Introduction:

Dover District Council, like others, is facing unprecedented challenges to its budget and services, as a result of a number of external factors. This not only means difficult decisions have to be made, but it also opens an opportunity to reshape our services to better serve our communities, maximise the potential of partnership working and hold onto talented, dedicated employees.

1.1 Background:

Against the backdrop of a national economic downturn the Council took a number of steps to ensure the services it provides have remained effective and efficient and responsive to the national and local environments:

In October 2008 Council approved the use of a combination of capping the size of the establishment and the active use of redeployment and vacancy opportunities to ratchet down the size of the organisation over time, as outlined in the report entitled Employment Stability through Change and Economic Downturn. This has achieved its objectives of slowing growth in the organisation and reducing the budget pressure from salaries. In 2009/10 combined vacancy turnover and employment stability savings of over £750k were achieved within the year. This was achieved through slowing down the filling of vacant posts, reducing vacancy advertising costs and/or not filling non-priority vacancies. The vacancy provision budgeted in previous years was £400k and so a sizeable increase on this level was achieved.

Even though this process has been extremely effective there remained a number of limitations - the main issue being a lack of equity across the Council, as the process targets only those posts that become vacant and does not take a wider view of all posts across the organisation.

Difficult choices were also made and captured by the Council in the Interim Corporate Plan 2008 – 2011, recognising the Council itself could not entirely fulfil a broad delivery role and therefore focusing on the three priorities of 'Regeneration', 'Value for Money Services' and 'Enabling Other Through Partnerships'.

Alongside the work ongoing within DDC itself, a number of projects are progressing within East Kent:

a) A commitment to shared services has led to the appointment of an East Kent Shared Service Director (and dedicated team) for Canterbury, Dover and Thanet Councils and an accelerated programme is currently being negotiated to deliver shared services where there is benefit to the both the customer and the negotiating authorities.

b) The Housing Shared Service Vehicle is currently out for consultation and should it be supported by tenants, could see the move to an Arms Length Management Organisation during 2011, subject to Secretary of State approval.

c) Approval is to be sought for a joint Waste contract, between Dover District Council, Shepway District Council and Kent County Council, by a Joint Cabinet meeting in September 2010, which is working to realise financial efficiencies to the negotiating authorities and a more effective service to residents.

d) Internal services have already moved to a shared service platform with the East Kent Audit Partnership and East Kent Human Resources Partnership, hosted by DDC.

1.2 The Process for Change:

The Council, like all others is facing an unprecedented challenge to budgets and service delivery. It has been widely accepted that we 'cannot carry on as we are'. Faced with the significant challenges the Council agreed at an extraordinary meeting on 19th May 2010 to enhance the Employment Stability process to identify priority and non-priority functions and therefore related service standards, provide priority redeployment opportunities to staff identified in non priority functions and develop Shadow Organisational Structures for 2011/12 onwards.

However, even since this decision events have overtaken us with the emergence of the significant national deficit leading the Coalition Government to review all departments and budgets, with proposed reductions in Government grant of anywhere between 25%- 40%. *(An update report may be required depending on the outcome of the CSR in October and/or RSG in December 2010).*

Our timetable and the processes needed to identify priority and lesser priority functions, must also reflect the pace of change both nationally and locally, and ensure the Council is able to respond effectively to ensure that we manage the anticipated General Fund deficit. However, as this Council is already low taxing, has a very lean management and staffing structure and has already delivered many efficiencies over a number of years, there is no magic solution. Shared services and joint working are dependant on collaboration with others and as committed as the Council remains to the process we cannot solely rely on partnership working to ease the financial pressures.

A Project Board and Team were established to drive forward the enhanced Employment Stability process and this report identifies the findings with proposals on how to shape the future of the Council. The team reviewed services against a set of criteria (*attached at Annex 2*) that were applied consistently across the organisation. Heads of Service and Portfolio Holders were asked to complete a questionnaire (*attached at Annex 3*) and the service boundary, to be scored against the criteria, was set by the completed returns. The completed questionnaires were analysed and used as a precursor to divisional workshops, attended by Portfolio Holders, Heads of Service and Managers, to challenge the returns.

Each service was then scored and a list of priority and lesser priority services emerged. This detailed piece of work, together with the financial modelling and awareness of political/policy influences/drivers and timescales has been the basis on which the shadow organisational structures have been proposed. Following this work through, each service has been allocated a Gold, Silver, Bronze and Tin service standard – this classification relates to the service priority work undertaken by the Project Team – and becomes a

comparator within each Directorate (with resources attributed accordingly). The classification definitions are:

- Gold – Core Service (maintain the current service level but still expect efficiency savings or consideration for alternative service delivery, if and where appropriate).
- Silver– Services that may need to be reduced to below the current service standard dependant on available resource, or alternative delivery method sought (these may see a lowering of service levels).
- Bronze – those services that would impact on the Council if lost, but would be sacrificed or severely reduced in standard if the Comprehensive Spending Review dictates (these will see a lowering of service standard).
- Tin – Cease service.

A Gold service standard should be the core function(s) within that Directorate. The timings for change and the necessity for a clear direction for workforce planning has resulted in the shadow (succession) structures being developed earlier than was originally planned. Detailed work on specific projects will continue through 2011/12.

1.3 Policy Impacts:

The project team was also very aware of the need to ensure correlation with many external factors affecting funding and service delivery (a large number of which the detail and eventual process remains unknown at this time). This will be a challenging transition for the Council and one which will require the flexibility of both its structure and service delivery aims and standards as negotiations at local, regional and national levels continue apace.

The Coalition Agreement between the Conservative and Liberal Democrat parties was published on 20th May 2010 and outlines how the two parties programmes fit together – it is intended to be achieved over a five year Parliamentary term. The Queen's Speech followed on 25th May 2010, outlining the new Government's forthcoming legislative programme - and it would seem there is to be legislation tabled for nearly every major policy area agreed by the new coalition government.

The three main areas identified through these programmes and that are likely to have the most impact on Shaping the Future of the Council are Decentralisation/Localism, Social Action ('The Big Society') and Government Transparency.

The proposed structures aim to support the flexibility needed in the current climate, whilst the outcome of the above proposals and requirements for consultation and legislation are progressed. Policy strands that need careful consideration in line with the proposed structures and workforce planning are considered in more detail in Note 5 of this report.

With the removal of the Comprehensive Area Agreements and doubt around the future of Audit Commission work it is very much within the remit of Members, in consultation, to identify local performance indicators and an accompanying monitoring programme. The message very clearly from central Government is to be transparent and monitor those services/standards for the outcomes in priorities for resident's and local communities.

As such a new performance reporting framework is to be identified and once approved shall replace the Quarterly Performance Reports.

2. Organisational Priorities:

With proposals for budget cuts and a number of decreasing income streams it is even more vital to identify core priority services and lesser priority services for this Council. These organisational priorities have been derived from a number of work streams, most notably the service questionnaires, and workshops and also the consultation on the Council's website – plus the results of previous consultations. Using this information has helped prioritise services for the future and how they could be delivered more efficiently. The process has also helped to identify if the Council is offering services that have the potential to be outsourced or provided in a different way, or if any services that are perceived as being of lower value could be reduced or even stopped.

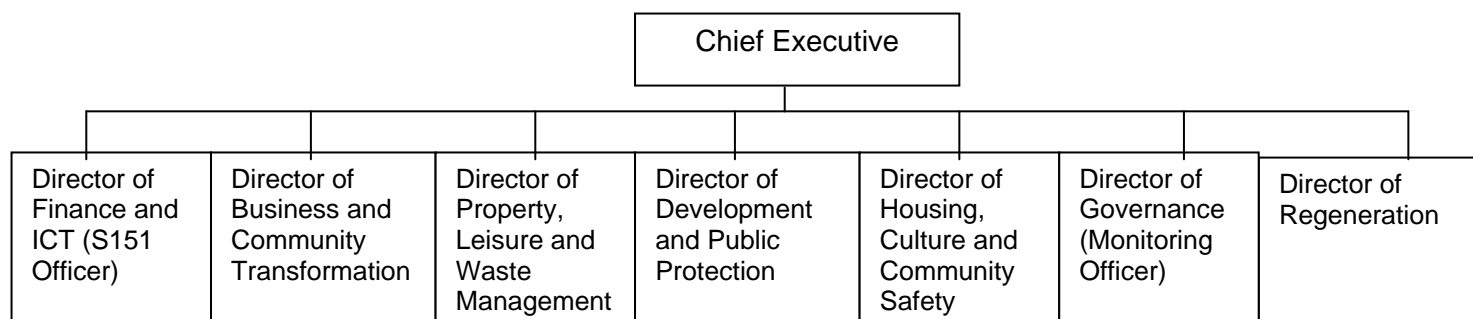
Service standards have been determined for all services that are not currently shared services or included in tranche 1 of new shared services. There will not be a universal cutting of the remaining services, instead using the service prioritisation, higher priority services will have a higher level of service standard and associated staffing to meet the standards.

In developing the service prioritisation, a high level Chief Officer structure to deliver the service changes has been developed for Year 1, which Members are asked to approve. This decision will result in changes to the Council's Chief Officer structure as outlined in the Constitution.

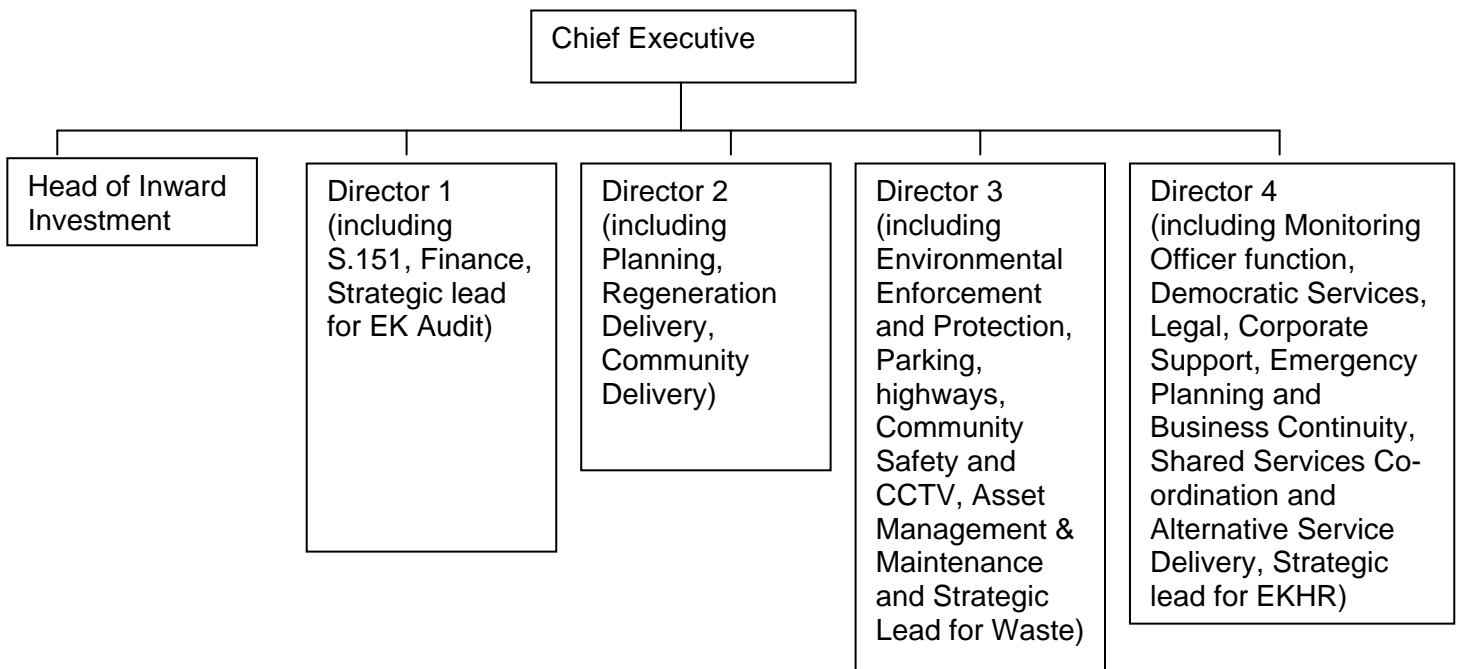
Once approved by Council, the process for appointing the new directors from a pool of at risk posts will be applied with the intention of having identified the directors to run the new structures from 1 April 2010 by Christmas 2010. The detailed structures beneath will be determined in early 2011.

Below are the current high level organisational structure, the year 1 (2011/12) high level structure and indicative structures for year 3 (2013/14) and year 5 (2015/16).

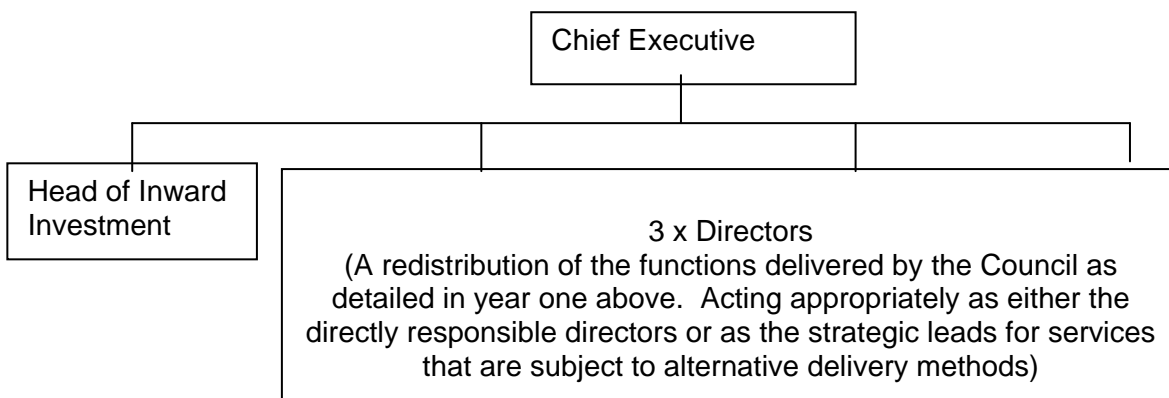
Current High Level Structure:



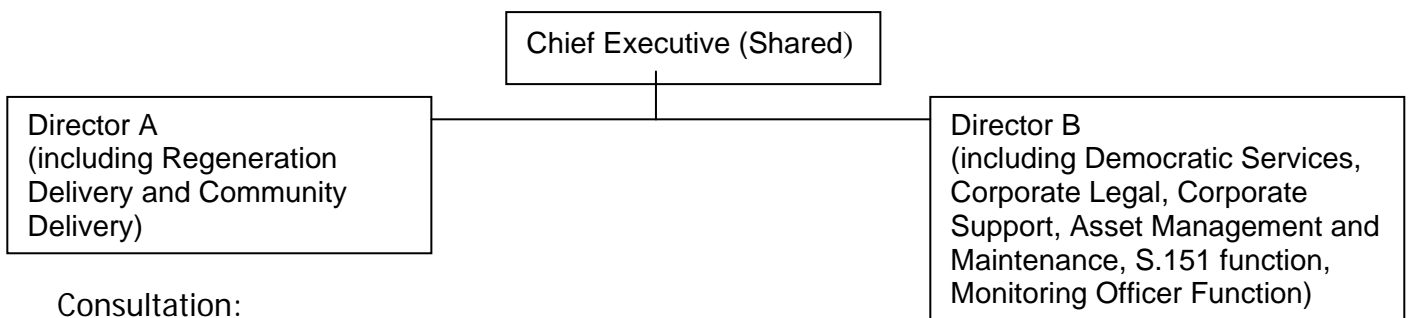
Year 1: 2011/12 High Level Structure:



Year 3: 2013/14 Indicative High Level Structure:



Year 5: 2015/16 Indicative High Level Structure:



Consultation:

Previous consultation (including the 2008 Place Survey with statistically reliable results released last year) has highlighted our residents top priorities in making an area a good place to live as:

- low level of crime
- good health services
- clean streets
- affordable decent housing
- good shopping facilities

These priorities have informed our Corporate Plans and now also inform this service prioritisation work. Although not all of the components in making a good place to live are the sole responsibility of the Council, the ones that are have been attributed a Gold service standard.

Our recent survey on the Council's website, which has also been advertised in the local newspapers (currently due to a low response rate this information cannot be classed as statistically reliable) shows, to date, that our residents are still classing the top 3 most important services as:

- waste collection
- street cleansing
- working with communities

and the least important 3 as:

- events
- climate change
- working with our communities

The results highlight the diverse views of our residents and communities.

These results of the Place Survey, current survey, Directorate questionnaire submissions and output from the workshops have all been taken into account.

The tables on the following pages indicate the comparative service priority and standards, within each of the newly proposed Directorates:

| Directorate Name | Service | Service | Proposed standard of service delivery |
|--|-------------|---|---------------------------------------|
| Chief Executive | | | |
| Head of Inward Investment | | Regeneration Opportunity | Gold |
| Policy | | Policy | Silver |
| Communication and Consultation Print and Mail | | Design/Photography/Video, PR, Web | Silver |
| | | Printing/Mail | Silver |
| Personal Assistants/Secretaries | | Personal Assistants to Corporate Management | Silver |
| Word Processing | | Word Processing | Tin |
| Directorate 1 | | | |
| Finance | | Accountancy (inc Grants to Voluntary Organisations) | Gold |
| | | Statutory Financial Officer (S151) function | Gold |
| | | Corporate Income | Gold |
| | | Procurement (Creditors and Sundry Income) | Silver |
| Directorate 2 | | | |
| Planning | | Development Control (as applied to regeneration projects) | Gold |
| | | Development Control (general/other) | Silver |
| | | Building Control | Silver |
| | | Conservation | Silver |
| | | Private Sector Housing | Silver |
| Regeneration Delivery | | Regeneration Delivery (LDF Delivery: Forward Planning) | Gold |
| | | Regeneration Outcomes (delivery- DDC as landowner projects) | Silver |
| | | Strategic Housing | Gold |
| | | Strategic Transport | Silver |
| | | Environmental Sustainability (Climate Change) | Bronze |
| Community Delivery | | Sports Development and Leisure Delivery (inc Deal Pier Officers, VISTA contract management, Strategic Sports Development and consultation), and Events | Silver |
| | | Community Development (delivery) | Silver |
| | | Disabled Facilities Grants (reduction in grant) | Silver |
| | | Housing Needs | Gold |
| | | Neighbourhood Forums | Silver |
| Museum and Tourism | | Tourism | Bronze |
| | | Museum | Bronze |
| Directorate 3 | | | |
| Environmental and Protection | Enforcement | Environmental Health (Statutory Functions) | Gold |
| | | Environmental Health (Non Statutory Functions) | Silver |
| | | Licensing | Gold |
| | | Waste Contract Management (including shared service with SDC for waste collection, street cleansing and recycling) | Gold |
| Parking and Highways | | Parking | Gold |
| | | Highways | Bronze |
| Community Safety and CCTV | | Community Safety | Gold |
| | | CCTV | Bronze |
| Asset Management and Maintenance | | Asset Management and Maintenance (includes: area offices, corporate buildings, public conveniences, precincts, bus shelters, Timeball Tower, public clocks and memorials, Cemeteries, including burials and closed churchyards) | Silver |

| | | |
|--|--|--------|
| | Facilities (Dover Town Hall, Dover Leisure Centre, Tides, Walmer Paddling Pool, Deal Pier) | Bronze |
| | Parks and Open Spaces (including Play Areas, Multi – Use Games Areas, Skate Parks, Beaches and Foreshores etc) | Silver |
| | White Cliffs Countryside Project (In the future working with partners we will seek an alternative form of delivery) | Silver |
| | Coastal Protection | Gold |
| Directorate 4 | | |
| Democratic Services | Support for Council meetings, Councillors and Civic responsibilities | Gold |
| | Land Charges | Gold |
| | Electoral Services (statutory functions only) (Recognising the increasing likelihood of local referendums) | Gold |
| | Statutory Monitoring Officer function | Gold |
| | Non Statutory Support Services/Local Democracy Day | Bronze |
| | Civic Car | Bronze |
| Legal | Legal Services | Gold |
| Corporate Support and Client Side Commissioning/Monitoring | Insurance | Gold |
| | Complaints | Silver |
| | Data Protection/RIPA (statutory functions only) | Gold |
| | Corporate Reviews/Inspection | Bronze |
| | Equalities | Bronze |
| | Freedom Of Information | Silver |
| | Investors In People | Tin |
| | Performance Reporting – Monitoring partnership and shared service arrangements/ Surveys | Silver |
| | Monitoring the achievement of Value for Money | Silver |
| Risk Management (remaining function to be focused on major projects) | Bronze | |
| Shared Services Co-ordination and Alternative Service Delivery | Shared Service Co-ordination and Alternative Service Delivery | Gold |
| Emergency Planning and Business Continuity | Emergency Planning and Business Continuity | Silver |
| National Leaflets | National Leaflets Project (An income generator) | Bronze |
| Internal Project Management | Internal Project Management | Tin |

Please note this table does not include Yr1 Shared Services – whose service standards shall be set through the shared service process.

Note:

Gold – Core Service (maintain the current service level but still expect efficiency savings, and/or consideration for alternative service delivery, if and where appropriate)

Silver– Services which may need to be reduced to below the current service standard dependant on available resource, or alternative delivery sought (these may see a lowering of service levels)

Bronze – those services that would impact on the Council if lost but would be sacrificed or severely reduced in standard if the CSR dictates (these will see a lowering of service levels).

Tin – Cease service

3. Proposed Organisational Structures:

The current and proposed high- level structures can be found at Annex 4.

These proposed structures and associated service priorities and standards, if approved, enable the MTFP to be modelled to achieve the required allocation of funds and make the necessary budget savings identified at note 4. The greater the Government cuts, the greater the reduction in service standards for silver and bronze services. These proposed structures are indicative of the necessary timing for change and after year 1 are flexible to respond to an accelerated programme of shared service or alternative service delivery, some of which is not solely within the Council's direct control.

Chief Officers/Newly appointed Directors will be appointed to a Directorate and using the outline structure, budget and service standards for year 1, work with the project team to establish their new directorate's detailed structure, ensuring that their service priorities are delivered and the General Fund deficit is managed within an identified resource envelope. The newly appointed directors will also continue to strive for further efficiencies and delivery of more effective services.

For each Chief Officer post new job descriptions, competencies and person specifications are to be developed, with elements of professional/technical competency required as well as generic management competency in the new jobs. The selection process will include an evaluation criteria, which will measure the agreed competencies and other relevant factors. For director posts subject to competition, a member panel will select the new directors, using the evaluation criteria, as required in our Constitution.

Year 2 and onwards will be shaped by the new directors and their portfolio holders. The detail becomes less certain, as it is very much dependent on the local and national political landscape, pace of change occurring externally, such as with shared services and the detailed budget position, which will become clearer in 2011.

Until the announcement of the Localism Bill the final direction for a number of delivery mechanisms and replacement processes from the abolition of Quangos and performance management frameworks remain uncertain. However there is a real opportunity for Local Authorities to influence these agendas. Kent Districts and Kent County Council have for a short while been working on a revised Kent Commitment and this work seeks to identify a route for local government to assume new responsibilities to improve services for local people while cutting costs to make significant savings for the public purse. A proposed Kent model will involve radical changes in the way Leaders work together, increasing democratic decision-making over local public spending and enhancing the sovereignty and accountability of individual councils, working on the assumption of Districts as building blocks.

The Kent Re-Commitment seeks to enable more local strategic decisions to be made on the delivery of local public services and genuine devolution of powers to both county and district level – however the potential for which 'local' level the roles, responsibilities and resources are devolved to is still a work in progress as to the 'best fit' and economies of scale. Whilst this work is in progress the future shape of the Council must be flexible enough to work in partnership and identify what must be a local delivery role and that which must be a local enabling role – identifying the lowest level of devolution of service delivery to neighbourhood/community groups and Town and Parish Councils.

At an East Kent level the establishment of an East Kent Leaders/Regeneration Board is in the pipeline and how this can lobby/influence for resources ahead of the Autumn Spending Review is as yet to be determined. The impact of announcements on the Councils regeneration agenda is unfolding at pace and any new structure/service proposals will need to take into account the remit of partnership working and our role within that. Any new structure will therefore need to be flexible enough for potential devolvement of roles and responsibilities to be incorporated.

Within this Year 1 Structure the inter-relationship with external work must not be forgotten. The newly appointed Director with the responsibility for the waste function must also undertake line management responsibilities for staff at Shepway and management of the new multi-million pound contract.

This proposed structure is also currently indicative of the agreed timetable for the shared service programme – should this programme be accelerated the structure shall be amended accordingly.

The Year 1 – 2011/12 Organisational Structure shows:

- Corporate Management Team reduced to 4 Directors
- Slimmed down management structure
- Realignment of services
- Redefinition of service/performance standards

The Year 3 – 2013/14 Organisational Structure shows:

- Further reduction of Corporate Management Team to 3 Directors
- Further slimming of management structure
- Increased shared service delivery assumptions – with a recognition that through the 'Big Society' and 'Decentralisation and Localism Bill' alternative service delivery options may well be identified and implementation underway.
- Further realignment of services.

The newly appointed Directors in Year 1 should also have made effective and efficient service delivery decisions in Year 2 that could potentially alter some of the detail of this proposed structure.

The Year 5 – 2015/16 Organisational Structure shows:

- This is the most difficult structure to predict as a number of external factors are likely to impact ahead of this structure
- There is an assumption that the majority of services are shared
- Shared Chief Executive with 2 Directors – although there is also the possibility of a shared management structure.

4. Proposed Budget Implications/Savings:

At this stage there is insufficient information on the scale of the grant reductions for 2011/12 and following years to provide a precise figure on the forecast budget pressures facing this authority. It is expected that some information will start emerging from October 2010, following completion of a spending review currently being undertaken by the Government, with the annual settlement for DDC unlikely to be received before December 2010.

However, with such unprecedented levels of uncertainty around the budget we cannot afford to wait for a precise figure before we formulate our plans. We are therefore working on three levels of grant reduction, based on the main headline figures being quoted by Government ministers.

The assumptions being modelled are cash cuts to DDC's Government grants, over the next 4 – 5 years, of 25%, 33% and 40% (see Annex 5). Allowing for committed changes in expenditure levels, assumptions around salaries, inflation and other factors, these grant cuts result in the following forecast annual budget saving requirements by 2015/16:

| Cumulative % reduction in Government Grants by 2015/16 | Annual Budget Savings required by 2015/16 | Reduction as a percentage of the Council's 2010/11 net budget |
|--|---|---|
| 25% | £5.2m | 31% |
| 33% | £6.5m | 39% |
| 40% | £7.7m | 46% |

In addition the proposal to transfer the Concessionary Fares scheme to Kent County Council is estimated to cost DCC approximately £500k per annum. There is a significant amount of uncertainty around this impact as the funding received towards the cost of the scheme is incorporated within the total Revenue Support Grant settlement that is not broken down in detail for individual authorities.

To ensure the anticipated Year 1 budget deficit is managed and to deliver the proposed structure and service levels, it is anticipated that approximately 30 posts will need to be removed from the organisation from 1st April 2011. At the time of this report, work is being undertaken to identify service areas where these reductions will be required, which will be in line with the service standards set within this report. Once the service areas and scale of reductions are identified the newly appointed directors will be set a resource envelope / target savings for each area and, working with the project team, will be required to achieve the targets.

As part of the Constitution it is the responsibility of the Chief Executive as Head of Paid Service to appoint the officers below Chief Officer level to the detailed structure and this level of detail will be prepared and consulted on as part of the ongoing process, once the high level structures and service levels within this report have been agreed. Staffing and at risk posts will be worked through with East Kent Human Resources and Trade Unions to ensure a fair process, in addition alternative delivery methods for services will be explored.

Based on 25% RSG reduction over 5 years the year 1 (2011/12) budget and savings assumptions are:

| Budget Proposal | Budget Forecast £000 |
|---|---------------------------------|
| Estimated budget deficit | 1,324 |
| Estimated Concessionary Fares impact | 500 |
| Forecast budget deficit | 1,824 |
| Total organisational savings from service prioritisation | (1,700) |
| Forecast budget deficit | 124 |
| Shared service savings estimate | (180) |
| Budget forecast | (56) |

At this time there is still uncertainty around the scale of savings to be achieved through the current shared services programme. Progress with phase 1 services (ICT, Customer Services and Revenues & Benefits) is underway with implementation due from 1st April 2011, subject to approval of the business cases for each area. An initial target saving of 10% for each business unit is being worked towards and a prudent approach of half of this target has been included as savings in the budget for 2011/12 until more certainty can be given.

Reducing the size of the staffing establishment will result in costs of redundancy and pension actuarial strains. It is difficult to estimate these costs accurately due to the uncertainty around the detailed structures to be set below the high-level structures included in this report. Based on the assumption of a 30-post reduction the costs associated could vary between £300k and £1,000k under current staff terms and conditions (this could change pending the outcome of the current consultation on the Harmonisation Project for Terms and Conditions).

However, the Project Team will work with the newly appointed directors to assess the best options for meeting the targeted reductions in their areas in order to minimise compulsory redundancies and hence minimise the cost to the taxpayer of any redundancy decisions. Wherever possible savings will be achieved through natural turnover, redeployment and streamlining working practices in order to retain stability within both the organisation and services to the public whilst moving towards a streamlined future. Redundancy costs will need to be met by offsetting savings within the organisation, borrowing (subject to approval by the Secretary of State to capitalise the expenditure) or through drawing on already limited reserves.

In addition, within each service/business area there will be basket of measures/opportunities for the manager and team to identify efficiencies. There will be the flexibility for each service to explore these options within the parameters of meeting the agreed service priority and standard of 'gold / silver / bronze'.

Approval of the structures and priorities contained within this report will inform the budget production process for 2011/12. The detailed budget will be based on these proposals

and the RSG settlement incorporated to provide an informed 2011/12 forecast position later in the year.

It needs to be recognised that this report represents the start of an ongoing process to meet the anticipated budget pressures over the coming years, where this Council will continue to be committed to providing the best quality services, within the resources available.

Efficiency Projects (staff and non-staff):

Although wishing to remain as an Employer of Choice, if the budget settlement is as anticipated, further areas will need to be explored to identify future budget savings, potentially within individual teams, but subject to business needs. Below are a selection of potential staff related savings, however, before action could be undertaken on some of these, the Council, in line with its Collective Bargaining Agreement, would need to fully consult and negotiate with all staff. Others could be implemented more quickly offering sensible measures to manage budget pressures:

- Freezing re-grades, honorariums, stepping up payments, training (other than compliance e-learning), training post entry, long service payments, retirement gifts,
- Reduction in use of temps/casuals to cover overtime, overtime, use of consultants, removal of reclaimed costs associated with home working
- Offering career breaks/secondments.

The proposed Alternative Service Delivery Manager position will identify, with Portfolio Holders and Directors, opportunities for alternative service provision/delivery and will be responsible (working with Corporate Management Team) to ensure efficiencies continued to be identified and delivered.

There have also been a number of project (non-staff) efficiency projects identified through the process and these are being further explored and developed to contribute to the Year 1 General Fund budget deficit (all figures are approximate and detailed recommendations will be contained in the medium term financial plan, including:

- Merging Corporate Communications
- Initial reductions to asset maintenance/management
- Changes to committee reports
- Reviewing and replacing the current civic car lease
- Maximising income streams
- Review refunds to VISTA parking customers
- Reduced Grounds Maintenance budget
- Now the LDF process is moving into a delivery phase, releasing funding from the LDF reserve back into the General Fund
- Assumption of savings from shared services

A full list of efficiency projects, including a number of value for money projects can be found at Annex 6.

5. Detailed Findings within each proposed Directorate Year 1:

In order to deliver services within a fast changing environment and against a backdrop of unknown factors – such as the roles and responsibilities of abolished quangos being devolved and the final outcome of the Comprehensive Spending Review – the Year 1 structure draws together a number of service areas. This is to ensure sustainability in areas that allow delivery of corporate goals, such as regeneration, value for money services and working in partnership, whilst recognising and retaining the flexibility that may be required to sustain and possibly increase delivery of further 'devolved' functions.

Chief Executive:

Supporting the Chief Executive and Executive it is proposed for a dedicated Policy function (able to direct and influence local/regional/national policy and understanding and advising how to use national policy framework to achieve objectives) and a corporate communication function (with the responsibility of advising and directing the Council on all elements of communication, brand and identity management, through modern techniques and technology), and a separate and dedicated function of Inward Investment. This function has been identified as a stand-alone function to identify, explore and create opportunities to encourage growth and external funding/inward investment for the District. The function will need the support and advice of all Directorates for turning the opportunities into delivery.

Directorate 1:

There remain a number of functions within the authority (as with any local authority) that are required to keep the organisation 'ticking'. Financial capability and confidence are one basket of measures and these functions remain together in 'Finance' under Directorate 1. The s151 Statutory Officer role is within this Directorate and remains a key role in holding the Council's financial capability.

Directorate 2:

Throughout the Employment Stability process and emerging Coalition policies and direction it became clear that in order to continually drive forward the regeneration of our towns and incorporate a devolution agenda, a number of services all need to come together and move forward in the same direction: community input and ownership, planning, strategic housing and infrastructure. Thus supporting the drive for devolution, alternative service delivery as an eventual outcome (and general theme as the future of District service provision), and the Big Society agenda, resulting in these services being grouped as a 'social regeneration' business, in Directorate 2.

Directorate 3:

Highlighted throughout the majority of consultations undertaken locally, regionally and nationally are the services grouped together in Directorate 3: Street cleaning, refuse collection and recycling, safe streets, ample parking, healthy and clean towns, villages, buildings and open spaces – all joined in one directorate to promote and deliver a street scene agenda.

Directorate 4:

There is also the ongoing requirement to maintain and support the democratic accountability of the Council and its functions, Directorate 4 sees these 'organisational health' services grouped together, including the legal support required for the delivery of all other services and the Corporate Support function that strives to guarantee objectives are clear, co-ordinated and transparent. With the Statutory Monitoring Officer function also within this Directorate – there is an assurance that the organisation meets any requirements it sets itself or is set by others and governance arrangements are adhered to, including support and guidance for transition to shared services.

Within this Directorate the project has identified a need for a shared services coordination and alternative service delivery function – with the increase in shared services it will be vital the organisation has an oversight of the process and impacts on the remaining organisation and residents services, but also important will be the identification, working cross-directorate, of the potential and possibility of alternative service delivery- it is envisaged this could be a temporary fixed term post.

6. Consultation/communication:

- I-Space has been used from the outset, with staff able to post questions and answers provided
- All staff briefed via Management Team debriefs/cascade held week commencing 19th July
- All staff forums held on 26th and 29th July
- All staff emails
- Press briefing held and press release issued 21st July
- Public research into service priorities commenced 21st July
- Letter sent from Cllr Paul Watkins, Leader of the Council, to all Town and Parish Councils and Chair of the Compact 21st July
- Further staff forums are to be held on 31st August 2010 and 2nd September 2010
- Formal Staff/Union consultation starts in late November
- Formal budget consultation with Staff, Residents and Partners starts in late autumn once the outcomes of the Government's Comprehensive Spending Review are detailed.

7. Conclusion:

This is an unprecedented time for the Council. It is facing a difficult, and in some cases unknown, financial climate. However, we can't afford to sit and wait. Therefore this report identifies clear service prioritisation, which together with efficiency proposals and a leaner management structure starts to meet the challenges facing the General Fund, whilst retaining flexibility to respond to emerging policies and practices, plus maintain a degree of stability for staff. Following consultation on this report and associated amendments, it is proposed that the following recommendations will be determined by Cabinet on 4 October 2010:

That Council

1. Approves the service priorities and standards as outlined at section 2.
2. Approves the Chief Officer (high level structure) as outlined at section 2, as the succession structure to be implemented from 1 April 2011.
3. Recognises that Years 3 and 5 represent indicative structures of where the Council proposes to be, subject to external factors.
4. Recognises the structures and priorities, as contained within the report, inform the development of the Medium Term Financial Plan.
5. Recognises that the consequential changes to the Constitution will be undertaken as part of the 2010/11 review.

Chronology of Activity

| | |
|---|--------------------------------------|
| Employment Stability Phase 2 – The Way Forward | |
| Cabinet | 1 March 2010 |
| Scrutiny (Policy and Performance) Committee | 9 March 2010 |
| Cabinet | 12 April 2010 |
| Council | 19 May 2010 |
| Opposition Leaders briefings | 20 July 2010 |
| Trade Union briefing | 20 July 2010 |
| Press briefing held and press release issued | 21 July 2010 |
| Public research into service priorities commenced | 21 July 2010 |
| Letter sent from Cllr Paul Watkins, Leader of the Council, to all Town and Parish Councils and Chair of the Compact | 21 July 2010 |
| All staff briefing provided by the Chief Executive at Staff Forums | 26 & 29 July 2010 |
| Trade Union briefing | 23 August 2010 |
| Opposition Leaders briefings | 27 August 2010 |
| All staff briefing provided by the Chief Executive at Staff Forums | 31 August 2010 & 2 September 2010 |
| Letter to be sent to all Town and Parish Councils providing a copy of this report and inviting them to comment on the proposals and attend a Towns and Parish Council Meeting with the District Council | 6 September 2010 |
| Letter to be sent to stakeholders, providing a copy of this report and inviting comments on the proposals. | 6 September 2010 |
| Town and Parish Council Meeting | 4 October 2010 |

Priority Services - Criteria for scoring

Introduction

The ES Team carefully reviewed the responses to the service delivery questionnaires and sought further information and explanation through the workshops.

As a result of these the team identified a total of 71 services. Each service was scored under the following headings – the weighting is in brackets.

- a) Did the service support community aspirations and needs (W4)
- b) Did the service support the Council's core objectives in the Corporate Plan (W4)
- c) Was the service a statutory function (W5)
- d) Did the service generate income for the Council (W2)
- e) The cost and impact of withdrawing the service (W3)
- f) The level of complexity of the service which makes it difficult to undertake generically (W2)

The team scored these between 1 and 5 for each service and weightings as noted above. Minor variations to each weighting do not change the overall banding of the priority functions in this report which indicates that the process and methodology is robust.

From these scores, the team banded the services into 4 areas

Priority 1 – Those services which the Council would seek to maintain at all cost

Priority 2 – Those services the Council would like to maintain if budget allowed

Priority 3- Those services that would impact on the Council if lost, but would be sacrificed if budget pressures dictated

Priority 4 – Those services that could be severely reduced or removed if required.

CONFIDENTIAL – Information for the Project Team – not for disclosure elsewhere

Employment Stability Questionnaire

.....Division

| 1. Public Interest Test - Does this service serve DDC's or the Community's interests? | |
|--|---|
| Subsidiary Questions | Data / information which may assist you in answering the questions |
| <ol style="list-style-type: none"> 1. Why is this service being provided? 2. Is the service widely used? What is the volume of customers/users? Are users clustered around specific communities? 3. What do the public/customers think of this service? How does this compare with national comparisons? 4. Would DDC provide this service in the same way if were a new start up council? | <ol style="list-style-type: none"> 1. Background/historical information 2. Volume of customers / users – unit cost of provision. Geographic breakdown of service provision. 3. Medium term (trend) performance data. 4. Customer insight data (corporate, directorate, 3rd party inc. complaints). 5. Subjective analysis. |

2. Role of Local Government Test - Is this an appropriate level of service for DDC to provide?

| Subsidiary Questions | Data / information which may assist you in answering the questions |
|--|---|
| <p>1. Why is the service provided in the way that it is?</p> <p>2. Is the standard of service required set out externally e.g. primary legislation, secondary legislation, statutory guidance, legal judgements etc?</p> <p>3. What basic service levels are required?</p> <p>4. What service levels are desirable?</p> <p>5. What consideration has been given the lowering of the service standard? What are the risks involved?</p> <p>6. Is the service identified in either the main or interim Corporate Plan? These can be found at: http://doverdc/ImmlIntranet/leadership_support/interim_corporate_plan_2010-13.aspx</p> | <p>1. Historical information /service plan</p> <p>2. Legal framework</p> <p>3. Subjective analysis / comparative performance data</p> <p>4. Historical information / research. Risk analysis</p> <p>5. Who depends on your service?</p> <p>6. Who do you depend on to carry out your service or function?</p> |

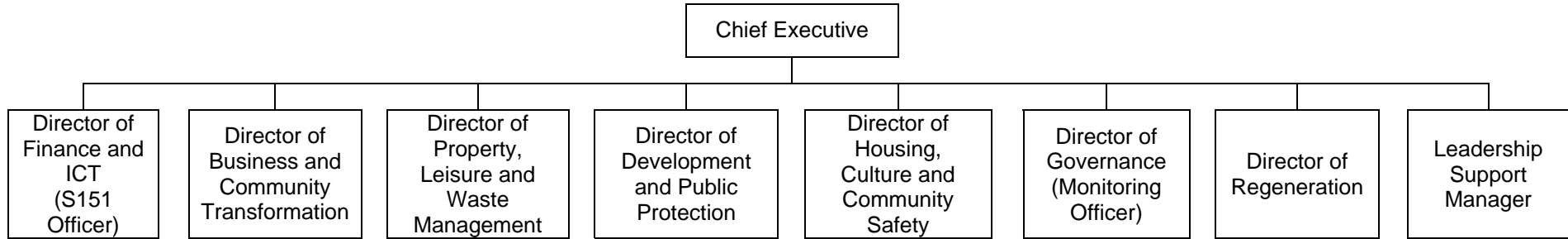
| 3. Efficiency Test - Could the service be delivered more efficiently? | |
|--|--|
| Subsidiary Questions | Data / information which may assist you in answering the questions |
| <ol style="list-style-type: none"> 1. What efficiency savings have been made by this business unit/service over the past four years? 2. Does the service offer good value for money? 3. What are the underlying reasons for the value for money assessment above? | <ol style="list-style-type: none"> 1. Medium term budget/efficiency data for four years. 2. Subjective analysis. |

| 4. Affordability Test - Can this service continue to be afforded? | |
|---|---|
| Subsidiary Questions | Data / information which may assist you in answering the questions |
| 1. Please confirm the 20010/11 divisional cost and headcount budgets? 2. What is the assessment of future need / demand on this service in terms of a) Statutory requirements / demographic change etc. b) Shared services 3. To what extent does this service depend on internal transfers / external funding? 4. What assessment has been made of the sustainability / maximisation of external funding sources? 5. Does the service provide a net income to the council? How much? | 1. Budget 2. Medium term budget 3. Shared services proposals/timetable 4. Subjective analysis / Business modelling data. |

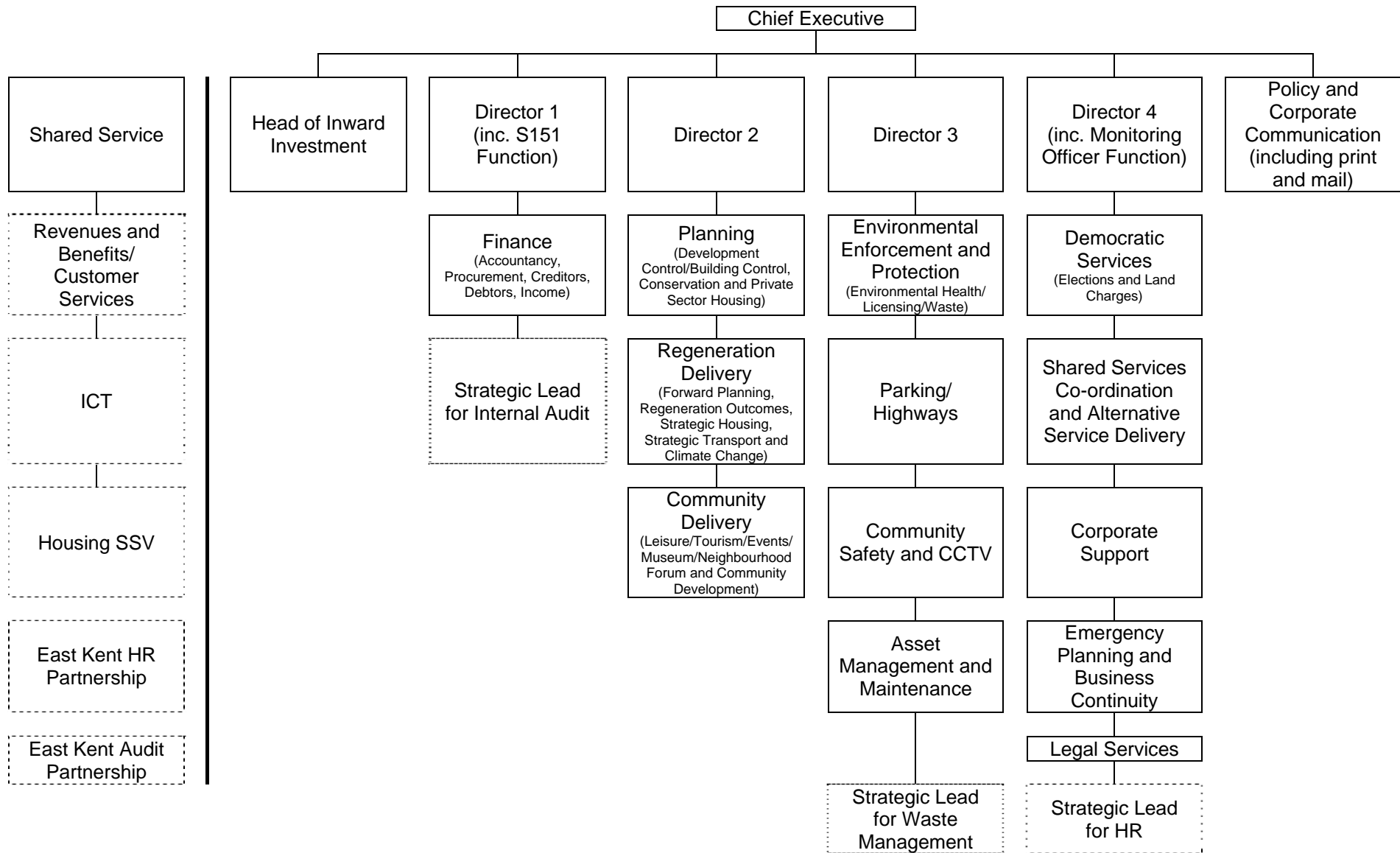
5. Alternative Service Provision – Could this service be provided by another level of government e.g. KCC/Parish Councils or other public, private or voluntary sector organisation?

| Subsidiary Questions | Data / information which may assist you in answering the questions |
|--|---|
| <ol style="list-style-type: none"> 1. Is there any statutory obligation to provide this service? 2. Why is the service provided in-house? 3. Has the service previously been provided by another layer of local government or voluntary/community group? 4. If legislation allows could savings be identified through transfer or commissioning of function to another tier of government or third party? 5. Are there any examples of other tiers of local government or third parties (i.e. non top tier) undertaking or commissioning this function? 6. What is the state of the market in relation to the provision of this service? | <ol style="list-style-type: none"> 1. Legal / service plan 2. Historical information. 3. Subjective analysis 4. Policy Research |

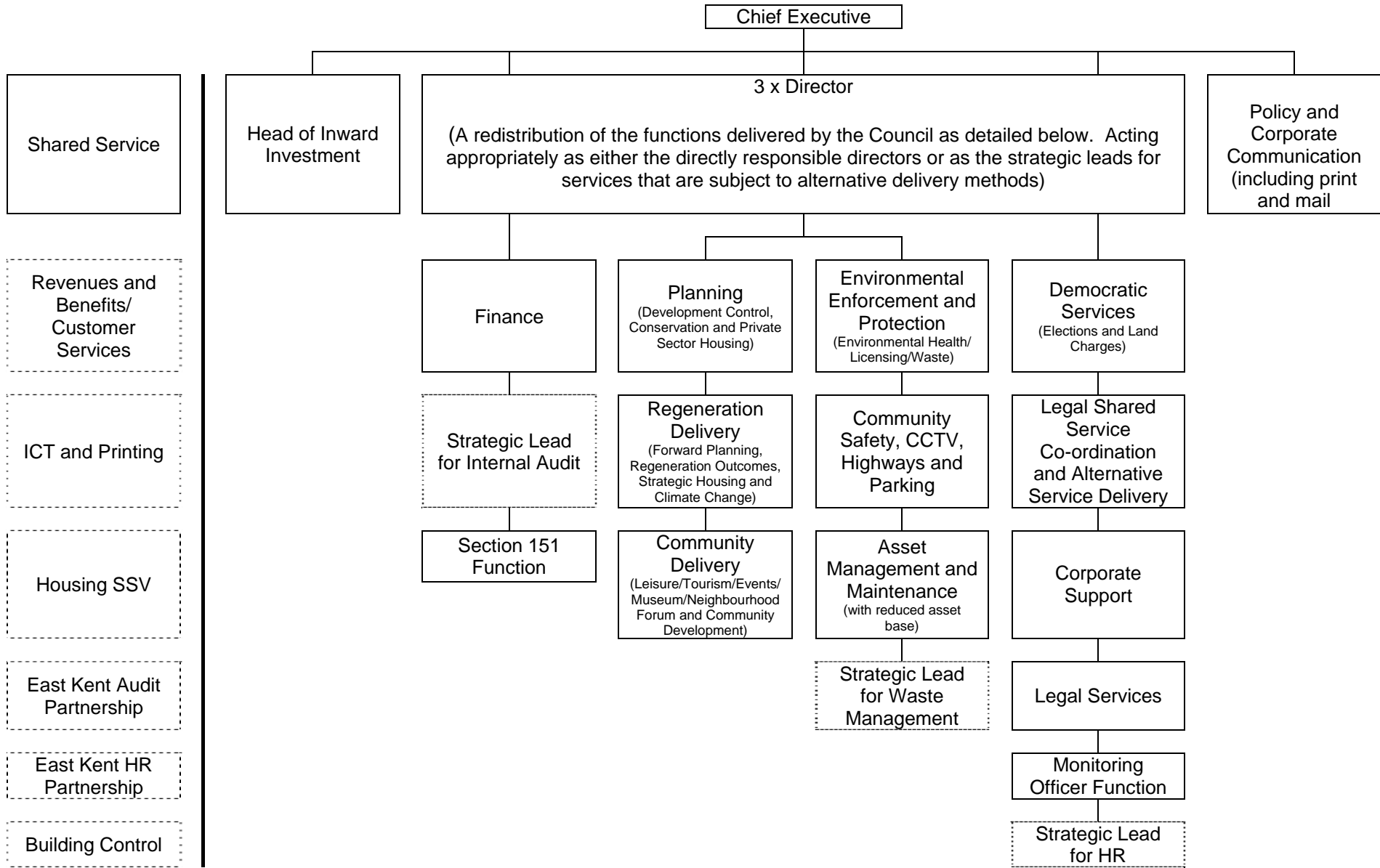
Current High Level Organisational Structure



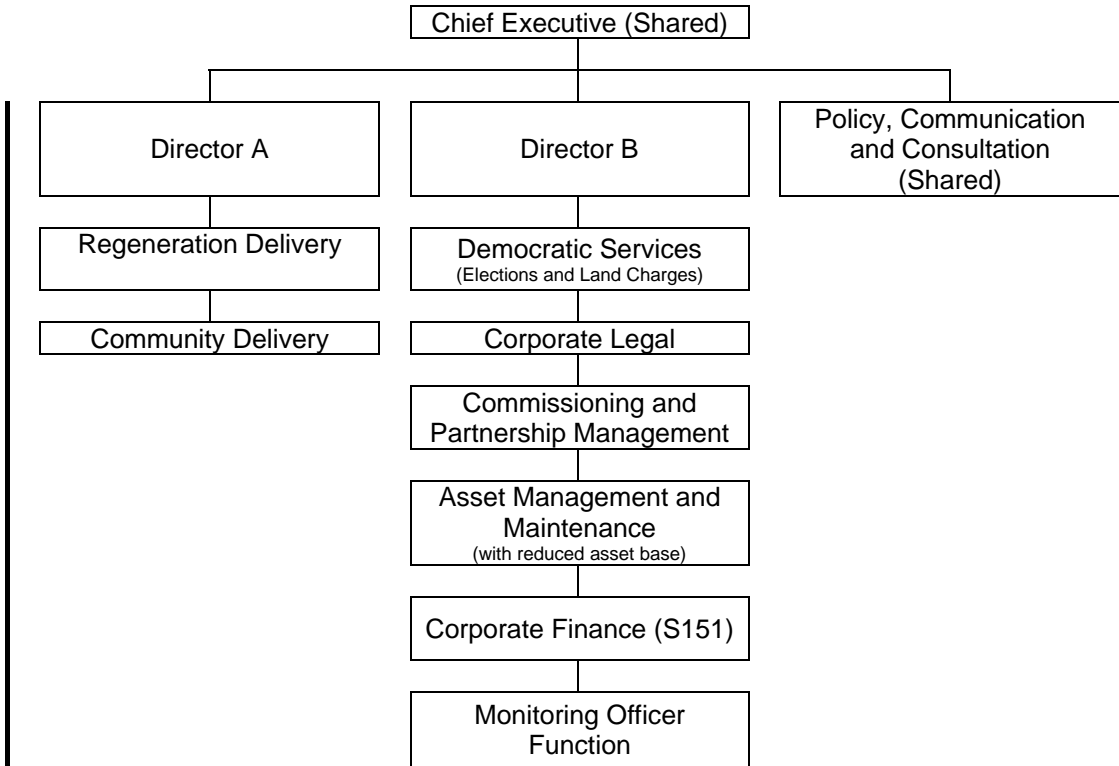
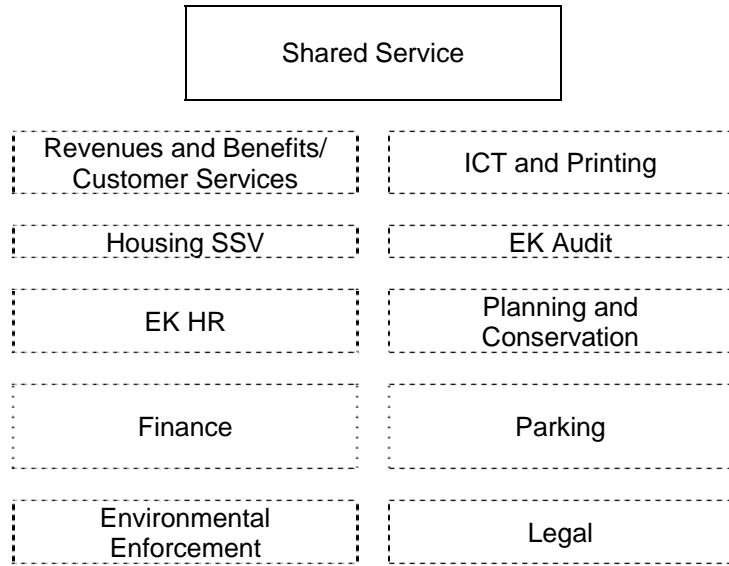
Year 1 – 2011/12 Organisational Structure



Year 3 – 2013/14 Indicative Organisational Structure



Year 5 – 2015/16 Indicative Organisational Structure



Budget Modelling 2011 – 2016

| 2011/12 - 2015/16 Budget Estimate | | | | |
|-----------------------------------|---------|---------|---------|---------|
| 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| £000 | £000 | £000 | £000 | £000 |

Government Grants Reduced by 25%

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Projected Annual Deficit | 1,631 | 2,508 | 3,253 | 4,294 | 5,263 |
| Planned service savings already included | -307 | -307 | -102 | -102 | -102 |
| Projected Annual Deficit | 1,324 | 2,201 | 3,151 | 4,191 | 5,160 |
| Impact of Concessionary Fares transfer ¹ | 500 | 500 | 500 | 500 | 500 |
| Total Annual Deficit | 1,824 | 2,701 | 3,651 | 4,691 | 5,660 |

¹ Estimated impact of transfer of Concessionary Fares scheme to KCC, await detailed figures on impact to RSG

Government Grants Reduced by 33%

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Projected Annual Deficit | 1,886 | 3,018 | 4,019 | 5,315 | 6,539 |
| Planned service savings already included | -307 | -307 | -102 | -102 | -102 |
| Total Annual Deficit | 1,580 | 2,711 | 3,917 | 5,213 | 6,437 |
| Impact of Concessionary Fares transfer ¹ | 500 | 500 | 500 | 500 | 500 |
| Total Annual Deficit | 2,080 | 3,211 | 4,417 | 5,713 | 6,937 |

Government Grants Reduced by 40%

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Projected Annual Deficit | 2,121 | 3,488 | 4,724 | 6,255 | 7,714 |
| Planned service savings already included | -307 | -307 | -102 | -102 | -102 |
| Total Annual Deficit | 1,815 | 3,181 | 4,622 | 6,153 | 7,612 |
| Impact of Concessionary Fares transfer ¹ | 500 | 500 | 500 | 500 | 500 |
| Total Annual Deficit | 2,315 | 3,681 | 5,122 | 6,653 | 8,112 |

Other Major Assumptions included above

| | | | | | |
|---------------------------------------|-------|-------|-------|-------|-------|
| Salaries | 0.0% | 0.0% | 1.0% | 1.0% | 1.0% |
| Council Tax | 2.5%* | 2.5% | 3.0% | 3.0% | 3.0% |
| Waste Contract savings** | £200k | £400k | £400k | £400k | £400k |
| Joint Working - no savings quantified | | | | | |

* Council tax freeze funded by Government

** Waste contract savings not yet confirmed

| Project | Description | Potential Resource Saving |
|--|---|---|
| Current year projects for completion by 31 March 2011 | | |
| Review of Grants to Outside Bodies | <p>Urgent review of the annual funding that is given to various bodies via grants.</p> <p>Examine effectiveness of local grant arrangements to ensure clear outputs from the grants we provide.</p> <p>Examine the opportunity to consolidate separate funding pots into an effective community funding allocation process.</p> | Subject to review, but anticipate better use of existing resources |
| Disabled Facility Grants - DDC contribution | Review DDC topping up contribution of Central Government Grant | Capital saving |
| Civic Car/Chauffer and Caretaking Arrangements | <ol style="list-style-type: none"> 1. Extend the current lease on the civic car 2. Deliver an alternative Civic Warden approach to driving, caretaking, cleaning and grounds maintenance at the Whitfield Offices to achieve significant efficiencies. | <ol style="list-style-type: none"> 1. £5k pa estimated. 2. £50k |
| Corporate Assets Priority Lists | Review schedule and determine non-priority assets and potential for savings and/or capital income | £100k pa |
| Committee Reports | <p>Review technology to enable remote but controlled access to confidential reports for members via the web email site</p> <p>Re-design committee report template to enable increased use of electronic format to save printing, paper and postage costs</p> | <p>£40k 2011/12</p> <p>£10k pa thereafter</p> |
| Out of Hours Call Handling SLA | <p>Explore alternative cost effective approaches:</p> <ol style="list-style-type: none"> 1. KCC SLA 2. Shepway arrangement 3. Shared Service proposal | Subject to review, but minimal budget impact anticipated |

| Project | Description | Potential Resource Saving |
|--|---|--|
| Word Processing Unit | <p>Review the need for a centralised WP unit and find ways to incorporate this work into each departments workloads</p> <p>Consider further constitutional changes to increase delegations to the Director 2 and Development Control Manager and potentially reduce the number of planning committees</p> <p>Proposed staff changes to be incorporated into new structure</p> | <p>Staff savings included in the overall savings identified.</p> <p>Other savings from reduced committee meetings to be determined. Estimated at £5k - £10k pa</p> |
| Emergency Planning & BCP | <p>Review alternative service delivery models, including:</p> <ol style="list-style-type: none"> 1. KCC assistance and support 2. EK solution with other EK authorities 3. Hybrid of both | £25k |
| National Benefits Leaflets | <p>Investigate increased income opportunities</p> <p>Consider further technological input to achieve a web based solution, which would help to increase profitability of the product.</p> <p>Consider this as a separate entity or a DDC owned company</p> | <p>Maximise income stream</p> <p>£20k</p> |
| Print Room | Combine with Mail Room and include with corporate communication function | <p>£50k to £60k</p> <p>via effective management and decreased use of outsourcing</p> |
| Design | Incorporate the design service into a corporate communications function | |
| PR | Incorporate into a communication function | |
| Web Design and Enablement | Consider amalgamating into a communication function | |
| Corporate Communication Group and Budget | Consider amalgamating into a communication function | |
| Sports & Leisure Services | Investigate economies of scale through operating via a larger Trust than Vista | |
| | | Ongoing work that may impact on future grant funding |

| Project | Description | Potential Resource Saving |
|--|--|---|
| The Projects below have been scheduled for 2011/12 to be delivered by the new Corporate Management Team | | |
| Community Delivery | Investigate opportunities for increasing opportunities for local community involvement in DDC activities | Initiative to be led by the new CMT with savings subject to the review outcomes |
| Sports Development and Delivery and Events | Review cost v benefits and statutory requirements | Savings subject to the outcome of the review |
| Museum | Explore options for trust arrangements | Savings subject to the outcome of the review |
| White Cliffs Countryside Partnership | 1. Reduce DDC contribution to the current salary costs by £25k 2. Working with partners consider the feasibility of other delivery vehicle models | 1. £25k 2. Savings subject to the outcome of the review |
| Deal Pier | Review delivery models and operating procedures, including charging mechanisms to increase economic viability of the pier | Savings subject to the outcome of the review |
| CCTV | Review external funding arrangements to secure more financial support from Kent Police or other third party users i.e. local radio | 2 posts to be externally funded |
| Review Income generation opportunities | As part of the 2011/12 fee and charging review to ensure we are maximising opportunity | Subject to the outcome of a review |
| Waste Management Initiatives | Joint contract to be let in late 2010, explore further delivery options. | Subject to the outcome of a review |
| Whitfield Reception | Downsize to a HQ type reception, service on demand by the call centre | £20k |
| Review Vista Parking Refunds | Determine equitable refunds to Vista for customer parking charges | £100k pa |
| Web Conferences | Increase use of web conference facilities to reduce meeting arrangement and travel times | 10% reduction in travel & sub budget - £10k pa |
| L&D Corporate Budget | Retain budget for change management and technical re-training following restructuring and remove non essential developmental spend | £40K |