

Annex 1 - 2023/24 Budget Savings and Income Generation proposals

2023/24 - 2025/26 Budget Savings and Income Generation Proposals

Savings Title	How to be achieved	Portfolio Holder / Director	23/24 Saving £000	24/25 Saving £000	25/26 Saving £000	Risk to delivery of saving (RAG)	FTE Reduction	Impacts to service delivery
Portfolio: Leader of the Council								
Remove events office delivery function	The Events Office delivers Bath Remembrance Service on behalf of the Mayor's office and the Royal British Legion, as well as smaller community events, such as Summer Sunday - these functions could be removed and budget saved	Cllr Kevin Guy / Chris Major	27			A	0.0	The management and delivery Remembrance Day Service in Bath was taken over by the Council's events team a number of years ago, due to the growing security and safety concerns of a high profile event in the city centre. This has been managed successfully, however, costs of supplies and services have escalated, including security and internal recharges
Restructure World Heritage function by moving into Planning Department and seek external funding	Restructure World Heritage staffing by moving the function into Planning and seek other funding sources for Enhancement Fund.	Cllr Tim Ball / Sophie Broadfield	40			A	1.2	Risk – possible reputational impact with UNESCO and unknown possibility of securing external funding
Income - Heritage Services Income Stretch Target	Return to pre-pandemic levels of Heritage Services profitability through increased visitor yield	Cllr Kevin Guy / Sophie Broadfield	500			A	0.0	Challenging income target in light of: cost of living crisis, uncertainty of Chinese inbound market recovery following ongoing lockdowns in 2022 and a projected limited recovery of the overall inbound market to pre-pandemic levels in 2023. However, the recent changes in the exchange rate have accelerated the recovery of US visitors. At this time the target is challenging but achievable.
Income - Increase filming & Event Fees	Increase all Filming & Event Fees & Charges to reflect inflationary pressures	Cllr Kevin Guy / Chris Major	12			A	0.0	No service delivery impact, charging schedule moving in line with inflationary increases.
Leader of the Council Total			579	0	0		1.2	
Portfolio: Deputy Leader, Resources								
Corporate Estate - Repairs and Maintenance	Reduce Corporate Estate holding costs	Reduce energy, cleaning, maintenance and repair costs of Corporate Estate through building closures and asset disposal	425			A	16.0	Risk – reduced service to customers and staff, Future opportunities for Climate and Nature emergency measures as asset reductions will cut across land and property.
Increase Traded Services Income for HR&OD	Income possible from HR by promoting different recruitment packages for schools and partners	Cllr Richard Samuel / Cherry Bennett	25			G	0.0	This is utilising the new professional expertise of our Recruitment Business Partner and HR Operations manager. Limited impact.
Review of Business Partnering functions across the organisation	Longer term review to bring together corporate enabling and support functions through a business partnering approach to frontline services.	Cllr Richard Samuel / Cherry Bennett			200	A	0.0	This work will be planned and all teams consulted. An assessment will be undertaken of the business partnering needs of the services and how this can best be delivered.
Vacancy Saving	Delete Executive Policy Officer post	Cllr Richard Samuel / Cherry Bennett	8			G	1.0	Post already deleted - year two additional saving of part year saving delivered in 2022/23 budget.
Structure Review, Running Costs and Contracts	Review of Chief Financial Officer Structure - top down review aligning functions to new management structure identifying staffing and supplies and services efficiencies.	Cllr Richard Samuel / Andy Rothery	500			A	5.0	Will require restructuring of core support service functions, this may result in reduced levels of support to Council services. A prioritised approach will be needed for business critical work.
Review of Capital Programme	Capital Programme - Align the delivery programme considering current economic environment. Subsequent impact on corporate borrowing requirement	Cllr Richard Samuel / Andy Rothery	150			A	0.0	No material impact on service delivery.
CAZ Overhead	Bring CAZ overheads into baseline budget	Cllr Richard Samuel / Andy Rothery	280	(80)	(85)	G	0.0	No Impact
Commercial Estate Income	Rebasing income, bringing void properties into use	Cllr Richard Samuel / Andy Rothery	500			A	0.0	No impact to service delivery, appropriate resource will need to be in place to ensure that new lettings and income generating opportunities are prioritised.
Managing Debt Across the Council	Review bad debt provision across the council (one-off release)	Cllr Richard Samuel / Andy Rothery	400	(400)		G	0.0	Resource will need to be in place for proactive income and debt management.
Procurement review	Review current operating model for Council procurement and contract management support and implement a shared service	Cllr Richard Samuel / Andy Rothery		50		A	1.0	New operating model will need to maintain service levels to ensure compliance with procurement regulations
Corporate Subscriptions	Corporate subscriptions reduction	Cllr Richard Samuel / Andy Rothery	30			G	0.0	No impact
HCRG In-Housing	Meet corporate support service requirements from existing budget	Cllr Richard Samuel / Andy Rothery		200		A	0.0	Will need to ensure appropriate funding is in place to meet the support service requirements of Adult Social Care services.
Commercial Estate	Align budget to in-year activity and business plan for Investment and new lettings.	Cllr Richard Samuel / Andy Rothery	1,000			G	0.0	
Deputy Leader, Resources Total			3,318	(230)	115		23.0	

2023/24 - 2025/26 Budget Savings and Income Generation Proposals								
Savings Title	How to be achieved	Portfolio Holder / Director	23/24 Saving £000	24/25 Saving £000	25/26 Saving £000	Risk to delivery of saving (RAG)	FTE Reduction	Impacts to service delivery
Portfolio: Economic Development, Regeneration and Growth								
Refocus business support function	Focus business support through close working with WECA. Reduce inefficient business support subsidies	Cllr Mark Roper / Simon Martin	40			G	1.0	Risk – reputational and reduced grant income to B&NES (both Council and B&NES businesses) No WECA Interface
Income - Stretch income target in Housing and Regeneration chargeable work	Rebaseline Housing, Regeneration and Business and Skills budgets to reflect historic overachievement of income in chargeable areas	Cllr Mark Roper / Simon Martin	200			A	0.0	No direct service impacts
Economic Development, Regeneration and Growth Total			240	0	0		1	
Portfolio: Adult Services and Council House Building								
Reduce subsidy to Housing	Combination of: £50k - greater use of development capitalisation £52.5k - increased income, reduction in affordable warmth grants and stopped commissioned service. £47.5k - further use of HPG to fund existing staffing costs	Cllr Tom Davies / Simon Martin	150			G	0.0	Savings calibrated to have minimal impact on service delivery. However, will impact on some client grants & reduced scope for homelessness prevention activities.
Learning Disability Pool Budget Adjustment	Review of social care contributions to the learning disabilities pool to reflect demand	Cllr Alison Born / Suzanne Westhead	4,800			A	0.0	The current split in funding arrangements hasn't recently been reviewed. There are an increasing number of clients that have continuing healthcare need. An aging population has lead to increased nursing costs. It is timely to review the shared cost arrangements with the NHS. The individual packages of care would not be impacted.
Funding Reviews	Review of different category of packages to reflect changing needs and sign post to other services	Cllr Alison Born / Suzanne Westhead	100			G	0.0	We will review packages to ensure people receive the right care
Transitions (children to adult services)	Review of package costs on transitions pathway	Cllr Alison Born / Suzanne Westhead	200			G	0.0	We will review packages to ensure people receive the right care
Staffing Review	Review of teams following transfer back to the council	Cllr Alison Born / Suzanne Westhead	50			G	0.5	Review of safeguarding functions following transfer back of safeguarding from Prime provider.
Continuing Health Care review	Application of the national framework to B&NES continuing health care to ensure the Council only funds Social Care requirements.	Cllr Alison Born / Suzanne Westhead	100			G	0.0	No impact upon service delivery.
Grant (IBCF) support of ASC	Grant (IBCF) support of ASC protection of Social Care	Cllr Alison Born / Suzanne Westhead	200			G	0.0	Additional funding to be used against the Protection of Social Care activity within the plan.
Adult Services and Council House Building Total			5,600	0	0		0.5	

2023/24 - 2025/26 Budget Savings and Income Generation Proposals								
Savings Title	How to be achieved	Portfolio Holder / Director	23/24 Saving £000	24/25 Saving £000	25/26 Saving £000	Risk to delivery of saving (RAG)	FTE Reduction	Impacts to service delivery
Portfolio: Children and Young People, and Communities								
Customer Contact Strategy	Web bot - encouraging self service via the website	Cllr Dine Romero / Amanda George	15	15		A	1.0	Reduction of 1 x FTE in Council Connect via vacancy management
Public Health	Use of public health grant to fund additional health improvement services	Cllr Dine Romero / Rebecca Reynolds	100			G	0.0	Small amount of reprioritisation of services due to realignment of funding
Project costs	Removal of some monies for PH campaigns and project development and implementation	Cllr Dine Romero / Rebecca Reynolds	50			G	0.0	Focusing the funding on priority campaigns.
Health and wellbeing services	Reduce monies for recommissioning of public health services currently delivered by and through prime provider	Cllr Dine Romero / Rebecca Reynolds		200		A	0.0	Greater targeting of resources for population health impact.
Drug prescribing	Reduction in drug prescribing monies	Cllr Dine Romero / Rebecca Reynolds	100			G	0.0	At the present time we have a contingency for drug prescribing, which provides us with flexibility to expand prescribing on a limited basis (when needed).
Approach golf	Potential annual income from 2023/24 in region of £8k-£10k	Cllr Dine Romero / Rebecca Reynolds	10			G	0.0	Nil.
Prevention	Extend Family Group Conferencing Provision	Cllr Dine Romero / Mary Kearney-Knowles	633			A	0.0	To prevent children from coming into care and to strengthen the family networks of CYP. Waiting list for this support. Delivering better outcomes for CYP.
Joint Agency Panel (JAP) Budget - Review	Review of social care contributions to JAP to reflect demand	Cllr Dine Romero / Mary Kearney-Knowles	500			A	0.0	The current funding split does not reflect the reduced social care demand and increased complexity of health needs. Individual packages of care would not be impacted.
Bath West Children's Centre Service	Provide service in a different way that will not affect front line services	Cllr Dine Romero / Mary Kearney-Knowles	(36)			G	0.0	Reversal of one off saving from 22/23
Intensive Fostering Service	Intensive Fostering Service creation to avoid residential placements. This is a new project	Cllr Dine Romero / Mary Kearney-Knowles	90			A	0.0	Provision of a range of in-house fostering care reduces the need for more costly placements and delivers better outcomes for CYP/family groups
Reprofiled Transformation Savings	Reprofiled Transformation Savings	Cllr Dine Romero / Mary Kearney-Knowles			924	A	0.0	Reprofiled due to significant increase in number of looked after children in 2022/23.
Children and Young People, and Communities			1,462	215	924		1.0	
Portfolio: Neighbourhood Services								
Income - Weddings and Registrars	To increase ceremonies income for the Registration Service by promoting the ceremonies, developing the social media profile and building cross-service ceremony products.	Cllr Dave Wood / Cherry Bennett	50			G	0.0	Working closely with Heritage Services and using existing registrar resource this will not have a material impact on service delivery
Income - Recyclates Sales	Sale of material to contracted merchants at prices tracking market fluctuations - market currently overachieving budget projections. Prices may go down in future	Cllr Dave Wood / Chris Major	325	(225)		G	0.0	Nil.
Income - Increase in fees and charges & increased sales	Increased Charging for service provision to reflect inflationary pressures	Cllr Dave Wood / Chris Major	78			G	0.0	No specific impact individually but cumulative impacts on service provision will be identifiable by residents and customers.
Capitalisation of salaries	To accommodate management overheads	Cllr Dave Wood / Chris Major	138	(100)		G	0.0	No specific impact individually but cumulative impacts on capital budgets may reduce overall delivery of capital projects
Vehicle efficiencies	Review of hire vehicles and financing options	Cllr Dave Wood / Chris Major	56	(30)		A		Potential for higher maintenance costs and potential further inflationary pressures
Service efficiencies - Highways Delivery, Parking and Passenger Transport	Management of service including holding vacancies, alternative funding streams increased fee's	Cllr Dave Wood / Chris Major	171	(169)		A	1.0	No specific impact individually but cumulative impacts on service provision will be identifiable by residents and customers.
Service efficiencies - Neighbourhood Environmental Services	Do not recruit to post once it becomes vacant and restructure to meet service demands.	Cllr Dave Wood / Chris Major	147	(40)		G	1.0	No specific impact individually but cumulative impacts on service provision will be identifiable by residents and customers. Reduction in provision for some sections of community. Small investment required.
Service and contract efficiencies - Highways Maintenance	Volume capping and capitalisation of management overhead	Cllr Manda Rigby / Chris Major	180	(100)		G	0	No specific impact individually but cumulative impacts on capital budgets may reduce overall delivery of capital projects. Volume capping of works may increase rate of deterioration of the highway asset base resulting in higher costs in future years.
Income - Registrars Fees	Current fees benchmark lower than regional comparators	Cllr Dave Wood / Cherry Bennett	25			G	0.0	Nil.
Vehicle efficiencies	Review of hire vehicles and financing options	Cllr Dave Wood / Chris Major	24	(24)		G	0.0	Potential for higher maintenance costs and potential further inflationary pressures
Reduce sports provision - Lansdown South playing fields	Site maintained as grassland rather than sports pitches. In addition to the operational saving there will be a further saving on utilities - estimated £12.5K.	Cllr Dave Wood / Chris Major	45			G	0.0	The pitches are not cost effective and are underused as there are better alternative facilities with capacity for clubs.
Neighbourhood Services Total			1,239	(688)	0		2	

2023/24 - 2025/26 Budget Savings and Income Generation Proposals								
Savings Title	How to be achieved	Portfolio Holder / Director	23/24 Saving £000	24/25 Saving £000	25/26 Saving £000	Risk to delivery of saving (RAG)	FTE Reduction	Impacts to service delivery
Portfolio: Transport								
Parking and Permits charges review	Income generated from the implementation of Emission Based P&D, RPZ schemes, Permit changes and Enforcement Review	Cllr Manda Rigby / Chris Major	790	225		A	0	Consultations will be undertaken. Outcome of consultations may impact upon the nature and the number of schemes to be implemented.
Development and introduction of City Centre Permit process	City Centre Security Permit Application Fee, Subject Access Requests, Control Rooms	Cllr Manda Rigby / Chris Major			30	G	0	Scheme to be developed to deliver outcomes. Increase reflects current inflationary pressures
CAZ - Review of Financial Assistance Scheme and pricing model	Income from Financial Assistance Scheme use by other Authorities, HGV Euro 6 charge and review of CAZ fee	Cllr Manda Rigby / Chris Major	712	(528)	(24)	A	0	Confirmation of changes to systems, vehicles classes and pricing mechanisms are subject to consultation and will need to be agreed with Joint Air Quality Unit
Service efficiencies, vacancy management and income generation - Network and Traffic Management	Vacant and unable to fill school crossing patrol location converted to Zebra crossings	Cllr Manda Rigby / Chris Major	378	(2)		A	4.5	Limited impact individually but cumulative impact may increase lead times on delivery of committed programmes and increased costs for statutory services and permits
Transport Total			1,880	(305)	6		4.5	
Portfolio: Planning and Licensing								
Increased charges	Increase charges for services where possible (i.e. not set at a level by statute). Such as Building Control, Land Charges, Pest Control. Fees increased at 5%.	Cllr Tim Ball / Chris Major	45			A	0.0	Service areas that compete with private sector providers Building Control, Land Charges & Pest Control risk losing market share with an increase in charges so the level of increase has to be carefully balanced and in accordance with statutory frameworks. This increase reflects current inflationary pressures.
Stop gull work	Delete gull prevention and protection budget. This is non-statutory work which Councils do not have to undertake. Additional advice could be provided to property owners about how to proof their roofs to reduce nesting sites.	Cllr Tim Ball / Chris Major	20			G	0.0	Likely there would be increased complaints to officers and councillors about gull nuisance.
Planning and Licensing Total			65	0	0		0.0	
OVERALL SAVINGS AND INCOME GENERATION PROPOSALS			14,383	(1,008)	1,045		33.2	
				<i>Removal of One-Off Savings Reversal 2024/25</i>				
				<i>1,698</i>				
				<i>New Savings for 2024/25</i>				
				<i>690</i>				