Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential I		Potential Indicative Savings (cumulative in year)		
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Council Employees	 Review of the senior management structure Review of service structures having regard to options for service delivery (see below). Identifying any opportunities to centralise or rationalise service functions 	To implement a new organisational structure that will deliver ongoing savings in staff costs whilst at the same time ensuring that the authority is properly staffed and organised to deliver its services and key priorities in accordance with its chosen methods of delivery.	Identify if there are any opportunities to support the delivery of savings and the savings plan through an early initial re-organisation of senior managers and to develop ideas accordingly on the understanding that there will be further restructuring in due course. Any proposals to be agreed by the new Chief Executive for consideration by HR Committee.	200	300	500	500	New CE / David Appleby / Martyn Knappett
	such as administration. Ensure the necessary HR policies are in place and fit for purpose e.g. redundancy and redeployment and that there is an appropriate knowledge basis within the council on such		 Engage with Heads of Service on ideas and proposals for wider service restructures for consideration by the new Chief Executive as part of any wider restructure they would wish to undertake. Prepare or update the necessary HR policies for consideration by the HR Committee. Undertake training as 					New CE / David Appleby / Martyn Knappett Carol Schleip

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential Indicative Savings (cumulative in year)			ulative in	Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	issues.		appropriate.					
	 Review officer terms and conditions to identify any opportunities for cost reductions but whilst ensuring that terms and conditions remain fair and compliant with local policies and national legislation. Ensure that there is ongoing communication with all staff on a consistent and open basis 		 Formulate a proposed scheme of officer allowances for consideration by HR Committee that delivers savings but also ensures that allowances are fair and reasonable for the work that employees are asked to undertake. Communication bulletins and updates to be issued on a regular basis to all staff. 	200	200	200	200	Carol Schleip Martyn Knappett / David Appleby
	about the implications of savings, the savings plan and any restructure.							
Work Smarter	 Review of office accommodation. Optimising the 	To identify realistic opportunities for office rationalisation that provides	 Prepare a proposal for consideration by Cabinet to accommodate 		30	30	30 (plus potential capital	John Higgins

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				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	use of IT and technology in the day to day operation of the Council. Identifying opportunities for home and remote working to enable office rationalisation and reduction in office running costs.	accommodation commensurate with office working in the 21st century whilst also allowing disposal of surplus assets. To maximise the use of IT and technology in service delivery, customer engagement and ways of staff working to make the operation of the Council as efficient and cost effective as possible.	additional staff in Barnes House to release Westleigh House and Clay Hall for disposal Identify funding within existing budgets to secure the platform of the existing website and prepare a proposal for further development to enable savings to be released elsewhere to be considered by Cabinet.	(150) (to secure the platform)			receipt)	Adam Kendall
Asset Review	 Identification of key assets for review. Identify opportunities for asset disposal. Identify opportunities to maximise the return on our assets. Identify Invest to Save 	To ensure that the Council is not holding surplus assets and that all assets that are held by the Council are being used to their maximum efficiency.	 Continue with the asset stock take and compilation of an Asset Management Strategy in accordance with the decision of Cabinet at the meeting on 21 April 2010. Prepare a report for consideration by the Portfolio Holder on decreasing the level of grant support offered through the Community Asset 					Andy White Adam Kendall

Project Title What's Included Strategic Aims Actions to be Prog				Potential I	ndicative Sa yea	•	ulative in	Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	opportunities		Offsetting Scheme.					
Local Democracy	 Review of the Constitution. Review of the overall level of payment to Members. Review of the number and timing of Committee, Cabinet and Council meetings. 	To ensure that the Constitution provides for accountability and openness of decision making without being over bureaucratic so that decisions can be implemented in a timely manner. To identify whether any savings can be made through a reduction in the overall level of payment to councillors whilst ensuring that local electors are adequately and appropriately represented and Councillors appropriately recompensed for their workload. To identify whether any savings can be made by reducing the number of meetings or holding more meetings in working hours.	 Review how the Council could reduce the overall cost of payments to Members and the costs associated with holding meetings. Review the number and scope of Portfolios. 					Sian Walter Browne Martyn Knappett / David Appleby

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential Indicative Savings (cumulative in year)				Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Delivery / Service Reviews	 Review of what the council is obliged to or wants to deliver including consideration of services that could be ceased. Review of opportunities for alternative service delivery including inhouse, commissioning, outsourcing, partnership and shared services. Consider how the Big Society and engagement with the third sector could enable the 	To determine which services the Council is obliged to or wishes to provide and for each of those to determine the delivery mechanism that best allows for savings to be made whilst ensuring good quality service at a level that satisfies our customers.	 Continue to engage in shared services discussion with prospective partners with any realistic opportunities for successful shared working being brought forward to Management Board for discussion and to seek agreement that more detailed scoping work should be carried out. Prepare a proposal for consideration by Cabinet on the future delivery of regeneration within the district including what next for INTend and in discussion with Essex County Council. Develop a service review approach with 					Adam Kendall / Karen Neath Martyn Knappett Martyn Knappett /
	council to deliver good quality services at lower cost.		Leisure Services the first to be undertaken so that proposals for the future delivery of each activity can be presented to Cabinet.					David Appleby

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				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
			Delivery proposals to include in-house, commissioning, outsourcing, partnership, shared services and cessation where appropriate.					
			 Prepare a strategy for presentation to Cabinet on public convenience provision in the district including opportunities for closure and for charging. 	150	150	150	150	Chris Kitcher
			 Prepare a business case for Cabinet on the opportunities for expansion of Careline and the Control Centre operation in-house but also considering outsourcing. 	20	90	130	150	Richard Walker
			 Prepare a strategy for consideration by Cabinet for the closure of cash offices. 		70	70	70	Jill Coleshaw
Customer Focus / Lean	 Rolling out the process review 	To improve satisfaction of customers by	See actions for service review approach above.					

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential Indicative Savings (cumulative in year)			nulative in	Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Thinking	and customer focussed service approach implemented in Benefits and Revenues. Review of customer engagement including receptions areas, website and contact centre.	reducing failure demand whilst also delivering efficiencies and savings.						
Efficiencies	A number of short term service based actions to deliver efficiencies.	To implement efficiencies to drive out savings.	Actions to be implemented across all services Reduce the number of printers and amount of paper and cartridges used for service printing. Standardise furniture throughout the authority except that any requirements should first be met from redeploying existing furniture where possible and	20	30	40	50 (total savings anticipate d from all the proposed efficiency actions)	All Heads of Services to take forward. Action to be managed and monitored through CSMT. CSMT to agree the lead.

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential Indicative Savings (cumulative in year)			ulative in	Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
			•					
			subject to Health and Safety requirements. Cease subscriptions to outside bodies where possible. Minimise the number of officer mobile phones and blackberrys whilst having regard to lone worker and health and safety policies. To assess the optimum arrangements for officers undertaking travelling by car and by public transport including managing the amount of mileage undertaken. Review performance indicators to determine from a local perspective those that should continue to be monitored and evidenced and included in the					

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential Indicative Savings (cumulative in year)			Lead Officer	
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
			Performance Plan from April 2011. Consider realistic options for increasing fees and charges and bring forward as part of the initial budget proposals to be considered by Cabinet in December. Make maximum use of the Performance Plus system to streamline the compiling and publication of performance data. Improve the management of correspondence across services by implementing a single database. Reduce the cost of postage through using second class post and reducing envelope	£000	£000	£000	£000	
			size. Consider the opportunities to reduce postage to Members.					

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				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
			Actions to be implemented in one or more services Produce a debt recovery policy and update the constitution as necessary so that the authority is more efficient in debt recovery. Seek to combine the administration of beach huts licensing and NNDR. Reduce the frequency of performance and corporate budget monitoring to only the formal quarterly reports. Reduce C and D category premises food inspections subject to compliance with statutory and Food Standard Agency requirements.					

Project Title	What's Included	Strategic Aims	Actions to be Progressed Immediately	Potential I	ndicative Sa yea		ulative in	Lead Officer
				2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
			 Cease the pest control service subject to budgetary provision being made for the council's own services to access external provision if required. Extend the lease term on council vehicles as appropriate. Cease the meteorology service. 					
			TOTAL	440	870	1,120	1,150	