

# North Lanarkshire Council Report

## Housing Committee

Does this report require to be approved?

☐ Yes ☒ No

Ref GT/JMcG

Date

08/11/23

## Enterprise and Communities – Revenue Monitoring Report

**From** Andrew McPherson, Depute Chief Executive

**E-mail** telferg@northlan.gov.uk

**Telephone**

Greg Telfer, Business  
Finance Manager, 07583  
010692

### Executive Summary

This report provides a summary of the financial performance of the Enterprise and Communities service for the period 1 April 2023 to 15 September 2023 (Period 6), with major outturn variances highlighted and explained as per the Council's approved Financial Regulations.

In summary, the Enterprise and Communities service is currently forecasting a year end underspend of £1.023m. This underspend is mainly attributable to employee vacancy savings across the Service. The Service continues to review inflationary pressures and also work with Business and Digital to progress plans for delivery of digital savings which are temporarily offset this financial year through grant which has been received in advance of need and an earmarked reserve.

### Recommendations

It is recommended that Committee:

- (1) Acknowledges the financial position of the 2023/24 Enterprise and Communities revenue budget.

### The Plan for North Lanarkshire

|                    |   |
|--------------------|---|
| Priority           | Improve economic opportunities and outcomes   |
| Ambition statement | (25) Ensure intelligent use of data and information to support fully evidence based decision making and future planning |
| Programme of Work  | Statutory / corporate / service requirement   |

## **1. Background**

- 1.1 The Council's approved Financial Regulations require services to remain within their approved budgetary provision, and to report all significant deviations – defined as the higher of £100,000 or 5% - within their budget monitoring reports. Where significant deviations are identified, services must provide explanatory commentary, outline the action required to rectify such deviations and where relevant, must also highlight the impact this has on other budget headings.
- 1.2 The most significant financial risk facing Enterprise and Communities during 2023/24 is the delivery of the Digital NL savings. Inflationary pressures are also being closely monitored. The Service will continue the curtailment of non-essential expenditure to manage the overall budget position.

---

## **2. Report**

### **Summary of Financial Position**

- 2.1 The Council approved its General Fund Revenue Budget on 23 February 2023, of which £153.119m (15.65%) represented the approved Net Revenue Budget for Enterprise and Communities. There has been an in year transfer to the Chief Executive's service of £0.238m in relation to the Customer Contact Centre. Therefore the revised budget for the service totals £152.882m.
- 2.1.1 Enterprise and Communities is currently forecasting an underspend of £1.023m mainly linked to vacancy savings which the Service is actively seeking to recruit.
- 2.1.2 In addition, the Service faces a cost pressure attributable to the delay in implementation of savings linked to the DigitalNL programme (£1.960m). The service continues to work with Business and Digital to progress plans for the delivery of these savings. This burden is offset this financial year by utilising grant received in advance of need and also an earmarked reserve.
- 2.1.3 Section 2.2 provides commentary on the financial performance of the Service per division. In addition, Appendices 1 to 6 of this report provide further explanation of the significant budget variations contributing to this outturn position.
- 2.1.4 The 2023/24 Enterprise and Communities budget incorporated £4.969m of savings with £2.500m of savings (50.31%) forecast to be delivered within the current financial year. Further information regarding particularly challenging savings is noted in paragraph 2.4 below.

### **Analysis of Significant Variations**

- 2.2 The Enterprise and Communities service is currently forecasting an underspend of £1.023m. As at Period 6, the main variances across the divisions are further explained as follows:
  - 2.2.1 **Assets and Procurement (£0.281m underspend)**  
Assets and Procurement is currently forecasting an underspend of £0.281m which largely relates to employee savings across the division (£0.739m) partially offset by increased use of external advisors to support the delivery of projects as a result of key staff vacancies (£0.308m) and timing of the office rationalisation saving (£0.174m).

The service anticipates an under-recovery in paid school meal income (£0.195m) which is fully offset by reduced food costs and net employee cost savings across the division. At this stage in the financial year forward projections are based on the assumption that uptake for free school meals is in line with that experienced during 2022/23. This will continue to be monitored throughout the remainder of the school year. Inflation within food costs is also being monitored closely.

**2.2.2 Community Operations (£0.202m underspend)**

Community Operations is projecting net employee savings of £0.705m, largely due to vacancies within Land Management (£0.478m) and Fleet (£0.308m). In Waste, underspends of £0.533m are expected within tipping fees as a result of a new contract for Paper and Card waste collection, as well as more favourable pricing across various tonnage streams and reduced volume of waste in some areas. Delays in recruitment have led the service to source agency staff which is resulting in a projected overspend of £0.187m in Administration Costs. The service anticipates an over-recovery of income from the Active Schools programme at Strathclyde Park (£0.172m), which is fully offset by the forecast under-recovery of special uplift income in Waste (£0.172m).

**2.2.3** Within Fleet an underspend of £0.308m is forecast within Employee Costs mainly due to difficulties in recruiting mechanic posts. These savings are reduced by increased driver costs providing the school transport service within Education. As a result of the shortage of mechanics the service anticipated additional costs of £0.852m with the inspection and repairs on larger vehicles are currently being completed by external partners resulting and the requirement to hire additional vehicles while there are delays in completing repairs. The Services continues to seek to recruit these key positions.

**2.2.4 Place (£0.524m underspend)**

The Place division is currently forecasting net employee savings of £0.612m. Given the number of staff vacancies the service has utilised external advisors to support the delivery of projects (£0.253m). The service is also benefiting from additional one-off grant funding supporting core activity (£0.100m) which contributes to the overall projected underspend position.

**2.2.5** Included within the reported outturn is the Council's trading services. For 2023/24 the Council approved a surplus budget of £0.551m. The Council must comply with a statutory requirement to at least break-even over a rolling three year period. The combined surplus, excluding non-cash technical accounting adjustments, in 2020/21, 2021/22 and 2022/23 was £0.554m. As at Period 6 the Trading Accounts is forecasting a reduced surplus of £0.210m which attributable to lower than anticipated income for the trade waste function, the Service is currently reviewing this Service and the costs associated with it.

**2.2.6** Payments to other bodies are detailed in Appendix 3. This expenditure category accounts for £20.863m with a projected minor variance in 2023/24.

**Earmarked and One-off Reserves**

**2.3** Enterprise and Communities was given approval to earmark £16.187m of resources during the completion of the 2022/23 annual accounts. At Period 6, £12.017m of the reserve balance is anticipated to be utilised in 2023/24. A balance of £4.160m is required for the original purpose in future years. The remaining balance of £0.010m is no longer required. Appendix 4 details the individual Earmarked Reserves.

**2023/24 Budget Savings and Growth**

- 2.4 The Service uses a variety of information, records and processes to monitor achievement of its approved budget savings of £4.969m. As at Period 6, £2.500m (50.31%) of its approved savings are forecast to be achievable during the year. The gap of £2.469m represents digital savings (£1.910m), which have been offset this financial year by grant income received in advance of need and an earmarked reserve. There is also a timing delay in office rationalisation (£0.415m) which has been offset this year by an earmarked reserve. The other staffing related saving (£0.117m) are offset by in year vacancy savings.
- 2.5 As part of the Council's investment budgets for 2023/24, Enterprise and Communities was allocated £1.081m towards both Community Operations and Anti-Social Behaviour. Appendix 6 highlights there is an underspend forecast this financial year (£0.286m) due to timing delays in recruiting the permanent posts within Land Management, Fleet and Environmental Facilities. The funding will be carried forward into 2024/25.

### **Management Actions**

- 2.6 The Service continues to take a range of corrective management actions to ensure it manages cost pressures. This includes curtailment of non-essential spend and monitoring of vacancies.

### **Change Management**

- 2.7 The Service is forecast to utilise £0.180m of the Council's Change Management Fund mainly to support reinstatement at Palacerigg Country Park, the litter bin strategy and voluntary severance costs. Costs within the Change Management Fund are not included in the Service outturn position.2.1

---

## **3. Measures of success**

- 3.1 The Service continues to operate within the approved budget resources

---

## **4. Supporting documentation**

|            |                                   |
|------------|-----------------------------------|
| Appendix 1 | Objective Analysis                |
| Appendix 2 | Subjective Analysis               |
| Appendix 3 | Payments to Other Bodies Analysis |
| Appendix 4 | Status of Earmarked Reserves      |
| Appendix 5 | Challenging Savings               |
| Appendix 6 | One-Off Investments               |



**Andrew McPherson**  
**Depute Chief Executive**

---

## 5. Impacts

|   |
|---|
| <b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b><br>Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?<br>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br>If Yes, please provide a brief summary of the impact?<br><br>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a><br>Yes <input type="checkbox"/> No <input type="checkbox"/> |
| <b>5.2 Financial impact</b><br>Does the report contain any financial impacts?<br>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/><br>If Yes, have all relevant financial impacts been discussed and agreed with Finance?<br>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/><br>If Yes, please provide a brief summary of the impact?<br>The Service continues to curtail non-essential expenditure and take management action to minimise the impact of cos pressures on the Council's overall financial position.   |
| <b>5.3 HR policy impact</b><br>Does the report contain any HR policy or procedure impacts?<br>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br>If Yes, have all relevant HR impacts been discussed and agreed with People Resources?<br>Yes <input type="checkbox"/> No <input type="checkbox"/><br>If Yes, please provide a brief summary of the impact?   |
| <b>5.4 Legal impact</b><br>Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?<br>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br>If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?<br>Yes <input type="checkbox"/> No <input type="checkbox"/><br>If Yes, please provide a brief summary of the impact?   |
| <b>5.5 Data protection impact</b><br>Does the report / project / practice contain or involve the processing of personal data?<br>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/><br>If Yes, is the processing of this personal data likely to result in a high risk to the data subject?<br>Yes <input type="checkbox"/> No <input type="checkbox"/><br>If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a><br>Yes <input type="checkbox"/> No <input type="checkbox"/>  |
|   |

|      |  |
|------|--|
| 5.6  | <p><b>Technology / Digital impact</b></p> <p>Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p><br><p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input type="checkbox"/></p>  |
| 5.7  | <p><b>Environmental / Carbon impact</b></p> <p>Does the report / project / practice contain information that has an impact on any environmental or carbon matters?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>  |
| 5.8  | <p><b>Communications impact</b></p> <p>Does the report contain any information that has an impact on the council's communications activities?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the impact?</p>   |
| 5.9  | <p><b>Risk impact</b></p> <p>Is there a risk impact?</p> <p>Yes    <input checked="" type="checkbox"/>                      No                      <input type="checkbox"/></p> <p>If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p><br><p>All activities undertaken by the Council are subject to risk, and in acknowledging the Council's approved Risk Management Strategy, Services managed these as part of their overall corporate and service planning processes. The current economic climate, in particular, has the potential to impact upon the Council's ability to provide quality services within the approved budget levels.</p><br><p>To reduce other financial risks, this report was prepared by service based Finance personnel in consultation with budget managers, in accordance with the Financial Regulations.</p> |
| 5.10 | <p><b>Armed Forces Covenant Duty</b></p> <p>Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?</p> <p>Yes    <input type="checkbox"/>                      No                      <input checked="" type="checkbox"/></p> <p>If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>   |
|      |  |

**5.11 Children's rights and wellbeing impact**

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes ☐ No ☒

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes ☐ No ☐

**NORTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report - Objective Analysis**  
**Period 06 (01 April 2023 - 15 September 2023)**  
**Enterprise & Communities**

| DIVISION OF SERVICE              | ANNUAL BUDGET      | PROJECTED OUT-TURN | PROJECTED OUT-TURN VARIANCE | %           | PERIOD MOVEMENT SINCE P4 | ANALYSIS   |
|----------------------------------|--------------------|--------------------|-----------------------------|-------------|--------------------------|--|
| [1]                              | [2]                | [3]                | [4]                         | [5]         | [6]                      | [7]  |
|                                  | £                  | £                  | £                           |             | £                        |  |
| <b>Assets &amp; Procurement</b>  | 41,694,381         | 41,413,625         | 280,756 FAV                 | 0.7%        | (47,919)                 | Employee vacancies savings across the service partially offset by consultancy costs, property costs and reduced paid school meal income.   |
| <b>Community Operations</b>      | 88,819,673         | 88,617,241         | 202,432 FAV                 | 0.2%        | 91,889                   | Employee vacancy savings across the service offset by overtime costs and turnover. Tonnage costs less than anticipated within Waste. Increased agency costs in Waste as well as increased Hires and Outsourcing costs within Fleet. Under-recoveries of Special Uplift income in Waste offset by over-recoveries of Active Schools income at Strathclyde Park. |
| <b>Housing Operations</b>        | 5,652,817          | 5,425,212          | 227,605 FAV                 | 4.0%        | 227,605                  | Minor Variance   |
| <b>Housing Property Services</b> | 8,585,905          | 8,587,518          | (1,613) ADV                 | (0.0%)      | (1,613)                  | Balanced Budget  |
| <b>Place</b>                     | 8,591,146          | 8,066,740          | 524,406 FAV                 | 6.1%        | 100,081                  | Vacancy savings partially offset by additional external advisor costs.   |
| <b>Trading</b>                   | (462,202)          | (252,111)          | (210,091) ADV               | 45.5%       | (201,769)                | Underrecovery in Trade Waste income  |
| <b>NET EXPENDITURE</b>           | <b>152,881,720</b> | <b>151,858,225</b> | <b>1,023,495 FAV</b>        | <b>0.7%</b> | <b>168,274</b>           |  |



**NORTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report - Payments to Other Bodies**  
**Period 06 (01 April 2023 - 15 September 2023)**  
**Enterprise & Communities**

| CATEGORY<br>[1]                          | ANNUAL<br>BUDGET<br>[2] | PROJECTED<br>OUT-TURN<br>[3] | PROJECTED OUT-TURN<br>VARIANCE<br>[4] | %<br>[5]    | ANALYSIS<br>[7] |
|--|-------------------------|------------------------------|---------------------------------------|-------------|-----------------|
|  | £                       | £                            | £                                     |             |                 |
| APS ROADS MAINTENANCE                    | 12,352,284              | 12,352,284                   | 0                                     | 0.0%        |                 |
| BUSINESS SUPPORT GRANTS                  | 3,873,901               | 3,873,901                    | 0                                     | 0.0%        |                 |
| HOMELESS SUPPORT FEES                    | 1,380,920               | 1,380,920                    | 0                                     | 0.0%        |                 |
| PAYMENTS TO OTHER BODIES -<br>GENERAL    | 1,379,178               | 1,376,986                    | 2,193 FAV                             | 0.2%        | Minor Variance  |
| PAYMENTS TO CONTRACTORS -<br>ROADS MAINT | 857,221                 | 829,841                      | 27,380 FAV                            | 3.2%        | Minor Variance  |
| SUB-CONTRACTOR PAYMENTS                  | 296,000                 | 298,630                      | (2,630) ADV                           | (0.9%)      | Minor Variance  |
| AGENCY FEES                              | 280,904                 | 280,904                      | 0                                     | 0.0%        |                 |
| PUBLIC ANALYST FEES                      | 267,000                 | 279,286                      | (12,286) ADV                          | (4.6%)      | Minor Variance  |
| PRIVATE SECTOR HOUSING GRANTS            | 176,000                 | 176,000                      | 0                                     | 0.0%        |                 |
| <b>TOTAL EXPENDITURE</b>                 | <b>20,863,408</b>       | <b>20,848,752</b>            | <b>14,657 FAV</b>                     | <b>0.1%</b> |                 |

**NORTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report - Status of Earmarked Reserves**  
**Period 06 (01 April 2023 - 15 September 2023)**  
**Enterprise & Communities**

| DESCRIPTION OF EARMARKED RESOURCE                | FINANCIAL YEAR - 2023/24      |                             |                           |               |                 |                |                              |                       |                                 | Commentary Regards Usage  |
|--|-------------------------------|-----------------------------|---------------------------|---------------|-----------------|----------------|------------------------------|-----------------------|---------------------------------|---|
|  | Reserve Allocation<br>2023/24 | Profiled in<br>Future Years | Approved<br>Reserve Total | Spend to Date | Projected Spend |                | Reprofile to<br>Future Years | No Longer<br>Required | Reserves<br>Required In<br>Year |   |
|  | £000                          | £000                        | £000                      | £000          | Value<br>£000   | %              | £000                         | £000                  | £000                            |   |
| <b>Service Specific Earmarked Reserves:</b>      |                               |                             |                           |               |                 |                |                              |                       |                                 |   |
| Dilapidations                                    | 400                           | 124                         | 524                       | 18            | 400             | 76.3%          | 0                            | 0                     | 400                             | Costs associated with leased in property disinvestment                                    |
| Office Rationalisation                           | 500                           | 0                           | 500                       | 500           | 500             | 100.0%         | 0                            | 0                     | 500                             | Costs associated with Office closures and new energy mgt system                           |
| Enterprise Contract                              | 1,224                         | 0                           | 1,224                     | 425           | 1,224           | 100.0%         | 0                            | 0                     | 1,224                           | Ongoing set up cost for the Enterprise Contract   |
| Local Heat and Energy Efficiency Funding         | 75                            | 0                           | 75                        | 0             | 75              | 100.0%         | 0                            | 0                     | 75                              | Consultancy spend for LHEES program   |
| Winter Reserve                                   | 1,500                         | 0                           | 1,500                     | 0             | 1,500           | 100.0%         | 0                            | 0                     | 1,500                           | Contingency for significant winter event  |
| Open Space Strategy (temp Posts - Park Rangers)  | 113                           | 0                           | 113                       | 52            | 113             | 100.0%         | 0                            | 0                     | 113                             | Temporary Staffing  |
| Housing Grants to owner occupiers                | 176                           | 0                           | 176                       | 5             | 176             | 100.0%         | 0                            | 0                     | 176                             | Funding for Private Sector Grants   |
| Fleet - Grant for Lease Vehicles                 | 118                           | 0                           | 118                       | 54            | 118             | 100.0%         | 0                            | 0                     | 118                             | Grant funding for electric vehicles   |
| Bellsill Depot Eco hub                           | 200                           | 0                           | 200                       | 0             | 200             | 100.0%         | 0                            | 0                     | 200                             | Set up costs for Eco Hub  |
| Service Developments (fleet pressures inc hires) | 739                           | 0                           | 739                       | 738           | 739             | 100.0%         | 0                            | 0                     | 739                             | Contingency for increased fleet pressures   |
| Service Developments - Ash Dieback               | 300                           | 700                         | 1,000                     | 41            | 41              | 4.1%           | 259                          | 0                     | 41                              | Works associated with removing ashdieback   |
| Protective Services Environmental Improvements   | 665                           | 111                         | 776                       | 133           | 665             | 85.7%          | 0                            | 0                     | 665                             | Environemtal Improvements   |
| Park Rangers                                     | 35                            | 0                           | 35                        | 0             | 25              | 71.4%          | 0                            | 10                    | 25                              | Staffing costs  |
| Cemeteries increased demand Bothies              | 318                           | 0                           | 318                       | 27            | 68              | 21.4%          | 250                          | 0                     | 68                              | Funding for works in cemetery bothies; extra cleaning/ waste and plant hire due to covid. |
| Digital NL                                       | 1,960                         | 0                           | 1,960                     | 735           | 735             | 37.5%          | 1,225                        | 0                     | 735                             | Digital Savings less income uplift and grant income received in advance of need           |
| HEEPS  | 0                             | 591                         | 591                       | 0             | 0               | 0.0%           | 0                            | 0                     | 0                               | Energy Efficiency Schemes - contributions to current programme                            |
| Rapid Rehousing                                  | 1,081                         | 0                           | 1,081                     | 262           | 1,081           | 100.0%         | 0                            | 0                     | 1,081                           | Rapid Rehousing programme to tackle homelessness  |
| Homelessness Surplus                             | 0                             | 283                         | 283                       | 0             | 0               | 0.0%           | 0                            | 0                     | 0                               | Homelessness surplus 22/23  |
| Renewables                                       | 200                           | 0                           | 200                       | 0             | 200             | 100.0%         | 0                            | 0                     | 200                             | Maintenance of renewable heating systems  |
| Electrical Testing                               | 600                           | 0                           | 600                       | 314           | 600             | 100.0%         | 0                            | 0                     | 600                             | Electrical testing programme  |
| City Deal - Delburn Street / Manse Road          | 59                            | 0                           | 59                        | 0             | 59              | 100.0%         | 0                            | 0                     | 59                              | Temporary Property costs as a result of capital programme                                 |
| Business Recovery                                | 3,172                         | 480                         | 3,652                     | 64            | 3,172           | 86.9%          | 0                            | 0                     | 3,172                           | Costs to support business recovery  |
| LUF Ravenscraig                                  | 26                            | 0                           | 26                        | 0             | 26              | 100.0%         | 0                            | 0                     | 26                              | Costs associated with LUF bid   |
| Smith Stone - Roadworks (former capital receipt) | 150                           | 0                           | 150                       | 150           | 150             | 100.0%         | 0                            | 0                     | 150                             | Roads works linked to former capital receipts   |
| Local Development Plan                           | 150                           | 137                         | 287                       | 0             | 150             | 52.3%          | 0                            | 0                     | 150                             | Set up cost to produce LDP  |
| <b>Total</b>                                     | <b>13,761</b>                 | <b>2,426</b>                | <b>16,187</b>             | <b>3,519</b>  | <b>12,017</b>   | <b>1935.6%</b> | <b>1,734</b>                 | <b>10</b>             | <b>12,017</b>                   |   |

**NORTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report - Challenging Savings**  
**Period 06 (01 April 2023 - 15 September 2023)**  
**Enterprise & Communities**

| Ref.   | DESCRIPTION OF APPROVED SAVING                                     | DIVISION                       | APPROVED SAVINGS     |                              |                     |   | REPLACEMENT SAVING / FUNDING                    |               |                                |            |
|--------|--|--------------------------------|----------------------|------------------------------|---------------------|---|---|---------------|--------------------------------|------------|
|        |  |                                | Target Value<br>£000 | Value<br>Deliverable<br>£000 | Savings Gap<br>£000 | Reasons for Savings Gap   | DESCRIPTION                                     | Value<br>£000 | Revised<br>Savings Gap<br>£000 | Commentary |
|        | <b>Savings 2021/2022 and 2022/23</b>                               |                                |                      |                              |                     |   |   |               |                                |            |
| EC10   | Asset Management Rationalisation/Office Dis-investment.            | Assets & Procurement Solutions | 800                  | 385                          | 415                 | Timing of Office Closures   | Ear Marked Reserve                              | 415           | 0                              |            |
| EC37   | Review of staffing within Business                                 | Housing Mgt                    | 76                   | 0                            | 76                  | Delays in staff changes   | Vacancy savings within Service                  | 76            | 0                              |            |
| CE05   | Digital Savings  | Service Wide                   | 1,960                | 50                           | 1,910               | Service working with Digital Team to identify opportunities for savings   | Funding in advance of need / Ear Marked Reserve | 1,910         | 0                              |            |
| ECBB03 | Base Budget Savings 23/24<br>Income Generation Countryside Rangers | Community Operations           | 22                   | 0                            | 22                  | Difficulties within NHS funding has forced a review of the provision of this service to them at present, and charging status. | Other income over recoveries in this Service    | 22            | 0                              |            |
| ECBB04 | Greenspace Income  | Community Operations           | 31                   | 26                           | 5                   | Small shortfall in income generation  | Other income over recoveries in this Service    | 5             | 0                              |            |
| ECBB19 | Protective   | Community Operations           | 41                   | 0                            | 41                  | Timing Delays for VRS   | Vacancy savings within Service                  | 41            | 0                              |            |
|        | <b>TOTAL</b>   |                                | <b>2,930</b>         | <b>461</b>                   | <b>2,469</b>        |   |   | <b>2,469</b>  | <b>0</b>                       |            |

|                             |  | £000                  | £000                 | £000                |
|-----------------------------|--|-----------------------|----------------------|---------------------|
| Division                    | Council Motion Narrative   | 2023/24<br>Allocation | Projected<br>Outturn | Outturn<br>Variance |
| <b>Approved in Feb 2023</b> |  |                       |                      |                     |
| Anti Social Behaviour       | Staffing   | 111                   | 111                  | 0                   |
| Community operations        | Seasonal Staff to Permanent/ Additional Mechanic/<br>Environmetnal Protection Officers | 970                   | 684                  | 286                 |
|                             |  | 1081                  | 795                  | 286                 |