Appendix 3 - Revenue Savings Monitor

| Savings Proposal Title                              | Description   | Portfolio                                      | Cash<br>Limit | Cash Limit<br>Description  | Exp /<br>Income | Permanent<br>Saving Value<br>£000 | One-Off<br>Saving Value<br>£000 | Permanent<br>Savings<br>Delivery<br>Forecast | One-Off<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Forecast<br>Variance | Saving<br>delayed<br>until<br>2025/26 | Saving<br>mitigated by<br>one-off<br>underspend<br>or income | Saving<br>mitigated on<br>an on-going<br>basis | On-going<br>budget<br>pressure | Variance Commentary  |
|---|---|--|---------------|--|-----------------|-----------------------------------|---------------------------------|--|--|--|--|---------------------------------------|--|--|--------------------------------|--|
| Portfolio: Climate Emergency and Sustainable Travel |   |  |               |  |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Portfolio: Climate Emerg                            | gency and Sustainable Travel  | 1  |               | 1  | I               |                                   |                                 |  |  |  |  |                                       |  |  |                                | Additional external funding has not yet been   |
| Corporate Strategy priority projects                | Swap recurring revenue funding for draw down from a policy reserve to fund individual time-limited projects related to delivering the Corporate Strategy where external funding is likely to be secured. Overall funding for Green Transformation being maintained over the next three years (2024-27). | Climate Emergency<br>and Sustainable<br>Travel | 1137          | Green<br>Transformation  | Income          | (150)                             | 0                               | 0  | 0  | 0  | 150                                      | 50                                    | 100  | 0  | 0                              | secured, which means the service is relying on reserve funding in-year to ensure the budget does not overspend. However, this will be reviewed closely during the year and use of any reserve funding will require the relevant approvals at year-end. |
| Climate Emergency and                               | Sustainable Travel Total  |  |               |  |                 | (150)                             | 0                               | 0  | 0  | 0  | 150                                      | 50                                    | 100  | 0  | 0                              |  |
| Double Council Dul                                  | Portfolio: Council Priorities and Delivery  |  |               |  |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Portrollo: Council Priorit                          | The Being Our Best programme is a planned review and  | 1  |               | 1  | ı               | 1                                 |                                 |  |  |  |  |                                       |  |  |                                |  |
| Being Our Best programme                            | rationalisation of our management and operating structures to best serve the authority. Senior management structures will be reviewed first, followed by Heads of Service and service leads. This may result also in savings.   | Council Priorities and Delivery                | 1047          | Human Resources &<br>Organisational<br>Development                   | Exp             | (2,500)                           | 0                               | (500)  | 0  | (500)                                    | 2,000                                    | 0                                     | 2,000  | 0  | 0                              | Delays in implementing the smarter structures element of the programme due to the pay and grading review, have resulted in slippage in delivery of savings. This is being mitigated in-year from corporate contingency as a one-off measure.           |
| Council Priorities and De                           |   |  |               | u e  |                 | (2,500)                           | 0                               | (500)  | 0  | (500)                                    | 2,000                                    | 0                                     | 2,000  | 0  | 0                              |  |
|   |   |  |               |  |                 |                                   | •                               |  | •  | -  |  |                                       |  |  |                                |  |
| Portfolio: Resources                                | Deticalisation of soulTenature to each 1. 2012  |  |               | 1  | ı               |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Consolidation of IT<br>Systems                      | Rationalisation of our IT systems to enable consolidation and added functionality to the core systems we have adopted. This will remove legacy service specific systems that can be costly to maintain, are at risk of becoming obsolete. and do not enhance reporting or the customer experience.      | Resources                                      | 1032          | Information<br>Technology  | Exp             | (154)                             | 0                               | (154)  | 0  | (154)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Capital programme borrowing review                  | Review all capital programme items that are funded by council borrowing to align the delivery programme with our expenditure cashflow requirements. Based on current capital monitoring and assessment of cash balances this will reduce our revenue budget requirement to fund borrowing costs.        | Resources                                      | 1055          | Capital Financing /<br>Interest                                      | Exp             | (2,000)                           | 0                               | (2,000)                                      | 0  | (2,000)                                  | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Thermae Spa income                                  | Adjustments to our income budget to align with the current income performance of the Thermae Spa.   | Resources                                      | 1057          | Corporate Budgets<br>including Capital,<br>Audit and Bank<br>Charges | Income          | (100)                             | 0                               | (100)  | 0  | (100)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Review transport expenditure                        | Review the level of the Transport Levy and top-up to protect specific supported bus services by reflecting the underspend by WECA.  | Resources                                      | 1057          | Corporate Budgets<br>including Capital,<br>Audit and Bank<br>Charges | Exp             | (160)                             | 0                               | (160)  | 0  | (160)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Corporate overhead rebasing                         | Economies of scale to be identified from the £2m budget funding corporate overheads within the existing HRCG contract. These functions will be provided by us from April 2024 as part of the in-house delivery model.   | Resources                                      | 1057          | Corporate Budgets<br>including Capital,<br>Audit and Bank<br>Charges | Exp             | (200)                             | 0                               | (200)  | 0  | (200)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Contract management                                 | Review and upgrade the Council's approach to contract management through a phased multi-year programme of improvements.   | Resources                                      | 1118          | Procurement &<br>Commissioning                                       | Exp             | (150)                             | 0                               | (150)  | 0  | (150)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Resources Total                                     |   |  |               |  |                 | (2,764)                           | 0                               | (2,764)                                      | 0  | (2,764)                                  | 0  | 0                                     | 0  | 0  | 0                              |  |

## Appendix 5 - Revenue Savings Monitor

| Savings Proposal Title  | Description  | Portfolio  |      | Cash Limit<br>Description         | Exp /<br>Income | Permanent<br>Saving Value<br>£000 | One-Off<br>Saving Value<br>£000 | Permanent<br>Savings<br>Delivery<br>Forecast | One-Off<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Forecast<br>Variance | Saving<br>delayed<br>until<br>2025/26 | Saving<br>mitigated by<br>one-off<br>underspend<br>or income | Saving<br>mitigated on<br>an on-going<br>basis | On-going<br>budget<br>pressure | Variance Commentary  |
|---|--|--|------|-----------------------------------|-----------------|-----------------------------------|---------------------------------|--|--|--|--|---------------------------------------|--|--|--------------------------------|--|
| Portfolio: Economic And   | Cultural Sustainable Development   |  |      |                                   |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Heritage Services additional income                               | Gross income uplift for 24/25 based on business plan   | Economic And<br>Cultural<br>Sustainable<br>Development | 1018 | Heritage Services                 | Income          | (4,270)                           | 0                               | (4,270)                                      | 0  | (4,270)                                  | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Corporate landlord:<br>centralisation of facilities<br>management | generate efficiency savings in the management of Council-  | Economic And<br>Cultural<br>Sustainable<br>Development | 1038 | Corporate Estate<br>Including R&M | Exp             | (100)                             | 0                               | 0  | 0  | 0  | 100                                      | 100                                   | 0  | 0  | 0                              | Detays in implementing the Corporate Landlord<br>Model (CLM) has meant associated efficiency<br>savings have not been delivered. Resource is in<br>place to progress the implementation of the CLM for<br>2025/26. |
| Bath Quays South lettings   | New lettings secured for Rath Quays South offices over   | Economic And<br>Cultural<br>Sustainable<br>Development | 1052 | Regeneration                      | Income          | (600)                             | 0                               | 0  | 0  | 0  | 600                                      | 600                                   | 0  | 0  | 0                              | Delays in filling all rentable floor space, coupled with some rent free periods has meant the budgeted income level will not be achieved in 2024/25. However, the £600k will materialise for 2025/26.              |
| City and Town Centre<br>Management Service<br>redesign            | Implement transformational change to deliver services in a different way across City & Town Centre Management, including Events & Film Office. | Economic And<br>Cultural<br>Sustainable<br>Development | 1121 | Events & Active<br>Lifestyles     | Exp             | (60)                              | 0                               | (60)   | 0  | (60)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Business and Skills:<br>recharge officer time to<br>projects      | Provide Business and Skills services to employers through external grant funded activity only and reduce additional Council support.           | Economic And<br>Cultural<br>Sustainable<br>Development | 1128 | Business & Skills                 | Exp             | (38)                              | 0                               | (38)   | 0  | (38)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| <b>Economic And Cultural S</b>                                    | Sustainable Development Total  |  |      |                                   |                 | (5,068)                           | 0                               | (4,368)                                      | 0  | (4,368)                                  | 700                                      | 700                                   | 0  | 0  | 0                              |  |

## Appendix 5 - Revenue Savings Monitor

| Savings Proposal Title                               | Description  | Portfolio           | Cash<br>Limit | Cash Limit<br>Description                               | Exp /<br>Income | Permanent<br>Saving Value<br>£000 | One-Off<br>Saving Value<br>£000 | Permanent<br>Savings<br>Delivery<br>Forecast | One-Off<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Forecast<br>Variance | Saving<br>delayed<br>until<br>2025/26 | Saving<br>mitigated by<br>one-off<br>underspend<br>or income | Saving<br>mitigated on<br>an on-going<br>basis | On-going<br>budget<br>pressure | Variance Commentary  |
|--|--|---------------------|---------------|---|-----------------|-----------------------------------|---------------------------------|--|--|--|--|---------------------------------------|--|--|--------------------------------|--|
| Portfolio: Adults<br>Services                        |  |                     |               |   |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Royal Victoria Park<br>leisure facilities            | Procurement of new operator for RVP café, tennis, adventure golf, and event spaces (incl. ice rink) presents opportunity to increase income. | Adult Services      | 1019          | Leisure   | Income          | (10)                              | 0                               | (10)   | 0  | (10)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Social care package review                           | Review of care packages so that they match user needs in an affordable way.  | Adult Services      | 1073          | Adults & Older<br>People-Mental Health<br>Commissioning | Exp             | (61)                              | 0                               | (61)   | 0  | (61)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Social care package review                           | Review of care packages so that they match user needs in an affordable way.  | Adult Services      | 1088          | Older People &<br>Physically Disabled<br>Purchasing     | Exp             | (185)                             | 0                               | (185)  | 0  | (185)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Commissioning  | Commission local services to match users needs in an affordable way.   | Adult Services      | 1091          | Learning Disabilities<br>Commissioning                  | Exp             | (230)                             | 0                               | (230)  | 0  | (230)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Social care package review                           | Review of care packages so that they match user needs in an affordable way.  | Adult Services      | 1093          | Physical Disability,<br>Hearing & Vision                | Exp             | (24)                              | 0                               | (24)   | 0  | (24)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Commissioning  | Commission local services to match users needs in an affordable way.   | Adult Services      | 1093          | Physical Disability,<br>Hearing & Vision                | Exp             | (50)                              | 0                               | (50)   | 0  | (50)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Review of Better Care<br>Fund                        | Improved Better Care Fund with enhanced allocation process whilst protecting social care expenditure.  | Adult Services      | 1110          | Better Care Fund  | Exp             | (200)                             | 0                               | (200)  | 0  | (200)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Community Support<br>Contracts                       | Review and recommission community support contracts.   | Adult Services      | 1110          | Better Care Fund  | Exp             | (400)                             | 0                               | 0  | 0  | 0  | 400                                      | 0                                     | 400  | 0  | 0                              | The saving will not be achieved in the original planned areas in 2024/25 and will be mitigated from temporary grant funding identified elsewhere in the service. |
| Commissioning review                                 | Planned review of commissioning model across Adult and Children's Services.  | Adult Services      | 1123          | Adults Management<br>and Safeguarding                   | Exp             | (250)                             | 0                               | (250)  | 0  | (250)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Community Resource<br>Centres                        | Redesign in-house services so that they match areas of high demand for care.   | Adult Services      | 1124          | Community Resource<br>Centres & Extra Care<br>Income    | Exp             | (300)                             | 0                               | (300)  | 0  | (300)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Adult Services Total                                 |  |                     |               |   |                 | (1,710)                           | 0                               | (1,310)                                      | 0  | (1,310)                                  | 400                                      | 0                                     | 400  | 0  | 0                              |  |
| Portfolio: Children's Ser                            | vices  |                     |               |   |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |  |
| Specialist commissioning                             | g Rebasing of contracts as part of the commissioning review.   | Children's Services | 1076          | Children, Young<br>People & Families                    | Exp             | (500)                             | 0                               | (500)  | 0  | (500)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Reprofiled transformation savings                    | Remodelling of service delivery to increase in house provision.  | Children's Services | 1076          | Children, Young<br>People & Families                    | Exp             | (460)                             | 0                               | (460)  | 0  | (460)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Reduce Children's<br>Services discretionary<br>spend | Reduce discretionary spending in areas including family support.   | Children's Services | 1077          | Inclusion &<br>Prevention                               | Exp             | (150)                             | 0                               | (129)  | 0  | (129)                                    | 21                                       | 0                                     | 21   | 0  | 0                              | The full saving will not be achieved in the original planned areas and will be mitigated from underspends identified elsewhere in the service.                   |
| Health and Wellbeing<br>Services                     | Health improvement projects re-evaluation - £200k savings applied to Children's  | Children's Services | 1116          | Integrated<br>Commissioning - CYP                       | Exp             | (200)                             | 0                               | (200)  | 0  | (200)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered  |
| Reduce Children's<br>Services discretionary<br>spend | Reduce discretionary spending in areas including family support.   | Children's Services | 1116          | Integrated<br>Commissioning - CYP                       | Exp             | (150)                             | 0                               | (25)   | 0  | (25)                                     | 125                                      | 0                                     | 125  | 0  | 0                              | The full saving will not be achieved in the original planned areas and will be mitigated from underspends identified elsewhere in the service.                   |
| Children's Services Tota                             | ıl   |                     |               |   |                 | (1,460)                           | 0                               | (1,314)                                      | 0  | (1,314)                                  | 146                                      | 0                                     | 146  | 0  | 0                              |  |

| Savings Proposal Title  | Description   | Portfolio                 | Cash<br>Limit | Cash Limit<br>Description  | Exp /<br>Income | Permanent<br>Saving Value<br>£000 | One-Off<br>Saving Value<br>£000 | Permanent<br>Savings<br>Delivery<br>Forecast | One-Off<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Delivery<br>Forecast | Total<br>Savings<br>Forecast<br>Variance | Saving<br>delayed<br>until<br>2025/26 | Saving<br>mitigated by<br>one-off<br>underspend<br>or income | Saving<br>mitigated on<br>an on-going<br>basis | On-going<br>budget<br>pressure | Variance Commentary   |
|---|---|---------------------------|---------------|--|-----------------|-----------------------------------|---------------------------------|--|--|--|--|---------------------------------------|--|--|--------------------------------|---|
| Portfolio: Highways   |   |                           |               |  |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |   |
| Parking Services: income rebasing   | Income generated from the implementation of Emission<br>Based P&D, RPZ schemes, Permit changes and<br>Enforcement Review  | Highways                  | 1103          | Transport & Parking<br>Services - Parking                            | Income          | (225)                             | 0                               | (225)  | 0  | (225)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered   |
| Parking Services: income rebasing   | Review of in-year 23/24 parking income due to increased demand over and above budgeted value  | Highways                  | 1103          | Transport & Parking<br>Services - Parking                            | Income          | (600)                             | 0                               | (600)  | 0  | (600)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered   |
| Parking charge increases<br>and implementation of<br>new emissions-based<br>parking charges | Inflationary price rises, alongside the introduction of emission-based parking charges for all vehicles to all locations in Bath (on and off street), Keynsham, Saltford, Midsomer Norton, and Radstock. Motorbikes will also require valid permits in residential parking zones. | Highways                  | 1103          | Transport & Parking<br>Services - Parking                            | Income          | (206)                             | 0                               | (206)  | 0  | (206)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered   |
| Parking Services: income rebasing   | Increased income from Park and Ride service   | Highways                  | 1104          | Transport & Parking<br>Services - Public &<br>Passenger Transport    | Income          | (60)                              | 0                               | (60)   | 0  | (60)                                     | 0  | 0                                     | 0  | o  | 0                              | Forecast as fully delivered   |
| Parking Services: income rebasing   | Increased income from street works  | Highways                  | 1133          | Network & Traffic<br>Management                                      | Income          | (160)                             | 0                               | (160)  | 0  | (160)                                    | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered   |
| Highways Total  |   |                           |               |  |                 | (1,251)                           | 0                               | (1,251)                                      | 0  | (1,251)                                  | 0  | 0                                     | 0  | 0  | 0                              |   |
| Portfolio: Neighbourhood  | d Services  |                           |               |  |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |   |
| Income from new fees<br>and charges for<br>businesses                                       | Introduction of new chargeable services for commercial customers in our fleet workshop, and charge developers for waste & recycling containers to be provided for each new build property.  | Neighbourhood<br>Services | 1101          | Neighbourhoods &<br>Environment - Waste<br>& Fleet Services          | Income          | (89)                              | 0                               | (89)   | 0  | (89)                                     | 0  | 0                                     | 0  | o  | 0                              | Forecast as fully delivered   |
| Operational & contract efficiencies   | Efficiency savings through changes to operational practices of both council and contractor run services.  | Neighbourhood<br>Services | 1101          | Neighbourhoods &<br>Environment - Waste<br>& Fleet Services          | Exp             | (362)                             | 0                               | (362)  | 0  | (362)                                    | 0  | 0                                     | 0  | o  | 0                              | Forecast as fully delivered   |
| Weekday Recycling<br>Centre efficiency savings  | Retaining 7 day access to waste recycling sites whilst managing opening times of each most efficiently.   | Neighbourhood<br>Services | 1101          | Neighbourhoods &<br>Environment - Waste<br>& Fleet Services          | Exp             | (60)                              | 0                               | (60)   | 0  | (60)                                     | 0  | 0                                     | 0  | o  | 0                              | Forecast as fully delivered   |
| Parks Service redesign  | Implement transformational change to deliver services in a different way across Parks & Green Spaces.   | Neighbourhood<br>Services | 1102          | Neighbourhoods &<br>Environment - Parks<br>& Bereavement<br>Services | Exp             | (40)                              | 0                               | (40)   | 0  | (40)                                     | 0  | 0                                     | 0  | 0  | 0                              | Forecast as fully delivered   |
| Customer experience programme   | Conduct a review of customer experience to support customer channel shift and seek to maximise the use of our channels to manage customer contact more efficiently.   | Neighbourhood<br>Services | 1122          | Customer Services<br>(Including Libraries)                           | Exp             | (115)                             | 0                               | (55)   | 0  | (55)                                     | 60                                       | 60                                    | 0  | o  | 0                              | The savings target should be partially delivered in year through starting to digitise letter correspondence in key service areas from January. The remainder of the saving will be delivered in 2025/26 with further rollout of digital correspondence. |
| Neighbourhood Services  | Total   |                           | •             | •  | 9               | (666)                             | 0                               | (606)  | 0  | (606)                                    | 60                                       | 60                                    | 0  | 0  | 0                              |   |
| Cross Portfolio Savings   |   |                           |               |  |                 |                                   |                                 |  |  |  |  |                                       |  |  |                                |   |
| Contract savings  | Volume cap or reduce our contract spend by 3%.  | Multiple Portfolios       | N/A           | Multiple Cash Limits   | Exp             | (850)                             | 0                               | (696)  | 0  | (696)                                    | 154                                      | 154                                   | 0  | 0  | 0                              | It is not possible for all services to meet the 3% contract spend target, particularly when existing contracts have not expired. Therefore some of the savings will be delayed until 2025/26.   |
| Cross Portfolio Total   |   |                           |               |  |                 | (850)                             | 0                               | (696)  | 0  | (696)                                    | 154                                      | 154                                   | 0  | 0  | 0                              |   |
| Council Total   |   |                           |               |  |                 | (16.419)                          | 0                               | (12.809)                                     | 0  | (12.809)                                 | 3.610                                    | 964                                   | 2.646  | 0  | 0                              |   |