

Annex 2 (i) - 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								
Alternative Community Events Funding	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 Sundays. The Chartered Trustees will fund from 2023/24	Clr Kevin Guy / Chris Major	27			A	0.0	No impact on Bath Remembrance Service; as the costs will be met by the Mayor's Office, Bath Charter Trustees have agreed to meet cost at meeting on 24/1/22
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.	Clr Tim Ball / Sophie Broadfield	40			A	1.2	No impact to service delivery
Income - Heritage Services Income Stretch Target	Return to pre-pandemic levels of Heritage Services profitability through increased visitor yield	Clr Kevin Guy / Sophie Broadfield	500			A	0.0	Challenging income target in light of: cost of living crisis and 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	Clr 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 energy, cleaning, maintenance and repair costs of Corporate Estate through building closures and asset disposal	Clr Richard Samuel / Simon Martin	425			A	7.0	A rationalised operational asset base will reduce the running costs and maintenance liability alongside reducing the Council's carbon footprint.
Increase Traded Services Income for Human Resources and Organisational Development (HR&OD)	Income possible by promoting different recruitment packages for schools and partners	Clr 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.	Clr 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	Clr 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.	Clr 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	Clr Richard Samuel / Andy Rothery	150			A	0.0	No material impact on service delivery.
Clean Air Zone (CAZ) Overhead	Bring CAZ overheads into baseline budget	Clr Richard Samuel / Andy Rothery	280	(80)	(85)	G	0.0	No impact
Commercial Estate Income	Rebasing income, bringing void properties into use	Clr 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 of £6.3m across the council (one-off release)	Clr 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	Clr 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	Clr Richard Samuel / Andy Rothery	30			G	0.0	No impact
HCRG In-Housing	Meet corporate support service requirements from existing budget	Clr 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.	Clr Richard Samuel / Andy Rothery	1,000			G	0.0	No impact
Deputy Leader, Resources Total			3,318	(230)	115		14.0	

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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, greater use of development capitalisation £50k; increased income, reduction in affordable warmth grants and stopped commissioned service £52k; and further use of HPG to fund existing staffing costs £48k	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	Cllr Alison Born / Suzanne Westhead	4,800			A	0.0	No service impact - funding adjustment, no change to service provision
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 Adult Social Care (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	

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Portfolio: Children and Young People, and Communities								
Customer Contact Strategy	Web bot - encouraging self service via the website	Clr 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	Clr 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 Public Health campaigns and project development and implementation	Clr 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	Clr Dine Romero / Rebecca Reynolds		200		A	0.0	Greater targeting of resources for population health impact.
Drug prescribing	Reduction in drug prescribing monies	Clr 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	Increase in annual fee income	Clr Dine Romero / Rebecca Reynolds	10			G	0.0	Nil.
Prevention	Extend Family Group Conferencing Provision	Clr 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	Clr 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	Clr 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	Clr 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	Clr 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.	Clr 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 - Recycles Sales	Sale of material to contracted merchants at prices tracking market fluctuations - market currently overachieving budget projections. Prices may go down in future	Clr 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	Clr 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	Clr 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	Clr 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 fees	Clr 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.	Clr 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	Clr 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	Clr Dave Wood / Cherry Bennett	25			G	0.0	Nil.
Vehicle efficiencies	Review of hire vehicles and financing options	Clr 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	Clr 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	

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Portfolio: Transport								
Parking and Permits charges review	Income generated from the implementation of Emission Based Pay and Display, Resident Permit Zone (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	A review of the current processes and procedures is required, supported by Business Change Team, to understand whether this can be streamlined into one City Centre Permit, with one point of contact, alongside a single charging and invoicing process.	Cllr Manda Rigby / Chris Major			30	G	0	Scheme to be developed to deliver outcomes. Increase reflects current inflationary pressures
Clean Air Zone (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			14,384	(1,008)	1,045		24.2	
			<i>Removal of One-Off Savings Reversal 2024/25</i>	<i>1,698</i>				
			New Savings for 2024/25	690				