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**BUDGET PLANNING 2021/22**

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**1. INTRODUCTION**

- 1.1 This report provides Members with information on savings options identified by officers for consideration for financial year 2021/22 and beyond.

**2. RECOMMENDATION**

- 2.1 Members are asked to:
1. Consider the savings options identified by Officers and agreed by the Budget Working Group to be moved forward to the 2021/22 budget process and note that further information on the options will be brought forward to Council as part of the 2021/22 budget papers.
  2. Note that the savings options developed are aimed at addressing the 2021/22 budget gap but significant savings will be required in future years to address continued significant funding gaps. This will be considered as part of the revision of the medium to long term financial strategy.
  3. Note that officers will continue to identify further savings over the coming months to bridge the gap.
  4. Note that the Head of Customer Support Services will take forward a statutory consultation process with the Trade Unions for those savings options that could have a direct impact on jobs.

**3. DETAIL**

- 3.1 The latest budget outlook report outlines that the estimated mid-range funding gap over the five year period 2021/22 to 2025/26 is £41.242 with a gap of £6.311m in 2021/22. After factoring in previous savings decisions or potential options towards balancing the budget this reduces the gap to £30.829m over the five year period with a gap of £4.311m in 2021/22.
- 3.2 A report to the Business Continuity Committee on 13 August 2020 set out the approach to the 2021/22 revenue budget process and identification of savings to balance the 2021/22 budget. It was agreed that a cross party Budget Working Group (BWG) be established comprising six elected members from the administration, three elected members from the opposition and two Trade Union representatives.
- 3.3 The BWG's role was to engage with officers and provide a sounding board to assist in the development and identification of savings options. It does not have any decision making authority but can report to and make

recommendations to either the Council or the Policy and Resources Committee. Its primary purpose is to assist in the savings identification process and provide a degree of scrutiny over options as they are being developed.

- 3.4 In previous years the Councils approach to identifying savings to help deliver a balanced budget has primarily focused on setting a percentage target which has been applied to all services – in effect a ‘salami slicing’ budget process. For 2021/22 and beyond, partially as a response to the COVID pandemic, and other areas of ongoing service reviews, it was considered that there was an opportunity to take a more targeted approach to delivering savings and focus attention on larger scale service redesign with that supported by a lower degree of efficiency savings across all services.
- 3.5 It was the intention that the 2021/22 budget process for would commence earlier in the year and would look at service redesign over a planned three year period. The need for the Council Officers to respond to the immediate impact of the COVID pandemic to and the ongoing focus on the recovery has meant that the budget process is now focused on balancing the 2021/22 budget however it will also lay foundations for the budget process in future years.
- 3.6 A review was performed of the 2020/21 budget to differentiate between non-controllable budget areas (i.e. those where there is limited or no scope to deliver savings) and controllable areas where there maybe scope to deliver savings through service redesign.
- 3.7 Consequently the approach to bringing forward proposals to balance the budget in 2021/22 is split into three areas:
1. Review areas of non-controllable budgets where there may be an opportunity to realise some savings.
  2. More detailed reviews on a themed basis for budgets that are classified as controllable.
  3. Identification of 2% efficiencies across all service areas.

Appendix 1 provides details on the themed and non-controllable reviews including their areas of focus.

- 3.8 The BWG has held three meetings and engaged with officers as options have been developed Further BWG meetings are scheduled on 18 December 2020 and provisionally for 28 January 2021. The options identified are a combination of what we have historically classified as policy savings and management /operational savings. Some will have policy implications and/or full time equivalent (FTE) implications. As such they will require approval by Council.
- 3.9 For all options it cannot be assumed that they will not have an impact on service delivery, however, the Council has a duty to balance its budget. The savings options identified propose a potential reduction to the Council’s

staffing 35.4 FTE within 2021/22 should they all be accepted by Members. The Head of Customer Support Services will take forward a statutory consultation process with the Trade Unions for those savings options that could have an impact on jobs.

- 3.10 On 24 November 2020 officers presented the proposed savings that should go forward to the 2021/22 budget process to the BWG and the BWG agreed that they should be presented to this meeting of the Policy and Resources Committee. A summary of the saving options are noted in the table below with further high level detail contained within Appendices 2, 3 and 4.

Where it was difficult for services to identify sufficient efficiency savings there are three savings options proposed that aren't efficiency in nature. These have been included at the foot of the themed review appendix to this report (Appendix 3) to ensure they are not presented as efficiency savings.

Officers are working on bringing forward further detail on the savings options to future meetings of the BWG and ultimately the budget meeting in February 2021.

<b>Saving Approach</b>	<b>2021/22 £,000</b>	<b>2022/23 £,000</b>	<b>2023/24 £,000</b>
2% Efficiency	665.6	729.2	737.2
Themed Reviews	1,885.9	2114.5	2382.6
Non Controllable	888.6	888.6	888.6
<b>Total</b>	<b>3,440.1</b>	<b>3,732.3</b>	<b>4,008.4</b>

- 3.11 Based on the latest budget outlook, the savings identified for 2021/22 do not meet the latest mid-range gap by £0.871m. Officers will continue to identify further savings over the coming months to bridge the gap.
- 3.12 Furthermore there is an ongoing service redesign review of school and public transport being carried out by external consultants which may generate further savings options. They are due to report on their conclusions in December and these will be considered by the BWG to determine if they are viable savings options to be considered as part of the 2021/22 budget process.
- 3.13 We have asked members of the public twice this year already to get involved in developing budget planning options (for amenity services and bus transport services planning), and have appreciated a good level of response. If members of the public would like to be involved further, by giving feedback on the savings options identified as possible in appendices 2, 3 and 4, they would be welcome to send comments to [planningourfuture@argyll-bute.gov.uk](mailto:planningourfuture@argyll-bute.gov.uk)
- 3.14 The mid-range budget gap is based on a 1.2% reduction in Scottish Government funding however the Council will not be certain of its funding for 2021/22 until the Scottish Government budget is announced on the 28 January 2021 and we have been notified of the individual council settlements.

#### **4. CONCLUSION**

- 4.1 Services have been working over the last few months to identify a number of savings options to be considered as part of the 2021/22 budget. Savings options of £3.440m have been identified to date for 2021/22 and these will contribute towards the current estimated budget gap.

## **5. IMPLICATIONS**

- 5.1 Policy – Some of the savings options have policy implications and further detail will be brought forward as part of the 2021/22 budget papers.
- 5.2 Financial – Savings options identified will reduce the 2021/22 budget gap.
- 5.3 Legal – None identified at this stage.
- 5.4 HR – HR implications have been identified for each saving option.
- 5.5 Fairer Scotland Duty: EQSIAs will be undertaken for any savings options that move forward as part of the budget process.
- 5.5.1 Equalities – None at this stage.
- 5.5.2 Socio-Economic Duty – None at this stage.
- 5.5.3 Islands Duty – None at this stage.
- 5.6 Risk – Risks will be identified and be brought forward as part of the 2021/22 budget papers.
- 5.7 Customer Service – Impact on service delivery will be identified and brought forward as part of the 2021/22 budget papers.

**Kirsty Flanagan**  
**Section 95 Officer**  
**02 December 2020**

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**For any further information, please contact Laurence Slavin on 01436 657694**

Appendix 1 – 2021/22 Budget Saving Option Reviews  
Appendix 2 - Efficiency Savings Options  
Appendix 3 – Themed Review Saving Options  
Appendix 4 – Non-Controllable Review Saving Options

## Appendix 1 – 2021/22 Budget Saving Option Reviews

Theme	Focus
<b>Themed Reviews</b>	
Digital By Default	More digital working, asset rationalisation, travel and office costs
Amenity Services	Service redesign and reduction
Leisure	Live Argyll and Community Learning Service
Fleet	Purchasing and hiring vehicles and managing life cycle costs
School and Public Transport	Service redesign including shared transportation
Property	Assess potential savings in Council's property portfolio
<b>Non- Controllable Reviews</b>	
Vacancy Savings	Assess whether vacancy savings target can be increased.
Loans Fund	Assess if further savings from those taken in 2019/20 can be taken.
NPDO / Hub Schools Contract	Assess potential to increase expected level of contract management efficiency.
Utility Costs	Assess scope to reduce Council's utility costs budget.

**APPENDIX 2 - EFFICIENCY SAVING OPTIONS**

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
DEG02	2% Efficiency	Development and Economic Growth - Strategic Transportation	Reduction to overtime budget in the provision of fire cover at the airports for weather delayed flights. Arrangements are in place that staff no longer remain at the airport and there is a cut-off period.	22.0	0.0	0.0	22.0	0.0	0.0	22.0	0.0	0.0	Weather delayed flights from Oban will be cancelled 1.5 hours after original flight departure time if weather does not improve by then.
DEG03	2% Efficiency	Development and Economic Growth - Strategic Transportation	Reduce Strategic Transportation budget by £4,224 and withdraw involvement with Argyll Timber Transport Forum allowing Roads Dept. to lead.	4.2	0.0	0.0	4.2	0.0	0.0	4.2	0.0	0.0	Roads and Amenity Services will lead with Council involvement in the Argyll Timber Transport Forum.
DEG04	2% Efficiency	Development and Economic Growth - Transformational Projects	Reduce Events and Festivals budget and team admin/support costs - budget not required above Council's allocation.	3.2	0.0	0.0	3.2	0.0	0.0	3.2	0.0	0.0	No negative impact on the overall SEF grant pot, minimal impact on flexibility relating to administrative/team support.
DEG06	2% Efficiency	Development and Economic Growth - Housing	DEG Homeless HQ: Acc Code Homeless this has been underspent in previous years.	49.6	0.0	0.0	49.6	0.0	0.0	49.6	0.0	0.0	As this has been previously underspent, the only impact is reduced flexibility in our ability to react to unexpected circumstances.
DEG07	2% Efficiency	Development and Economic Growth - Development Management	Additional income through fees and charges for s64 Non-Material Amendment Submissions, non e-planning application submissions and property history searches	11.0	0.0	0.0	20.0	0.0	0.0	28.0	0.0	0.0	Costs for these existing non-statutory activities and associated administration functions (which are currently delivered without charge) will be passed directly to customers.
DEG08	2% Efficiency	Development and Economic Growth - Regulatory Services	Discontinue use of the Argus monitoring system in Argyll and Bute which monitors background radionuclide levels at various locations	3.0	0.0	0.0	3.0	0.0	0.0	3.0	0.0	0.0	Removes Councils public assurance radionuclide monitoring
DEG09	2% Efficiency	Development and Economic Growth - Regulatory Services	Reduce Regulatory Services environmental and food monitoring programmes and the costs of Glasgow Scientific Services Service Level Agreement	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	Risk that unplanned monitoring associated with incidents or outbreaks (e.g. E.coli outbreak etc.) will lead to an unbudgeted overspend.
DEG10	2% Efficiency	Development and Economic Growth - Regulatory Services	Maximise income through additional private water supplies income from risk assessments of supplies and introducing a new charge for the provision of shellfish movement documents	17.5	0.0	0.0	17.5	0.0	0.0	17.5	0.0	0.0	Negative publicity on Council for introducing a shellfish movement charge which is current free, and the impact to business.
CP1	2% Efficiency	Community Planning	Saving to be taken from the budget which supports the team to undertake new and innovative projects such as Participatory Budgeting. In future the funding for this will be sought externally	11.0	0.0	0.0	11.0	0.0	0.0	11.0	0.0	0.0	Minimal impact. Currently the engagement software for participatory budgeting style projects is funded by SG or via COSLA. Minor risk that if not free in future the council would need to consider how best to invest in meeting the requirements of engaging in a way that is acceptable to meeting the 1% target from Government for budget to be distributed through community choices/ participatory budgeting.
FSS01	2% Efficiency	Financial Services - Accounting and Budgeting	Removal of 0.5 LGE post which was being filled by a temporary member of staff. Post no longer required due to more efficient digital working. Small portion of salary saving invested in software	12.0	0.5	0.0	12.0	0.5	0.0	12.0	0.5	0.0	None
FSS02	2% Efficiency	Financial Services - Accounting and Budgeting	Restructuring within Accounting & Budgeting has changed staff requirement allowing for the change of an LGE11 post to an LGE9 post.	2.5	0.0	0.0	2.5	0.0	0.0	2.5	0.0	0.0	None - service is of the view that LGE9 is the appropriate grade
FSS03	2% Efficiency	Financial Services - Accounting and Budgeting	Staff changes in creditors with a part time retirement (0.8FTE) replaced by a full time appointment (1FTE) at a lower grade plus one officer reducing weekly hours by one day (0.2FTE). Overall no change to FTE. Also removal of small overtime budget and summer student budget	3.1	0.0	0.0	3.1	0.0	0.0	3.1	0.0	0.0	None
FSS04	2% Efficiency	Financial Services - Accounting and Budgeting	One officer reducing to a four day week	6.0	0.2	0.0	6.0	0.2	0.0	6.0	0.2	0.0	None - workload can be absorbed within existing resources

**APPENDIX 2 - EFFICIENCY SAVING OPTIONS**

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
FSS05	2% Efficiency	Financial Services	Reduce budgets for telephone, overtime, conferences, and sundries	23.8	0.0	0.0	23.8	0.0	0.0	23.8	0.0	0.0	Might create resource pressure at peak times within benefits. Looking to mitigate this through cross service working
FSS06	2% Efficiency	Financial Services - Internal Audit	Remove £6,457 of internal audit budget which has been used to support the department via required use of agency staff when seconding IA team members to assist in wider Financial Services activity.	6.5	0.0	0.0	6.5	0.0	0.0	6.5	0.0	0.0	Either less flexibility for seconding IA staff or that secondments will result in a reduction in the level of IA delivery.
FSS07	2% Efficiency	Financial Services - Revenues & Benefits	Income generation from performing financial assessments for HSCP (ongoing pilot being completed mid December 2020). If unsuccessful then there will be removal of an LGE6 post (redundancy as at end of May 2021).	23.3	1.0	0.0	27.9	1.0	0.0	27.9	1.0	0.0	None
FSS08	2% Efficiency	Financial Services - Revenues & Benefits	Income received from DWP for the administration of the Verify Earnings and Pension service is currently unbudgeted. Funding for 2020/2021 £18,290	18.3	0.0	0.0	18.3	0.0	0.0	18.3	0.0	0.0	None
CS01	2% Efficiency	Commercial Services	Reduce budget for management of asbestos	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	May create cost pressure when dealing with Asbestos issues
CS02	2% Efficiency	Commercial Services - One Council Property Approach	Recharge of disposal fees to capital receipts income at 2% of gross receipt.	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	Increase cost to purchasers for properties
CS03	2% Efficiency	Commercial Services - One Council Property Approach	Estates Team led NDR savings from rating appeals successful to date & in future financial year, increased occupancy levels and disposal of surplus assets (excluding NPDO & Hub Schools).	50.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	Council paying less rates when NDR Appeals are successful. Continuation of contract with Ryden
CS04	2% Efficiency	Commercial Services - One Council Property Approach	Increased rental income from commercial portfolio including rent reviews, new leases and licences.	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	Additional income from Commercial Properties
CS05	2% Efficiency	Commercial Services	Major Project Team programme/project managing the development of commercial property portfolio which result in: a Capital Receipt; or Capital Receipt plus reduction in Revenue Expenditure; or Revenue Generation (i.e. Lorn House & Killarow House for Holiday Lets)	5.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	Increased income to Commercial Services from commercial activity
ED1	2% Efficiency	Education	Reduction in conference fees and payment to other bodies budget lines under HOS - Education	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	Negligible - will reduce flexibility around physically attending conferences and greater use will be made of digital technology.
ED2	2% Efficiency	Education	Reduce Northern Alliance Budget to recognise efficiencies	20.0	0.0	0.0	20.0	0.0	0.0	20.0	0.0	0.0	Efficiencies implemented over previous years - shared service/cost model with member councils
ED3	2% Efficiency	Education	Remove Primary Cluster Budgets - Cluster budgets were used as staff cover budgets for APTC support staff. Secondary cover budgets already removed as part of previous savings programme. This will bring Education in line with other services.	67.0	0.0	0.0	67.0	0.0	0.0	67.0	0.0	0.0	Cluster budgets used as staff cover budgets for APTC support staff. In our most rural schools this has supported lone working policy. Secondary cover budgets already removed as part of previous savings programme. This will bring Education in line with other services. Loss of flexibility within team.
ED4	2% Efficiency	Education	Reduce classroom assistant budget to align with updated school entitlement resulting from changes in school rolls and remove remaining cover and APTC budgets from schools which are not currently operational.	24.0	0.0	0.0	24.0	0.0	0.0	24.0	0.0	0.0	Loss of flexibility to alleviate any increase in service demand.
ED5	2% Efficiency	Education	Review and reduce Clerical Support Entitlement using updated school rolls.	76.0	5.7	0.0	121.0	5.7	0.0	121.0	5.7	0.0	Clerical support aligned with school rolls and cross school working using technology - Loss of flexibility within individual establishments.

**APPENDIX 2 - EFFICIENCY SAVING OPTIONS**

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
LRS01	2% Efficiency	Legal and Regulatory	Review of mobiles & telephony, advertising and support hire of facilities and removal of electoral registration budget	6.1	0.0	0.0	6.1	0.0	0.0	6.1	0.0	0.0	These area have been reviewed across the Service and have been confirmed with Budget Holders as achievable and deliverable within the timescale. Removal of these budgets will restrict the ability to meet any unanticipated costs that may arise in future years.
LRS02	2% Efficiency	Legal and Regulatory	Review of Consultant requirements	16.4	0.0	0.0	16.4	0.0	0.0	16.4	0.0	0.0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. Reduction of this budgets will restrict the ability to meet any unanticipated Consultant costs that may arise in future years.
LRS03	2% Efficiency	Legal and Regulatory	Review of Children's Panel requirements	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	This saving has been reviewed based on prior year's patterns of spend and confirmed with Budget Holders as achievable and deliverable within the timescale. Reduction of this budgets will restrict the ability to meet any unanticipated costs that may arise in future years.
LRS04	2% Efficiency	Legal and Regulatory	Review of Trading Standards - restructure ensuring ongoing capability to deliver service and deliver feed regulations across Argyll & Bute/west Dunbartonshire for Food Standards Scotland.	36.4	1.0	0.0	36.4	1.0	0.0	36.4	1.0	0.0	The structure has been reviewed based on current staffing levels and anticipated workload patterns and confirmed with Budget Holders as achievable and deliverable within the timescale. Reduction of this budget will remove any flexibility in the team and will restrict the ability to meet any unanticipated demands that may arise in the future.
CSS01	2% Efficiency	Customer Support Services - Budget Consultation	Removal of budget consultation budget - unused recent years	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	None
CSS02	2% Efficiency	Customer Support Services	Voluntary Redundancy of a LGE6 in anticipation in volume and as an efficiency resulting for more online transactions and activity	28.8	1.0	1.0	28.8	1.0	1.0	28.8	1.0	1.0	None
CSS03	2% Efficiency	Customer Support Services - Printroom	Remove budget following restructure of print room staffing	16.7	0.0	0.0	16.7	0.0	0.0	16.7	0.0	0.0	None
CSS04	2% Efficiency	Customer Support Services - Printroom	Removal of vacant Clerical Assistant LGE3 in Printroom in response to reduction in print volumes	22.2	1.0	1.0	22.2	1.0	1.0	22.2	1.0	1.0	None
CSS05	2% Efficiency	Customer Support Services	Reduce Pathfinder North contingency budget set aside for schools upgrade - aligned to schools transformation activity	40.0	0.0	0.0	40.0	0.0	0.0	40.0	0.0	0.0	None - contingency budget unused to date.
<b>Totals</b>				<b>665.6</b>	<b>10.4</b>	<b>2.0</b>	<b>729.2</b>	<b>10.4</b>	<b>2.0</b>	<b>737.2</b>	<b>10.4</b>	<b>2.0</b>	



### APPENDIX 3 - THEMED REVIEW SAVING OPTIONS

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
PROP01	Theme - Property	Commercial Services	Rationalisation of the Council's property estate over a three year programme to identify properties which can either be disposed of or used to generate commercial income	154.1	4.8	20.0	552.7	7.9	33.0	800.8	7.9	33.0	<ul style="list-style-type: none"> <li>• Less buildings - reduced costs in utilities, rates, maintenance</li> <li>• Increased agile working (includes home working) – new way of working for many</li> <li>• Create more modern Hub Office Environments</li> <li>• Increase reliance on Digital Technology</li> <li>• Changing engagement with Customers – enhanced digital engagement</li> <li>• Reductions in approximately 17 headcount Cleaning posts (4FTE)</li> <li>• Encourages buildings to be repurposed for alternative economic or community uses</li> <li>• Some buildings may be vacant (town centre impact) if slow market to dispose or no Community interest</li> </ul>
LEI001	Theme - Leisure	Commercial Services	Reduction in licence payment to Live Argyll - 10%. Total saving £370k reduced to £322k as £38k reduction already included as an assumption in budget outlook	332.0	0.0	0.0	332.0	0.0	0.0	332.0	0.0	0.0	Officers will engage with Live Argyll to determine what they need to deliver by 1 April 2021 to deliver this saving.
FLEET01	Theme - Fleet	Roads and Infrastructure - Fleet	Delays in procurement of fleet vehicles has resulted in the re-profiling of prudential borrowing which gives rise to a one-off saving in 2021-22 of £0.280m	280.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	None
DBD01	Theme - Digital by Default	Council Wide	Staff travel and subsistence savings through more digital working	336.0	0.0	0.0	336.0	0.0	0.0	336.0	0.0	0.0	More virtual meetings will be carried out rather than face to face meetings - this being consistent with how business has been conducted during COVID pandemic
DBD02	Theme - Digital by Default	Council Wide	Reduced costs of printing, stationery and postage	56.4	0.0	0.0	56.4	0.0	0.0	56.4	0.0	0.0	Minimal impact as budget underspent in 202/21
DBD03	Theme - Digital by Default	Elected Members	Elected Members Travel and Subsistence	38.4	0.0	0.0	38.4	0.0	0.0	38.4	0.0	0.0	More virtual meetings will be carried out rather than face to face meetings - this being consistent with how business has been conducted during COVID pandemic
R&I01	Theme - Amenity Services	Roads and Infrastructure - Operations	Stop nursery growing service	10.0	1.0	1.0	10.0	1.0	1.0	10.0	1.0	1.0	Plants sourced externally. This is the net saving including savings from removal of post and the cost of buying plants externally

### APPENDIX 3 - THEMED REVIEW SAVING OPTIONS

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
R&I02	Theme - Amenity Services	Roads and Infrastructure - Operations	Stop provision of plant beds/ transfer to community/BID groups at no cost to the council or grass over beds to reduce maintenance	30.0	1.0	1.0	30.0	1.0	1.0	30.0	1.0	1.0	If 3rd sector/BIDs will not assume responsibility. Planters will be removed/beds will be grassed over. No floral displays provided by the Council. Saving includes removal of post
R&I03	Theme - Amenity Services	Roads and Infrastructure - Network and Standards	Administrative support - rationalise across service	20.0	2.0	2.0	50.0	2.0	2.0	50.0	2.0	2.0	Response times will increase because volume of tasks will not decrease. Order requests, processing of work orders, invoices, general works will take longer. Front line staff will have reduced back office support.
R&I04	Theme - Amenity Services	Roads and Infrastructure - Network and Standards	Fees and charges - commercial waste, TTROs, permits/licenses. Access to debt recovery systems will assist. One post created as a spend to save	10.0	-1.0	-1.0	25.0	-1.0	-1.0	25.0	-1.0	-1.0	Increase in costs will be passed to customers and partners
R&I05	Theme - Amenity Services	Roads and Infrastructure - Design Team	Design service fees - bringing in line with industry standards and reduce cost of consultancy. Two posts created as a spend to save	30.0	-2.0	-2.0	50.0	-2.0	-2.0	50.0	-2.0	-2.0	This is a positive impact in that it will encourage graduates to remain here and provide resilience and ensure succession planning
R&I06	Theme - Amenity Services	Roads and Infrastructure - Design Team	Capitalise staff cost for externally funded delivery of projects	20.0	0.0	0.0	20.0	0.0	0.0	20.0	0.0	0.0	This will assist the retention of staff/posts but may reduce the use of external engineering consultants
R&I07	Theme - Amenity Services	Roads and Infrastructure	Top slice capital grants and schemes to provide a commuted sum for ongoing maintenance. Ensure that all designs are sustainable in terms of their material choice, maintainability and whole life cost - CDM approach to ensure new assets can be sustainable	0.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	This will add staff resourcing pressure to initial business case creation and will initially increase the capital required but will save revenue in the longer term. This may not be achievable in year one but will be deliverable in year 2-3 if terms are agreed with funding providers to fund ongoing maintenance
R&I08	Theme - Amenity Services	Roads and Infrastructure	Resourcing at concept for delivery of projects. We would capitalise the development/start up costs of a project or programme of works instead of using revenue to fund the reports, surveys, licensing, impact studies needed to create the full business cases as part of the total cost.	100.0	0.0	0.0	TBC	TBC	TBC	TBC	TBC	TBC	This is where the implementation of a project is costed at concept for delivery ie the cost of delivering the entire package is included in the complete fund calculation.
R&I09	Theme - Amenity Services	Roads and Infrastructure - Operations	Road inspections find and fix - reduce reactive work by proactivity. Moving to AI technology as technology develops	40.0	1.0	1.0	40.0	1.0	1.0	40.0	1.0	1.0	This is where squads work ahead of inspectors.eg. Flooding/pot-holes etc., this will cut out formal paperwork and the officers are empowered to action items as they go proactively rather than reactively. The saving is in officer time and efficient practice

### APPENDIX 3 - THEMED REVIEW SAVING OPTIONS

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
R&I10	Theme - Amenity Services	Roads and Infrastructure - Operations	Hired vehicles - reduction of vehicles	50.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	Fewer vehicles are available and the assets are sweated to best utilise available fleet
R&I11	Theme - Amenity Services	Roads and Infrastructure	Property maintenance - property lifecycle cost and property management	25.0	0.0	0.0	25.0	0.0	0.0	25.0	0.0	0.0	Minimal impact - more efficient ways of working
R&I12	Theme - Amenity Services	Roads and Infrastructure - Operations	Depot sharing - 5G contracts/trunk road	5.0	0.0	0.0	20.0	0.0	0.0	40.0	0.0	0.0	This is a positive choice and encourages and supports collaborative working. The availability of depot floor space will be reduced and resource will be required to manage these relationships
R&I13	Theme - Amenity Services	Roads and Infrastructure - Operations	Reduce specification for grass cutting, where possible scope out grounds currently serviced considering alternatives such as sheep grazing	100.0	4.0	4.0	100.0	4.0	4.0	100.0	4.0	4.0	This service, if reduced, will affect the usability of pitches and amenity areas and increased risk of dog fouling and littering. There is potential that our pitches may not be acceptable if the industry standards are not maintained. Additionally we may lose the pitch fee income. It will adversely affect the appearance and impressions of our towns and villages. Our open spaces can become dangerous and at risk of breach of H&S if not adequately maintained.
R&I14	Theme - Amenity Services	Roads and Infrastructure - Marine and operations	Fuel and utility sales from our properties plus admin charge	5.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	Positive consequence of resource sharing
R&I15	Theme - Amenity Services	Roads and Infrastructure	Emergency services support and fuel provision from our fuel supplies	0.5	0.0	0.0	0.5	0.0	0.0	0.5	0.0	0.0	Positive consequence of resource sharing
DEG01	Service - Not Efficiency	Development and Economic Growth - Economic Growth Team	Reduce funding available to be used towards things like feasibility studies, consultants, match funding small scale projects.	13.3	0.0	0.0	13.3	0.0	0.0	13.3	0.0	0.0	Less resources to deliver Econ Intel activities; part of current discussions around reprioritisation of the EG part of the DEG Service.
DEG05	Service - Not Efficiency	Development and Economic Growth	Reduce payments to other bodies (Project & Regen) and reduce budget for feasibility studies promotional campaigns etc.	21.2	0.0	0.0	21.2	0.0	0.0	21.2	0.0	0.0	Negative impact on potential to develop projects and support to third parties. Impact on payments for feasibility studies and promotional campaigns.

APPENDIX 3 - THEMED REVIEW SAVING OPTIONS

				2021/22			2022/23			2023/24			Impact/Consequence
Savings Ref	Budget Approach	Service	Savings Option	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
ED6	Service - Not Efficiency	Education	Remove Pupil Support Assistants from Schools	209.0	14.3	38.0	334.0	14.3	38.0	334.0	14.3	38.0	PSAs were created nationally in the early 2000s to support primary school children who struggle with numeracy and literacy skills. There are between 1 - 3 PSAs in 30 primary schools. Proactive early intervention work with children in lower Primary will reduce and may impact on achievement levels.
Totals				1885.9	25.0	64.0	2114.5	28.2	77.0	2382.6	28.2	77.0	

**APPENDIX 4 - NON-CONTROLLABLE REVIEW SAVING OPTIONS**

Savings Ref	Budget Approach	Service	Savings Option	2021/22			2022/23			2023/24			Impact/Consequence
				Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
UTIL01	Non Controllable - Utilities	Council Wide	Budget rightsizing; water efficiency works; authorised electrical capacity review; utility housekeeping/minor energy efficiency works	25	0	0	25	0	0	25	0	0	More accurate budgeting for utilities based on usage. More efficient (climate friendly) and lower cost estate to run following investment in estate via multiple low cost or minor projects, audits and capacity works.
NPD01	Non Controllable - NPDO & Hub DBFM	Education	Removal of budget for repayment for Solar Panels within NPDO schools as now repaid in full.	42.1	0	0	42.1	0	0	42.1	0	0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. This area of budget was ring-fenced to meet the repayments so ongoing removal will have no significant impact.
NPD02	Non Controllable - NPDO & Hub DBFM	Education	Removal of budget for repayment for Biomass plant within NPDO school as now repaid in full.	60.5	0	0	60.5	0	0	60.5	0	0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. This area of budget was ring-fenced for to meet the repayments so ongoing removal will have no significant impact.
NPD03	Non Controllable - NPDO & Hub DBFM	Education	Realignment of NPDO budget for utilities	20	0	0	20	0	0	20	0	0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. Note utilities are recharged within the Unitary Charge. The budget has been realigned to reflect current anticipated usage at current tariffs.
NPD04	Non Controllable - NPDO & Hub DBFM	Education	Realignment of NPDO budget for NDR	55	0	0	55	0	0	55	0	0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. The budget has been realigned to reflect current rateable values at current rates.
NPD05	Non Controllable - NPDO & Hub DBFM	Education	Realignment of Hub DBFM schools for NDR	35	0	0	35	0	0	35	0	0	This saving has been reviewed and confirmed with Budget Holders as achievable and deliverable within the timescale. The budget has been realigned to reflect current rateable values at current rates.
VAC1	Non Controllable - Vacancy Savings	Council Wide	Increase vacancy savings target by 15%	151	0	0	151	0	0	151	0	0	Delivery of vacancy savings depends on a degree of staff turnover which is outwith budget holders control so there is a risk they will not be achieved. However this target has been set having reviewed over delivery against targets in prior years.
LF1	Non Controllable - Loans Fund	Council Wide	Savings generated from review of loans fund	500	0	0	500	0	0	500	0	0	None

APPENDIX 4 - NON-CONTROLLABLE REVIEW SAVING OPTIONS

				2021/22			2022/23			2023/24			Impact/Consequence
Savings Ref	Budget Approach	Service	Savings Option	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	Saving (£,000)	FTE	H/Count	
Totals				888.6	0	0	888.6	0	0	888.6	0	0	