					Best Case				Mid Range Scenario						Worst Case		
Department	Service	Cost/Demand Pressure	2021-22		2023-24		2025-26		2022-23			2025-26	2021-22	2022-23	2023-24		
Chief Executive's Unit	Financial Services	Universal Credit "Full" Service went live in Sept 2018, but managed migration has been deferred to 2021 and will not be completed until 2024. The DWP will reduce the Housing Benefit Administration Subsidy they pay to the Council as some claimants come off of Housing Benefit processed by Council staff and go onto Universal Credit processed by the DWP. The Council's caseload has reduced by 14% in the first year of Full Universal Credit but it is hard to predict just how quickly the rest of the working age caseload will migrate from Housing Benefit to Universal Credit between now and 2024. DWP announce funding allocations each December. For 2020/21 we are benefitting from transitional protection. These figures represent our best estimates at this time.	60 60		£,000 180	£,000 240	£,000 300		120	£,000 180	£,000 240	£,000 300	£000	£000 120	£,000 180	£,000 240	£,000 300
Executive Director - Douglas Hendry	Commercial Services	There is an ongoing need for the Council to manage the activities associated with delivery of the Asbestos Management Plan. An earmarked reserve equivalent to £90k per annum was agreed by the Council in FQ2 2017 which should allow the management arrangements to be funded until the end of FQ2 2020 on the understanding that this provision is the subject of ongoing review. From a budgetary perspective, the best case scenario is that funding of the anticipated staff resource will continue to be required beyond the end of FQ2 2020 with no emergent asbestos related issues. The worst case scenario includes an allowance to deal with nonfunded emergent issues associated with the management of asbestos.		28	28	28	28	48	48	48	48	48	68	68	68	68	68
Executive Director - Douglas Hendry	Education	Microsoft are changing the terms of their Office Enterprise Agreement for Education from October 2020 and a new licence agreement will be required to replace the current licence. This requires devices be moved to Office 365. The cost of this will increase from £44.92 to £55.94 per licence, costing an additional £20k per annum.	20	20	20	22	22	20	20	20	22	22	20	20	20	22	22
Executive Director - Douglas Hendry	Education	There is an ongoing need for the Council to manage the maintenance/repair of Schools estate through the education central repairs budget. The demand on this budget has continued to increase due to the amount of statutory maintenance work and emergency repairs which no longer allows for any planned maintenance to be carried out. The cost of planned maintenance has fallen on the service which cannot be sustained. Failure to carry out planned maintenance will impact significantly on the cost of emergency repairs in the future.	200	200	200	200	200	225	225	225	225	225	250	250	250	250	250
Executive Director - Douglas Hendry	Education	The demand for ASN support in Argyll and Bute has continued to grow with a significant increase in, and early identification of children and young people presenting with complex additional support needs, including mental health difficulties. It is anticipated that growth continues over the next 5 years however the extent of this growth is difficult to determine. Scottish Government statistics show that the number of pupils identified with ASN has increased markedly since 2010 and there continue to be year on year increases. These increases are likely due to continued improvements in recording and the introduction of the additional need types 'Child plans' and 'Other' in 2011. Scottish Government statistical datasets show that the percentage of school roll in mainstream schools of pupils with ASN has increased by approximately 3% year on year. Within many authorities, this means increased numbers of children accessing specialist provision.		0	0	0	0	72	145	219	294	370	144	292	444	601	763
Executive Director - Kirsty Flanagan	ICT	Further extend the roll out SKYPE for Business to Education - Cost of two senior engineers necessary for both implementation and ongoing support for an additional 70+sites and 1800 staff accounts.	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25

Appendix 2 - COUNCIL COST AND DEMAND PRESSURES 2021-22 to 2025-26

APPENDIX 2

		·	Best Case						Mid	Range Scen	ario		Worst Case				
Department	Service	Cost/Demand Pressure	2021-22	2022-23	2023-24	2024-25	2025-26	2021-22	2022-23	2023-24	2024-25	2025-26	2021-22	2022-23	2023-24	2024-25	2025-26
			£000	£000	£,000	£,000	£,000	£000	£000	£,000	£,000	£,000	£000	£000	£,000	£,000	£,000
Executive Director -	Financial Services	Oracle EBS Upgrade/Replacement - Additional revenue costs of software support for	35	35	36	37	38	86	86	86	86	86	99	99	99	99	99
Kirsty Flanagan		Financial system. The range reflects a simple upgrade to a move to an Cloud based															
		solution															
Executive Director -	Financial Services	Oracle EBS Upgrade/Replacement Backfilling project team resource during	50					100					200				
Kirsty Flanagan		replacement Financial system planning, testing & implementation.															
Executive Director -	HR	Costs for a project team for a new HR system & Backfill . This is a total new system			150					200					250		
Kirsty Flanagan		build unlike the financial system.															
Executive Director -	Waste	Additional costs derived from the current waste model. Note that the treatment of		25	29	26	23		25	29	26	23		25	29	26	23
Kirsty Flanagan		waste going forward has not been fully costed due to uncertainty as to how the															
		council will deal with the Bio Municipal Waste ban and the Deposit Return Scheme.															
Executive Director -	Planning	Local development plan will require to be done under the new Planning leglislation			50		50			50		50			50		50
Kirsty Flanagan		which is a revised process from the current one and will have a 10 year life. The new															
		process has 2 stages where there is likely to be a cost pressure - a gate check															
		followed by an examination some time later.															
Council Wide	Council Wide	General provision for unidentified Cost and Demand Pressures	0	0	0	0	0	250	500	750	1,000	1,250	500	1,000	1,500	2000	2500
TOTAL			418	453	718	578	686	886	1,194	1,832	1,966	2,399	1,366	1,899	2,915	3,331	4,100