

MONEY SAVING/GENERATION IDEAS – 2016/17

	IDEA	LEAD	RESPONSE
1	<p>One thing that is hugely popular in many of the big forward thinking businesses is the buying of extra leave. This is proven to be a really big motivator and has a much less negative impact on service delivery and productivity than one might expect because people will generally get the same amount of work done in less time if there is something in it for them.</p> <p>Provided you have a scheme that requires a commitment for a set number of additional days it's relatively easy to administer as you can just reduce monthly salary to take account. You can limit the number of days to say 10. Not only to you get the benefit of the salary saving but also the NIC.</p> <p>Where organisations have scheme such as this in place they have made big salary savings but also have a happier workforce.</p> <p>I know that a lot of people would find this beneficial. Although we have the opportunity to take unpaid leave this is adhoc and has to be agreed each time. It is seen as an emergency measure rather than a perk. I talk to staff all the time who for whatever reason are struggling a bit with things outside of work who would welcome the opportunity to buy some extra leave and spread the cost. It benefits people with children, people with caring responsibilities, people with health issues but who don't want to reduce their working</p>	<p>CMT/ Deb/ Becky T</p>	<p>HR & Payroll will look into this as an option for staff. It will need to be aligned to any cultural change so that all staff have an equal chance of using the scheme.</p> <p>Indicative savings have been included in the savings spreadsheet.</p> <p>To be included on list of savings to be presented to Members.</p>

<p>hours but just have additional flexibility.</p> <p>Having done a bit of research it looks like a lot of Council's have already gone down this route. This is a copy of guidelines for a scheme in Cumbria</p> <p>The maximum amount of additional annual leave that any employee may 'purchase' in any one leave year is 2 working weeks (max 10 days for full-time staff, pro-rata for part-time / part-year staff). An employee who wishes to purchase additional annual leave must make a request in writing to their line / service manager. Separate requests must be made for each leave year and applications should be submitted no later than two months before the start of each leave year. The Council reserves the right to refuse an employee's application to purchase additional annual leave. It may be necessary to refuse an employee's request for operational or technical reasons related to their job. If approval is not given, managers must give reasons and explore other options with the employee. Additional annual leave should be applied for and taken in the line with the normal annual leave procedures. Any deductions from salary to pay for the additional leave will be made monthly and calculated at the employee's rate of pay as at the date of the agreement. There will be no increase in the normal leave "carry forward" provisions and managers and employees must ensure proper planning and management of the taking of the additional annual leave. If, having purchased additional annual leave, the employee fails to take it before the end of the relevant leave year, the leave</p>		
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	<p>will be lost and no reimbursement made. Where a request has been received and approved, the employee will be notified in writing by their line / service manager and the appropriate change to their pay notified to them by the HR Service Centre. Employees leaving the Council will be reimbursed if the salary deductions on leaving amount to more than the leave taken. If on leaving, the value of the salary deductions made during the relevant leave year are less than the value of the leave taken, the Council reserves the right (in line with contractual provision) to require repayment and will be entitled to deduct the outstanding amount from salary or other payment due to the employee. If the final salary is not sufficient to allow for the whole of such a deduction, the employee will be required to repay the outstanding amount within one month of the date of termination of their employment.</p>		
2	<p>Also, if we are really desperate what about if the entire workforce were to reduce their working hours by one hour per week? Could we make this work – I don't know but it may be preferable to people losing jobs. I know for myself I would rather reduce hours than be out of work – most would feel the same I'm sure. I know this hits those on low salaries but not as much as being out of work entirely.</p>	<p>CMT Becky T</p>	<p>This would save money but can have a detrimental effect on staff morale. There may be some positive results for staff as it may work beneficially given people's personal circumstances.</p> <p>There would be a need to balance the needs of the service/delivery across our core opening hours, or any extended hours in certain service areas.</p> <p>An alternative option could be to ask which staff would want to work fewer hours rather than applying to everyone?</p> <p>To be included on list of savings to be presented to Members.</p>
3	<p>How about we consider reducing our opening times to 9 – 4? I know, I would never have suggested that in the past but</p>	<p>CMT</p>	<p>Needs to be considered in relation to item 2 above</p> <p>To be included on list of savings to be presented to</p>

	<p>The 4 – 5 slot is generally the quietest hour of the day in respect of customer demand and if we were to close at 4 we could significantly increase capacity to manage the work with reducing resources. Part time staff could have their hours realigned to work at a different time. Full time staff could use the time to do other work. Services across the council would benefit from increased capacity as result of an hour a day when staff don't need to be rota'd to be available for customers and over time the working hours of new staff could reflect the change and thus save money. Team/ staff meetings and reflection sessions could take place as a matter of course at 4pm thus ensuring increased capacity to handle customer demand during the rest of the day.</p>		<p>Members.</p>
4	<p>I know this has been suggested before but as things get more difficult just thought its worth visiting it again. Could staff be offered the option of buying leave (the same as taking unpaid leave)? If days were purchased in blocks of 3 or 5 days, in agreement with their line manager, this may add up to a worthwhile saving and be considered a positive option by staff?</p>	As above	<p>See item 1 above.</p> <p>To be included on list of savings to be presented to Members.</p>
5	<p>The use of consultants to do a job that someone who is already employed could do.</p>	CMT	<p>To be included on list of savings to be presented to Members.</p>
6	<p>Using staff agencies to supply us with staff for a limited period. Would it not be more cost effective to employ someone on a fixed term contract?</p>	CMT Guy, Liz Becky	<p>As part of the Environmental Services Business Case and restructure, agency staff budgets were reduced to £15K for each authority which was considered to be the minimum needed to ensure operational delivery of services. A pool of staff has been employed.</p>

			<p>Savings for ES already made as part of Business case 15/16 Housing – Have found it very difficult to recruit housing officers when offering fixed term contracts, those experienced will not give up full time employment for a less secure job. Therefore agencies have had to be utilised to cover business critical posts.</p> <p>To be included on list of savings to be presented to Members.</p>
8	IPad/mobile phones, is it necessary for us to be supplying and paying for so many?	CMT/ Deb	<p>Purchase of iPads/mobile phones are usually a service based decisions sometimes not in conjunction with IT. There should be a return in value when purchasing this type of equipment and the need to consider other licence costs, Good software, etc.</p> <p>The number of phones and iPads across the organisation is currently being reviewed.</p> <p>To be included on list of savings to be presented to Members.</p>
9	A freeze on pay rises for a couple of years (not a popular choice) but maybe will save a job or two across the Borough	CMT/ Becky	<p>Would require the organisation(s) to opt out of the national pay and grading scheme. Some local authorities have done this.</p> <p>To be included on list of savings to be presented to Members.</p>
10	Stop buying ipads as mobile devices, buy something more appropriate and cheaper on android. it is an expensive waste and hard to explain to members of the public when finances are so tough, and for people to see council workers with expensive branded technology	CMT/ Deb	<p>See item 8 above</p> <p>To be included on list of savings to be presented to Members.</p>
11	Housing : RBC sells its housing stock to generate capital and reduce support cost to RBC (no housing staff / repairs etc.) Downside Staff TUPE to another provider but better	CMT/ Liz	<p>In 2012 the Housing Revenue Account changed and rather than paying subsidy back to the government each year councils were asked to purchase its stock from the government. RBC purchased its stock for around £99 million</p>

	<p>than potential staff reductions caused by lack of funding and seems a No Brainer? This would align RBC/ BDC housing strategy as BDC sold its housing stock so will have a case study from BDC to see if they deemed it a success</p>		<p>with the debt to be paid back over the next 30 years. To enable this to be paid back an amount of money has to be set aside each year from the rents. The valuation of a property which is tenanted is far lower than selling an empty property, therefore the council would not gain any savings as the £99 million will still have to be repaid. There is an element of the HRA which supports the general fund in appropriate spend. Any savings in the HRA can only be used in the HRA therefore this would not generate savings to the general fund. To be included on list of savings to be presented to RBC Members.</p>
12	<p>ICT : Consolidate / Change 3rd party support models Instead of paying huge support contracts, purchase days of resource that can be called on as deemed necessary (where possible) This must generate a huge amount of savings which could also be used to strength areas of weakness internally in IT, so more support can be provided with council IT staff alongside providing additional savings to authorities A stronger internal team could be used to support / sell additional services to generate income? Also this will enable going market rate to be paid for IT specialised staff so that recruitment and retention can be resolved so outsourcing where vacancies can't be filled would no longer be necessary ? In a nut shell "Rather than outsourcing and paying for expensive support contracts, skill and provide environment to deliver more ICT functions internally by council "</p>	CMT/ Deb	<p>Many of our contracts have already been reviewed and have made savings accordingly. Ideas for looking at generating income are being considered and in some cases have been implemented eg: Street Naming & Numbering. The salary bands for staff are subject to Job Evaluation which determines what staff are paid. It does not compare salaries with the private sector. Outsourcing is looked at on a case by case basis. To be included on list of savings to be presented to Members.</p>
13	<p>We should utilize open-source (free) software where possible to save on software licensing, software</p>	CMT/ Deb	<p>IT will be looking at this option in the near future especially given the costs of Microsoft Licences.</p>

	support contracts and separate software upgrade/call-out costs.		To be included on list of savings to be presented to Members.
14	Review all paid support contracts for IT systems to see if best value is being delivered / are they all necessary	CMT/ Deb	Please see item 12. To be included on list of savings to be presented to Members.
15	Stop all financial enhancements across the leisure services sector. If members of staff do overtime they are paid a hourly flat rate at the rate that their current salary dictates. Ensure all fortnightly staff are reverted to monthly pay also.	CMT/ John/ Deb/ Becky	Currently the organisations work to “Green Book Terms and Conditions”. Any move away from Green Book Terms & Conditions would be subject to review and local agreement. A report is being drafted in consultation with the HR team on this matter and will be progressed in the new year. Officers are moving all fortnightly paid staff to monthly pay over a period of time.
16	Long serving staff are being given £250 for over 30 years service. I hate to be a killjoy, especially when employees have dedicated their lives to servicing their community needs through their work, but as budget constraints prevail; should we be looking at phasing this payment out?	CMT/ Deb/ Becky T	There are very few people in the organisation who reach this milestone so the overall savings would be quite low. A review of this would be taken by CMT.
17	I work at a children’s centre, and I think it would be more economical to have toilet rolls held within a metal fixed unit on the wall in the toilets. This would save replacing the rolls regularly, and also as it is a centre where members of public come into the centre, the rolls would not then be able to be removed.	CMT/ Judith/ Louise	When we have some repairs carried out at the centres we will ensure the fixing of fixed units on the walls.
18	Change the car park to pay & display	CMT/ Guy	Staff proposal did not specify which car park(s). Additional income if charged for car parking in parks and other RBC car parks estimated at £100-150K after costs. To be included on list of savings to be presented to Members.

19	Charge £5 to people who elect to receive council tax (and other such) bills by post.	CMT/ Jayne/ Mandy	Rather than charging we are looking at getting email addresses from as many residents as possible to send out electronic bills therefore reducing the cost of sending paper bills out. In addition we have implemented a new system that will allow on line access to council tax and business rate accounts. The legislation does not allow us to charge for paper bills.
20	Get rid of SIM cards from iPads. The majority of council issued iPads will be used here in Council buildings or users homes and therefore connect over Wi-Fi. SIM cards are only required where connection is needed in a remote area.	CMT/ Deb	This was the case initially. Councillors elected to have SIM cards in their iPads and generally managers decide if this is required by members of their staff. The costs for this will be reviewed alongside the numbers of phones & iPads across the organisation. To be included on list of savings to be presented to Members.
21	Reduce working week to 35 hours	CMT/ Becky T	See item No 2 To be included on list of savings to be presented to Members.
22	Give staff the opportunity to buy extra annual leave.	As above	See item 1 above To be included on list of savings to be presented to Members.
23	Reduce opening hours for customer services/ cashiers	CMT/ Jayne/ Mandy	See Item 3 above To be included on list of savings to be presented to Members. Saving of £25k estimated.
24	Close satellite offices.	CMT	One Stop Shops under review. To be included on list of savings to be presented to Members.
25	Charge for payment by credit card.	CMT/ Jayne/ Mandy	This is something that other Councils and organisations do charge for and we will explore this with the aim to reduce the bank charges to the Council

			Potential savings cannot be detailed at this time but it is likely that any savings will be offset by increased cash handling costs.
26	Introduce a Garden waste service in Redditch with a Fee.	CMT/ Guy	This is something we are looking at, but it will require Member approval. Estimated income to RBC of £20K (net surplus per 1000 customers after costs) To be included on list of savings to be presented to Members.
27	Get community volunteer groups to litter pick and cut grass.	CMT/ Guy	We already have over 100 voluntary litter pickers and we encourage people to volunteer. With regard to other maintenance tasks we already have a number of people who undertake this. Given that we already have a large number of volunteers not sure if savings might be made. If they were increased further and run in a more structured way, volunteer co ordination would be required and that would need to be resourced. To be included on list of savings to be presented to Members.
28	Encourage voluntary organisations to help run Dial A Ride, Shopmobility, Forge Mill Museum, The palace Theatre, Arts and Events etc..	CMT/ Judith/ John/	Shopmobility and the community transport scheme in Bromsgrove (BURT) both use volunteers to support the delivery of the service. In addition BURT is currently out to tender with a view to it being delivered by a voluntary sector organisation.
29	Offer long term unpaid work experience to young people.	CMT/ Deb/ Becky	Already doing this in some departments with some further opportunity to support.
30	Only have one Main Sports/leisure site per town - Dolphin Centre in Bromsgrove and Abbey Stadium in Redditch.	CMT/ John	Options similar to this approach are under discussion with elected members and will be shown within the respective budget round for 2017/18 onward. To be included on list of savings to be presented to Members.

31	Licence public space advertising. Several years ago we began selling advertising space on our roundabouts. Many of these roundabouts are not currently being sponsored with the "Advertise here contact RBC" signs displayed for lengthy period of times. We could generate income by licensing the advertising space to a marketing company for a set period of years. This would provide a guaranteed income. If we also offered sign space beneath the "Welcome to Redditch" road signs this could be quite desirable for a marketing company E.g. "Welcome to Redditch" "Home of Halfords".	CMT/ John/Julie H	A review of Island sponsorship will be considered within the next financial year. Proposals brought forward as and where required will also be considered.
32	Remove colour printers. Anyone with a need to print in colour can submit the document to the print room along with a business case for why the print must be in colour. This is the way the Solicitors Regulation Authority worked. B&W printers only	CMT/ Kevin/ Anne-Marie	The spend difference between colour and b/w is nominal however still a saving, so the Print Room do advise that b/w printing is used and try to enforce this if the only colour thing on the item is the logo etc. We advise on using dashes and dots on graphs rather than block colour etc however there is more which can be considered. As we look to change the Print contract in the next year we hope these issues will be picked up then. To be included on list of savings to be presented to Members.
33	Overtime ... and Agency staff Have enough staff cover / casual contracts / joined up working practices between areas so that overtime at enhanced rates can be stopped and the use of Agency staff can be reduced. Make it mandatory for overtime to be authorised in advance with a full explanation of why it is needed.	CMT/ Guy/ Liz/ Becky	See 6 above re agency staff. As part of the Environmental Services Business Case and restructure any 4/5 days from 7 was introduced which has reduced overtime payments. Overtime is now only paid for Bank Holiday working, standby and callout, and exceptional circumstances. ES see 6 To be included on list of savings to be presented to Members.
34	Engage with local business to donate to the running costs of playgrounds/ events/shopmobility etc , we	CMT	This option cannot be progressed at present as there is limited capacity within the team services to take on this

	could publish a list of donators (advertising for them)		additional work stream. It is considered there could be a small amount of income that could be generated however it is believed that such a proposal would offer limited return to BDC/RBC as the cost of generating income may exceed the amount brought in.
35	Offering Data Protection/Freedom of Information services to other local organisations e.g Schools - Solihull council do this and bring in around 40K a year for very little staff time.	CMT/ Deb	This item is being looked at. To be included on list of savings to be presented to Members.
36	For years now Locality has suggested that having 'Two men in a van' would be useful for house clearances, removing waste, emptying garages, odd jobs etc.. instead of using external contractors which are expensive.	CMT/ Liz/ Guy	Environmental Services and Housing are currently looking at how this work can be brought in house with transfer of costs from external contractors to internal service. Business case is required to establish if there would be savings to HRA. To be included on list of savings to be presented to Members.
37	Close some of the OS Shops - too many of them. If people have a problem make sure it is easy for them to communicate with someone at Town Hall, or Just have one central OS Shop, as at Bromsgrove.	CMT	Under review To be included on list of savings to be presented to Members.
38	Valid business cases should be provided to procurement before they even consider purchasing iPads or Phones. "It sounds echoey" is not a valid reason to spend hundreds of pounds of the taxpayers money without a requirement in their role which should be agreed with their manager too! Crazy when we have no money.	CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
39	Users should not have a choice of device when being given mobile phones or tablets for work. It drives up the cost and removes any consistency and control that IT have over the estate.	CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
40	When finances are so tight, why are we still putting on the annual 'Firework Spectacular'?	CMT/ John	Understand the proposal however a cost to the social cohesion benefits, and the community spirit that is generated by such events. This may not be measurable but it goes a

			long way to giving a place and identity of its own and fostering a sense of civic pride in where people live. To be included on list of savings to be presented to Members.
41	Charge the councillors/employees to repair/replace council devices that they damage i.e. iPads/Mobile Phones	CMT/ Deb	The Council has an insurance policy that covers damage to equipment. To be included on list of savings to be presented to Members.
42	Reduce the staffing in the post room as they have spare capacity.	CMT/ Kevin/ Susan	Service under review.
43	Get staff to collect their own paper when the printers run out etc. rather than asking a caretaker to do it.	CMT/ Kevin/ Anne-Marie	We currently have the caretaker deliver because of the volume requiring a trolley. The caretakers drop off 2 or 3 deliveries at the same time to different floors which is considered a more efficient use of time than various staff having to come from different floors to collect their own paper. The caretakers fit this task in with their other duties fairly easily.
44	Managers and heads of service should be allocated the same devices as their staff if they require mobile devices etc. IT should set the standard device and users should not be allowed to demand more expensive device which they quite simply DO NOT need.	CMT/ Deb	See item 10. To be included on list of savings to be presented to Members.
45	Stop using the Matrix system for the booking/ payment of agency staff. We are being charged by the agency AND Matrix. Trust the management team to authorise temporary payments and this will lead to a saving.	CMT/ Becky	A review of the Matrix system is being done to establish if it is the right system/approach. To be included on list of savings to be presented to Members.
46	Could we not organise our agency staff between us and the agencies we use instead of having to pay a middle man (Matrix)?	CMT/ Liz/ Guy/ Becky	See 6 above re agency staff. . To be included on list of savings to be presented to Members.

47	Bringing a garden waste collection to RBC?	CMT/Guy	See 26 above re Garden Waste. To be included on list of savings to be presented to Members.										
48	Advertising local businesses on side of vehicles	CMT Guy/ Liz/ Julie H	This is something that was tried in the past and wasn't particularly successful, however we should look at it again. We would need to balance the advertising with messages around recycling and waste minimisation on refuse vehicles which is an important part of the promotion of these two things. Can be considered as part of wider sponsorship (item 31).										
49	Enforcement of flytipping, not much done at moment?!?	CMT/ Guy	Enforcement has to be proportionate and we do undertake enforcement action where evidence can be gathered, we currently have a number of cases proceeding to prosecution. In Bromsgrove and Redditch a staged approach is used as outlined below: <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding-right: 20px;">Stage 1</td> <td>Advice given</td> </tr> <tr> <td>Stage 2</td> <td>Verbal warning</td> </tr> <tr> <td>Stage 3</td> <td>Written warning</td> </tr> <tr> <td>Stage 4</td> <td>Fixed penalty notice</td> </tr> <tr> <td>Stage 5</td> <td>Court proceedings</td> </tr> </table> We have invested in cameras that we are using overtly and as a direct result of using these we have we have a case going to court in the new year, and a number of other cases being worked on with the other agencies.	Stage 1	Advice given	Stage 2	Verbal warning	Stage 3	Written warning	Stage 4	Fixed penalty notice	Stage 5	Court proceedings
Stage 1	Advice given												
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50	Charging a minimal charge for replacement wheelie bins?	CMT/ Guy	This is something that we are going to look at once the new in-cab technology is fully operational. We need to have reliable data regarding bins that go in the back of the RCV as opposed to those that are lost or stolen. A change in policy will require Member approval.										

51	Charge for replacement bins where we can prove that the bin has not been lost by the service, this would reduce our costs dramatically as well as reducing the number of bins that the crews have to empty.	As above CMT/ Guy	See 50 above charging for replacement bins
52	<p>Every year Redditch council hosts the Morton Stanley festival . Its a great family day full of great music that carries on into the night people from all over the county look forward to coming along to listen to the music . Being in a band myself I know how much music means to some people and how much other bands want to get in to perform at the festival .</p> <p>As far as I'm aware it is a free event that must cost the council money to organise . A small entry fee would mean we could still provide a great summer time event while it not costing us to host . However knowing how popular this event is why not use it as a fund raiser for the council ? Charge more for entry , find the bands sooner in the year so you can advertise who is playing .For example a very popular band played last year (APY) and I know people who would have travelled far to come see them . With a mix of good bands , good food and drink and plenty of advertising the council could charge a fair entry fee and use it as a great way to bring in some money.</p>	CMT/ John	<p>The costs of moving to a paid event would need careful consideration. Proposals could be counter-productive and result in comparisons with other paid festivals.</p> <p>Paid for events may/would not generate current usage levels initially and become pressured in terms of expectations on cost recovery. Events may become vulnerable if income targets are not delivered.</p> <p>To be included on list of savings to be presented to Members.</p>
53	Shopmobility should be taken over and run by the Kingfisher Shopping Centre as they are financial beneficiary of this service.	CMT/ Judith/ Ruth G	The Kingfisher Shopping have always and still do contribute to the running costs of the service. This amounts to £33,000 per annum. Negotiations in the past have not achieved delivery of the service by the Centre Management. The Town Centre Partnership CIC which includes the Kingfisher Shopping Centre were approached earlier in the year to see if they would wish to discuss running the service but declined. A survey is currently being undertaken with users and

			includes gathering data on the amount that users spend in the Centre, which will inform future discussions with the Centre management. See also response to Question 28.
54	At present we don't re-charge when voiding a property. Should the tenant be transferring to another RBC property the void charges could be put direct onto their new rent account. This would be monitored by Locality not Income thus saving and collecting monies. If the tenants are moving out of the area or to a Housing Association a re-charge debt amount would stay on a debt list which we could access when a housing application was made. This would be shown on CBL as an alert and the debt would have to be cleared before allocating a property.	CMT/ Liz	An intervention was looked at some time ago to cost up the work of the administration of all recharges, the outcome of this was that it was costing more to administer than the council sought to recover. At the time mechanisms were not in place to evidence that the current tenant had actually caused the damage. Recent work involves a photograph being taken of each void which can then be used if there is future damage. There will also be the introduction of more pre termination inspections to prevent tenants from transferring if the property is not in a fit state/damaged. To be included on list of savings to be presented to Members.
56	Do we have to put on "free" events, like bonfires and festivals, surely this costs us and if not put on would result in a saving to the authority.	As above. CMT/ John	See above comment (item 52). To be included on list of savings to be presented to Members.
57	Introduce a chargeable garden waste collection service in Redditch to increase revenue and recycling rates.	CMT/ Guy	See 26 above re Garden Waste. To be included on list of savings to be presented to Members.
58	I suggest we review the business need for Council mobiles/ipads etc. There seem to be large numbers of these being supplied and are we convinced that it is a necessary part of daily work? It's not just the costs of the hardware and calls but the administration of supplying and supporting them too. I'm not suggesting that a review should be carried out by our procurement officer. Perhaps a group of 4th tier managers could do this piece of work?	As above. CMT/ Deb	See item 10 To be included on list of savings to be presented to Members.
59	Single member wards in Redditch and all out elections	CMT/ Claire	To be included on list of savings to be presented to Members.
60	Recruitment freeze	CMT/	Only business critical posts are proceeding to recruitment.

		Becky T	To be included on list of savings to be presented to Members.
61	Put forward the idea that employees could be encouraged to reduce their basic hours and with long term employees to reduce to a 3 or 4 day week as they nearer retirement. This reduces the overall on costs but also retains staff with valuable experience which can be passed on to the next generation of staff.	CMT/ Becky T	HR will look at this as an option. To be included on list of savings to be presented to Members.
62	1. Certificates of Lawfulness (existing only) could be sent straight to legal services to determine as they are a matter of evidence, fact, and legal consideration. At the moment, quite a large amount of time on these application in planning is spent in meeting with the legal services team and getting their recommendations, asking the applicant for further information, going back to legal services and then making a decision on their recommendations/advice. I have heard there are other LPAs which send them straight to legal services, although I only heard this from an agent so have no proof.	CMT/ Claire/ Ruth	Lead Officers have met recently to discuss the process and agreed that whilst it need not move in terms of administration, there are areas that can be streamlined and improved.
63	2. Planning should charge for pre-app advice. Allow small householder questions, but charge for the more detailed answers, not just on the really large schemes.	CMT/ Ruth	There is currently a report being prepared for members to consider. This is likely to be available for Cabinet and Executive Committee in April 2017.
64	3. Ensuring people log their time as when they get to their desk rather than when getting to the car park. I do not know of anyone doing this but if people are, there could be 5-10 minutes each day they are not actually working, which adds up over time.	CMT/ Becky T	All staff are expected to log their time from when they commence work
65	4. There should be an email you can sent IT problems to, so that if they are not major problems	CMT/ Deb	This has already been reviewed as part of the IT Helpdesk transformation and a range of mechanisms introduced to

	you can just email them over and they are dealt with at a later date. At the moment, people either put off small IT problems until they become big issues for their job or spend ages waiting by the phone. It also means that instead of not being able to take calls when waiting for IT, you can carry on with your job and whatever the issue is can be prioritised and sorted out accordingly. Perhaps only have the phone when you are locked out of you account or have a really serious and urgent issue that needs fixing immediately.		assist users.
66	All computers should be made so their default print setting is two-sided. I know this is the case for some 67officers already, but not for myself (and I presume others). I have to go into print settings every time in MS Word or MS Outlook to selected "Print on Both Sides", but sometimes I forget and end up with two (or more) sheets of paper.	CMT/ Deb/ Anne-Marie	IT will work with Communications team to consider this.
67	A low cost affordable chargeable handyman/ gardener/DIY service. Many tenants ask for such requests and we signpost to outside agencies. This could also be utilised by OAP or vulnerable people who own their own homes within the borough. Also, what about a chargeable green waste collection during the summer months?	CMT/ Liz/ Guy	See 26 above re Garden Waste This is an area that we need to look at to consider to establish if we, as Local Authorities, can offer this type of service. Any service offer would need to be commercially based. Needs a business plan and market research before any income estimates can be given.
68	Free Swimming for OAP's I think this should be stopped. If they can afford to run a vehicle to get there then surely they can afford to pay! Perhaps they should get a reddicard?	CMT/ John	Free swimming is on the saving list for consideration at RBC. To be included on list of savings to be presented to Members.
69	Swimming lessons at Abbey Stadium. I am aware of a waiting list, perhaps put more lessons on.	CMT/ John	Increased sessions are being provided and the waiting list is being monitored. Consideration needs to be given to balancing increased participation/access of offer with the ability to delivery.

70	<p>There are opportunities to be had/ income could be generated with a us doing something different with the Countryside Centre. Just the c/s is a real asset. I know we put it out on contract to someone to run. But since, whereas (as a resident) people used to talk about it and seemed to be much more awareness of it and what was going on there now you never see anything in paper or no buzz around it. There must be better use we could be making of it as a great asset and streams of income gained from running it commercially as a 'destination' or something??</p>	CMT/John	<p>The Countryside Centre is currently contracted out for a further 5 years. Delivery cannot be brought back in house unless RBC formally terminated the agreement and paid any associated penalty clauses and compensation that was applicable. The externalisation of the services has saved the Council 75k per annum, however we are aware of some of the issues raised regarding services on site. These matters have been raised with the operator, who has agreed to address these in the future.</p>
71	<p>I have this amazing money saving idea – which involves putting a conservatory on the back of the Parkside building (that bit is a spend to save bit) and then opening the Parkside Cupcake Café. Wychavon, Wyre Forest and Worcester all have café's and we have much more in one place than they do...Library, Jobcentre, County, Health Centre....</p>	CMT/ John G	<p>Officers can consider, however, uncertain if this would be a viable option given the proximity to the Town Centre and the costs associated with setting up a café.</p>
72	<p>It is becoming apparent that a central database of land owned by either Council does not appear to exist or if it does - its location is not known. This applies to both authorities.</p> <p>I have placed this as an agenda item on the Asset Man. Group as I believe a small working group could look at land and potentially developable buildings to highlight and actively pursue revenue / capital receipts. I'm happy to run with this.</p> <p>If a delivery vehicle is to be created to potentially develop the Burcot Lane site this could then be used</p>	CMT/ Jayne/ Mandy/ Claire	<p>Include as part of Asset Review via Commercialism Group.</p>

	for other potential sites.		
73	<p>Short of submitting a FOI request on ourselves it is difficult to get a full understanding of the number of consultants employed across councils and more specifically what services / expertise those consultants provide.</p> <p>I would suggest a central database of consultants services is created (or released if already in existence) so everyone can see if they are already, or can begin to, provide those services as part of their day-to-day activities.</p> <p>Examples I have discussed recently with colleagues include one department paying a third party supplier for information which is readily available FOC from the planning office, also one department paying for advice which my team are able to provide, and regularly does to our own customers. (discussions are continuing with regard to these but I wonder where else such opportunities exist).</p>	CMT/ Jayne/ Deb	To be raised at CMT and 4 th tier managers forum. The financial regulations / contract rules are being reviewed to ensure that consultancy spend is essential with clear outcomes.
74	What has happened with the parking spaces that we used to own (I'm guessing old covered market) and whether they were sold as part of the Threadneedle house deal?	CMT/ Jayne/ Mandy	The parking spaces referred to were sold as part of the Threadneedle House 'deal'. The covered market area is still within RBC ownership however not yet identified anyone who is able to use/develop.
75	How much would it cost to do a feasibility study in to a couple of models to generate income – e.g. a Handyman Service (Clearing Gardens etc), Repairs and Maintenance – also how much income?	CMT/ Guy/ Liz	<p>Business model and case would be required. Would need to be commercially operated and also need to consider if there would be an effect on the strategic purpose “help me run a successful business” and impact on local business community.</p> <p>Legal advice required on ability to trade and further work establishing the market.</p>

			<p>A business case can be considered however fairly substantial work required to gather the potential market and income data.</p> <p>See 67</p> <p>To be included on list of savings to be presented to Members.</p>
76	<p>BDC assets : The Bromsgrove asset base isn't huge but there are some odd ones on there – we own Guide and Scout huts on land that might be more valuable for other purposes and we might be able to relocate the Scouts/Guides. We also own some odd things like a Saw Mill!</p> <p>As an aside the GIS system is soon to be unsupported as I understand things so we may need to look at a more effective way of holding the data on what we own and this would form part of the same exercise.</p>	CMT/ Claire	Include as part of Asset Review via Commercialism Group.
77	<p>We offer Buildings insurance to our properties already, including our leaseholders.</p> <p>Could we possibly supply contents insurance as a separate option to all our tenants and those who live in ex council properties?</p> <p>I'm not sure how much extra this could draw in, I only thought about it as some new leaseholders question whether we do their contents insurance as well as the buildings insurance.</p>	CMT/ Liz/ Jayne	<p>We offer Home contents Insurance currently to our own tenants with AON/Aviva. Enquiries if leaseholders can be included within this has not been possible. We have quite a small take up rate with our own housing stock as it stands. 500 policy holders out of approx. 6000 properties. Various marketing pushes have been undertaken. RBC do receive a commission to cover administration and we will seek to promote the Insurance take up with our tenants via the tenants annual report document.</p>
78	Review ICT outsourced 3rd party support contracts to ensure best value	CMT/Deb	All IT contracts are regularly reviewed to ensure value for money.
79	Suggestion for income generation. If the interest is there, popular in some areas, and if its available, could the Palace Theatre be used to show films for	CMT/John	The theatre currently rents space out to local film societies who provide some aspects of what has been suggested and provide day time activities for older people through the

	example golden oldies some afternoons in the week and include perhaps tea/cake?		'elevenses sessions'. At present the occupation rates at the theatre are very high and as such there is a risk with trying a new product such as this. Should a suitable timeslot become available to look at something like this the team will bring forward plans and promote it as necessary.
80	There is a small organisation that I work with that are occupying small upstairs offices in Bromsgrove Town centre. They might be interested in renting a desk/room from us in Parkside that would generate income for us and reduce outgoings for them.	CMT/John	The facilities team are currently reviewing the space allocations at Parkside to ensure they remain the best use of space to support the Council's business. Within the review we will be looking at this concept and we hope to create a suitable space where we can rent desks to partner organisations. This could increase income into the site and maximise the opportunities that Parkside offer the Council. .
81	We've been talking in the office and wondered if this would be an idea for a new income stream...? One member of the team currently receives a service from a private company whereby they place a heavy duty sack in her grey bin which they replace every month. They frequently also steam clean the bin. This keeps the odour down. she pays approximately £22 every six months for this service as does her neighbour so there clearly is some demand for this service. The service provider follows the bin crew around. We wondered if a similar service could be offered by the Council directly? We recognise that we do not want to put a local company out of business and that there would be resource implications. However we did wonder about the potential for a chargeable bin cleaning service to be offered as an ancillary to bin collections?	CMT/Guy	We will consider this as part of our ongoing transformation / commercialisation programme to establish: what the market is, set up costs, operational costs, competitors, etc. to establish if there is a viable business model.
82	Set up a Housing Maintenance company. Sell off the RBC housing stock, but with a rider that whoever buys the housing has to use us for the	CMT/Liz	This question may be referring to the establishment of a housing company. If the council considered selling the housing stock they will have to take into

	<p>maintenance. We can therefore pocket a big win straight away, but also have future income.</p>		<p>consideration the £122m that they owe to the government when the decision taken to purchase the stock in 2012. Currently money is set aside for the rents from the properties to pay off this debt within a viable long term business case.</p>
83	<p>The use of Redditch Tip and recycling centre cannot be used by residents of Studley even though we only live across the county border. Instead we have to make a round trip of 45 minutes to go to Stratford, wasting time and petrol. Why not introduce a pass for others to use your recycling facilities for a small annual fee?</p>	CMT/Guy	<p>The House Hold waste site is a County facility, the issue is that the County pay their contractors for every ton of waste that goes through the site and Warwickshire residents don't pay Council Tax in Worcestershire to fund this. It is understood that when the permit scheme was introduced, Worcestershire CC tried to do a deal with Warwickshire CC to cover a proportion of costs so that Studley, etc. residents could use the site but unfortunately a deal could not be reached.</p>
84	<p>On the flip side of money saving I was just wondering if we could contract out some of our services out to other Las for discreet pieces of work? Probably not an original idea and we do this already for eg Building control but maybe this model could be rolled out more?. I realise this will be dependent on our first priority- delivering our own services and most of us have plenty of work to keep us busy and it may not be feasible in management terms but thought I'd throw it out there.</p>	CMT	<p>Commercialisation agenda and opportunities currently being considered and progressed.</p>
85	<p>A place/link/hub(?) on the intranet, which can be seen on the home page, where people can say if they have extra stationery which they don't need and people can also say if they need stationery. The person who orders stationery for each team can check this link before they place an order for stationery.</p>	CMT/Deb (Web dev't)	<p>Options for this will be looked at as it may be possible to use the existing Finance system to do this. If not IT will look at using the Intranet.</p>
86	<p>I work within the Home support Service and have difficulties understanding why we are held back regarding pushing forward or promoting our service</p>	CMT/Liz	<p>There has been a piece work done to cost up the home support service to offer this to the private sector. Several trials were carried out in 2013/14 and Members agreed to</p>

	<p>within the community? I realize that this is not a saving as such but find it quite frustrating working for an already potential profit making service that has existing paying customers and would probably have far more should the service be encouraged further and 'sold' out there as a service.</p>		<p>support the service being provided in the private sector. However with the ending of the supporting people contract which paid for people to receive the service who were on benefits many of the people receiving the service decided to stop it as they were having to pay for this in the future. The service has never been able to support itself fully in cost recovery and several home support posts have been reduced in the last 12 months.</p>
87	<p>Could we possibly look at using our in-house qualified staff to carryout minor repairs in Council buildings instead of using outside contractors such as X. These are very expensive and the majority of jobs that they are carrying out are in core time. For instance we have around 8 qualified plumbers along with qualified carpenters. Why are we using contractors to carryout simple repairs to leaking cisterns etc.</p>	<p>CMT/Liz (& Amanda property)</p>	<p>X are only used in circumstances where need dictates or if the situation is time critical and additional resources are required. They are actually very competitive measured against the cost of our internal officers.</p> <p>In the future we will explore the R&M housing team doing work for other areas of the council however this is part of a wider review of contracted services and work to public buildings.</p>
88	<p>Can we look at different ways of dealing with FOIs? They can take up considerable staff time in responding – what are the options for reducing number of FOIs or charging? If some of the enquiries are commercially driven (we don't know because the enquirer detail is taken off them) why can't we apply a charge for this intelligence?</p>	<p>CMT/Deb</p>	<p>The FOI process has been reviewed as part of the transformation work. The team worked with other depts and members of the public to try to establish different ways to deliver this service. A number of different ways were tried but none proved to be successful.</p> <p>There are restrictions placed on local authorities in relation to charging for FOIs. Local authorities can only charge for certain activities relating to the FOI request eg determining if the information is held, locating the information, retrieving the information and extracting it. These are the only elements that can be charged for. All of these activities must exceed 18 hours of staff time before a charge can be made. It is unlikely that the activities outlined above would exceed 18 hours of an officers time. If a charge can be made it is specified by the ICO at £25 per hour.</p>

89	Working with travellers – currently all tiers of the authorities can be involved in this activity so incursions can be expensive in terms of officer time. There is also lots of duplication. Should we get incoming enquiries fielded by customer services (with support from PSH Team) rather than by PSH Team itself and should we get staff at ‘right level’ to deal with process so that we reduce hourly cost?	CMT/Judith & Guy	Flow of work undertaken in dealing with a traveller incursion to be costed. Work across departments to be undertaken to remove waste in the system.
90	Another potentially easy income (used to be up to £15k per mast but not sure nowadays) ... This is from the LGA .. Its section on concession contracts points out that some councils are already obtaining incoming from allowing mobile network operators to place masts on the roofs of their buildings, and says the opportunities should increase when 5G becomes available. LGA points councils towards revenues from 5G	CMT/Deb	Officers to investigate potential/opportunities.
91.	Collect Wythall refuse out of RBC Depot, shorter travel distances	CMT/Guy	We are going to look at this in the next couple of months as part of next phase of Route Optimisation
92.	Bulky Collections <ul style="list-style-type: none"> • Work with scrap merchants • Offer to pick up more things, limited in what we take • Need more training so we don’t damage equipment • One team do all bulky collections - one area per day 	CMT/Guy	<ul style="list-style-type: none"> • If it is domestic waste then it is contract waste and has to go to County Council Contractors as part of the domestic waste PFI contract terms • Already included in additional income generation suggestions • Currently reviewing the training plan • Already developing business plan for this
93.	Charge for returning shopping trolleys	CMT/Guy	We will look at this to establish what we can do legally and what income might be generated
94.	Offer MOT’s to staff at discounted prices Advertise private MOT’s Offer a maintenance contract for small private fleet	CMT/Guy	We are looking at advertising the fact that we do MOTs we would need to consider if we discount these to staff and consider a rational. We will look at this and work up a business plan

	operators		
95.	Offer complete funeral service and set up a woodland burial site.	CMT/Guy	We are currently looking at this
96.	Go back to kerbside sack collections, fast efficient	CMT/Guy	The current service using wheeled bins is more customer friendly and far better from a health and safety point of view
97.	Use un-named brands for PPE (Not Stihl trousers)	CMT/Guy	This should be the case already
98.	Take on County verge mowing on 'A' roads	CMT/Guy	Currently trialling additional work to dual carriageways as part of project optimise
99.	Let place teams cut hedges, do it during the winter only	CMT/Guy	We will be looking at how we organise the summer hedge cutting for 2017, Place teams are carrying out lowering and removal this winter but due to the amount of growth that the hedges make during the summer winter only cutting is not considered feasible
100.	Sell cut logs/firewood	CMT/Guy	We are not geared up to process timber for fire wood, however, we will be looking at how we make the most of the timber we produce perhaps by looking at a public private partnership with a local log supplier
101.	Undertake private TPO work	CMT/Guy	As the authority that deals with issuing TPOs and agrees work to TPO trees it would be difficult to also offer to do the work. In addition This is outside the scope of work that we can do as a Local Authority and we would need to establish an arm's length company to do this which would require market research and a commercial business plan. We will however, be looking at if we could provide arboriculture advice to other local authorities and organisations outside the 2 districts
102.	Undertake private hedge cutting/tree work	CMT/Guy	This is outside the scope of work that we can do as a Local Authority and we would need to establish an arm's length company to do this which would require market research and a commercial business plan
103.	Sell redundant car parks to developers Sell unused pieces of land ie play areas	CMT/Place Partnership	To be looked at as part of assets register referred to above.