

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a sailing ship on wavy lines representing water. The top-right quadrant depicts a stag's head with large antlers. The bottom-left quadrant contains a beaver. The bottom-right quadrant shows a grizzly bear standing on its hind legs. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield reads "CITY OF VANCOUVER".

Agenda Item 8

Projected Financial Position 2019/20

Falkirk Council

Title: Projected Financial Position 2019/20
Meeting: Executive
Date: 14 January 2020
Submitted By: Director of Corporate & Housing Services

1. Purpose of Report

- 1.1 This report presents an update on the financial position of the Council for 2019/20. It also provides an update on the position with Reserves consistent with the policy approved by Executive in January 2015.

2. Recommendations

2.1 Executive is invited to note:

- (1) the Council's projected year-end financial position for 2019/20;
- (2) the position with respect to Reserves;
- (3) the progress on the achievement of the 2019/20 agreed savings; and
- (4) instruct Service Directors to take appropriate actions to maintain their costs within the approved budget.

3. Background

- 3.1 Following the Council's approved 2019/20 General Fund Revenue Budget in February 2019, Housing Revenue Account in January 2019 and the update reports to Executive in August and October 2019 this report provides details of progress with meeting the budgeted financial targets.

4. Considerations

4.1 General Fund

- 4.1.1 Appendix 1 sets out both General Fund net expenditure by Service and how it is financed. Movements between budget and projected outturn are expressed in monetary and percentage terms.

4.1.2 Net expenditure at the 31 March 2020 is forecast to be £350.1m which is £1.376 (0.4%) above the resources available. This is an adverse movement of £1.453m from the October position and is primarily due to the, now expected, non achievement of the budget saving for the refinancing of the NPDO schools project partly offset by an increase in the projected underspend with Development Services.

4.1.3 The reasons for significant overall deviations from budget are described below:

Children's Services – (over budget by £4.382m; 2.2%)

(i) Education (over budget by £3.113m)

As previously advised the budget saving from the refinancing of the NPDO schools project (£1.7m) may not be achieved due to the complexity of the contract and challenging engagement with senior debt lenders and the Gateway Board. This expected non achievement has now been factored into the projection.

There is also an anticipated overspend on NPDO insurance contracts of £0.233m due to a change made by our provider's insurance insurer in the method of calculating a rebate. This remains an ongoing matter for the Gateway Board and their insurers over a dispute regarding the validity of the insurance sharing arrangements and as such receipt of the rebate has not been assumed in this projection.

Other projected variances are within employee costs and are mainly due to additional payments required to support family leave arrangements in line with local and national conditions. For example, for teachers this cost is estimated to be c£0.750m. These are unbudgeted costs and are wholly offset by savings on SJC costs due to vacancies. There are also projected overspends on operational costs including school transport £0.540m, as a result of changes to the contract when retendered and energy costs.

(ii) Social Work – Children & Families (over budget by £1.269m)

The projected overspend has reduced by £0.400m from the previous position reported in October. This position is primarily due to the impact of young people remaining longer in placement (Continuing Care) as the Children and Young People (Scotland) Act extends the age that support is provided from 18 to 26; this has a significant impact on the Children & Families budget. This financial pressure is not unique to Falkirk but is consistent across most Local Authorities as was highlighted by a recent survey carried out by COSLA.

Targets to reduce the overspend are being met but this budget remains volatile and unpredictable due to the fact that children will continue to need protection away from home. Secure care placements are also required at times and these are high cost.

Creating a shift in the balance of care is fundamental to the aims of the Closer to Home Strategy. Reducing the numbers of children looked after away from home and increased access to internal foster care rather than residential care are critical factors.

The new supported accommodation service in Grangemouth is now operational and is expected to deliver savings in these pressure areas. At present the service is at 50% occupancy and young people are settling well. Savings are realised where young people move from more expensive external provision to supported accommodation or 'in house' provision.

Numerous workstreams underpinning the Closer to Home Strategy are progressing well and there are many examples where creative relationship based practice and Self-Directed Support packages have supported children to remain safely at home or to return home. The Strategy has been developed to lead Children's Services through transformational change to ensure that care experienced children and young people (and those on the edges of care) are afforded the right support at the right time. An integral part of the Close to Home Strategy targets resources to be invested within family support/community based support and partnership work which provides sustainable support to vulnerable children.

(iii) Justice Service (on budget)

The majority of Justice Service expenditure is funded by ring-fenced grant and this division is projected to come in on budget.

Development Services (under budget by £0.279m: 1.0%)

The Service is currently shown to be under budget by £0.279m. It should be noted that there are significant compensating variances within this current projection. The main variances include an overspend in Waste of £0.810m. The new waste charter compliant recycling option is anticipated to resolve this overspend going forward. This is offset by underspends mainly within employee budgets across the remainder of Development Services totalling £1.089m.

Members should note however that there is a risk identified over European Social Fund payments that the Employment Training Unit are due to receive. All local authorities across Scotland have been notified that funding payments have been suspended pending an ongoing audit which potentially places c£0.400m of funding at risk for Falkirk. The current projection anticipates that this funding will be received as planned.

Corporate & Housing Services (under budget by £0.127m; 0.5%)

(i) General Fund Housing (under budget by £0.236m)

This underspend is primarily due to staff savings within Homelessness along with savings within Private Sector Housing third party payments.

(ii) Central Support Services (over budget by £0.108m)

Savings within staffing costs along with an underspend in property costs are offset by reduced income from the Printworks and increased strain payments. The overall effect is to increase the projected costs of Central Support Services to the General Fund by £0.222m.

(iii) Miscellaneous Services (on budget)

Miscellaneous Services is projected to be on budget.

Employee Related Liabilities

The actual cost to date of compensatory lump sums paid as a result of employees leaving through voluntary severance is c£0.530m. There is a further c£0.860m of applications pending within the system. This will continue to be monitored and updated accordingly. Members will note at (4.4.5) that there is earmarked funding of £1.968m within Spend to Save available to cover this cost.

Capital Financing Costs (underspend £1.500m: 10.8%)

As previously advised Loan Charges to the General Fund have reduced by c£0.8m in 2019/20 because of additional debt repayment in 2018/19. In addition, a review and restructure of Treasury Management activities i.e. debt reprofiling has resulted in further Loan Charges savings of c£0.7m.

Council Tax (under budget £0.3m: 0.5%)

The forecast council tax yield is £0.3m below budget. It is worth highlighting that this income is affected by macro economic factors and there is no doubt that Brexit uncertainty is having a negative impact on the yield (e.g. volume and value of new build houses that are purchased is linked directly to financial uncertainty)

General Revenue Grant (over budget by £1.400m: 0.7%)

All Council's have received additional grant funding to cover the increases to teachers pay and pension costs. Falkirk's share is £1.4m more than actually required to cover the projected costs in 2019/20. Scottish Government agreed to fund the increase from 2% to 3% as part of the teachers pay award for 2018/19. This has resulted in a windfall as the Council incorporated a 3 % increase to teachers pay in the 2018/19 budget but not the additional funding.

4.1.4 Integration Joint Board

For 2019/20, a net sum of £65.988m (£64.247m from General Fund) was passed to the IJB. It is for the IJB to manage its expenditure within the resources provided. Members should be aware that this delegated budget is projected to be overspent by £0.684m.

External home care hours procured has increased by 16.5% over the same period in 2018/19. A recovery plan has been developed to try and address the rising demand for home care, focussing on efficiency of the internal home care service, more scrutiny of packages being procured externally and changing some existing processes. The recovery plan is being implemented to try and bring the budget back into balance in 2019/20.

Meanwhile, the Service is undergoing significant changes, including significant transformation projects underway such as the implementation of the Locality model for service delivery, and the SWIS replacement project that is funded by the Council's capital grant. The IJB will be operating a more integrated structure with much better data support.

Engagement is taking place with the IJB and the Health Board on a risk sharing arrangement. This could potentially have financial implications for the Council.

4.2 Trading Account

- 4.2.1 The overall surplus of Building Maintenance is £0.495m, which is in line with the budgeted position.

4.3 2019/20 Agreed Savings

- 4.3.1 A statement for each service of the 2019/20 agreed service savings options are shown at appendix 4. The progress on the achievement of the savings options have been highlighted on a Red/Amber/Green basis. At this stage it is anticipated that all listed savings will be achieved.
Members should note however, that the NPDO refinancing, a service specific budget movement, is now flagged as red as detailed at 4.1.3.

4.4 General Fund Reserves

- 4.4.1 The Council policy on its Reserves Strategy was reviewed and approved by the Executive on 13 January 2015. In respect of the Council's Uncommitted General Fund, the policy provides for 2% of annual revenue expenditure (giving a range of £7.5m - £11m) to be held as a contingency against unforeseen events and emergencies. The Reserves Strategy also states that the purpose of each earmarked Reserve must be clearly understood and highlights the requirement for an agreed protocol for use which accords with the Council's priorities and can enable the use of these Reserves to better feed into the budget process. Any sums deemed surplus, should properly be returned to the Uncommitted General Fund.
- 4.4.2 Appendix 1 shows a projected balance of £9.016m at March 2020. Members should note that the evolving position on historic child abuse may well result in future calls on the Council's reserve, and quite possibly, a significant sum. Other calls on the reserve will be the impact of voluntary severance payments required, beyond the £1.968m earmarked within the Spend to Save fund (4.4.5), to implement the transformation detailed in the five year Business Plan and the risk highlighted to ESF funding at (4.1.3)
- 4.4.3 The following paragraphs provide details on the expenditure and transfers in respect of the Council's reserves and earmarked funds. A summary of the transactions and balances is included at Appendix 3.
- 4.4.4 **Repairs and Renewals Fund**

Strategic Property Review (£0.729m)

The Council is undertaking a comprehensive review of its property assets including its leased portfolio. This is anticipated to result in withdrawal from a number of existing properties with provision for investment in assets retained and dilapidations costs for buildings being vacated. As a consequence a sum was earmarked to assist these works.

Social Work Services Properties (£0.071m)

£0.071m has been retained for major repairs on social work properties. This amount has been committed to fund a number of jobs identified in the condition survey.

Falkirk Community Trust ICT (£0.138m)

This is the remaining balance available for Falkirk Community Trust to undertake ICT improvements. The sum will be paid to the Trust, through the service payment arrangements, when the works are completed.

Mobile & Flexible Working (£0.214m)

In December 2014 the Executive approved a project on Mobile and Flexible working. Funding has been provided to help cover the additional revenue costs required to undertake the project. Part of this fund is being used to fund 2 modern apprentices for 2 years at a cost £0.047m with £0.009m being utilised in 2019/20. It is anticipated that the balance of £0.205m will be carried forward and utilised over the next two years.

Payroll (£0.100m)

A sum of £0.100m was earmarked for the upgrade of payroll systems. Due to timing issues this balance will be utilised in 2020/21.

Building Maintenance (£0.245m)

A Repairs & Renewals reserve of £245k was created from the 2018/19 BMD trading surplus. This reserve will be fully spent in 2019/20 to complete improvements to the Inchyra Road Depot, Grangemouth as part of the BMD redesign phase 2 Council of the Future Project.

4.4.5 Earmarked Reserves

The position with each of the funds is as follows:

Insurance Fund (£5.803m)

The Fund is actuarially valued every three years and as previously advised to Members, was subject to an independent actuarial valuation in October 2018 by Aon Insurance Limited. The valuation has confirmed that the Fund is broadly healthy and that although there is uncertainty over the value and timing of any potential Abuse claims, the continuing level of Service contributions and Fund balance should be sufficient to meet any resultant costs over the next three years.

Devolved Schools Management (£1.149m)

The balance at 31 March 2019 was £1.149m. £0.337m reflects the year end carry forward balances held at individual schools for use by headteachers and ring fenced external grant/funding monies that cover periods beyond the financial year end. The remaining balance of £0.812m has been earmarked to help proactively manage demographic pupil roll growth pressures and in year capacity expansion within the schools sectors which reduces the risks associated with failure to meet demand. It also allows the Service to provide places and support for eligible two year olds should demand from those qualifying families increase.

Economic Development (£0.279m)

The fund has £0.255m for property maintenance/dilapidations works to the Council's industrial and commercial estate and £0.024m for business support/landscape Initiatives. Final negotiations for Hadrian's House are being concluded which will result in a dilapidations cost of c£0.125m including professional fees being met from this reserve in 2019/20. This will leave a remaining balance of c£0.154m.

Central Energy Efficiency Fund - CEEF (£0.282m)

This is a self-replenishing fund that allows energy efficiency works to be completed. Under the terms of the funding, energy savings generated are required to pay-back into the fund in order to maintain an ongoing balance for delivery of future projects. The service has an ongoing programme of energy efficiency works to continue to utilise the fund balance.

Change Fund (£1.602m)

Members agreed, as part of the 2019/20 budget process, to earmark a further £1m to ensure that the programme of change projects agreed by Council under Council of the Future could be successfully delivered. To date £1.438m of the total fund has been committed to projects with c£0.372m actual spend.

Revenue Grants (£4.969m)

The Revenue Grants reserve consists of the carry forward of grant funding not yet utilised. The largest of these are within Children's Services for the Pupil Equity Fund, which is allocated directly to schools, and the early years expansion programme to increase the provision of nursery hours from 600 to 1,140 by August 2020. This funding will be credited back to Services to appropriately match expenditure and will not affect the Council's overall position in 2019/20.

TIF Reserve (£0.710m)

As advised to Members in the Provisional Financial Position 2018/19 reported to the June Executive, there was a £0.710m surplus of NDR income in 2018/19. This surplus was transferred to a TIF Reserve and will now be applied to fund capital TIF spend in 2019/20.

Spend to Save (£2.314m)

Executive previously agreed to fund the following projects

Mental Health Officer Training

A balance of £0.033m remains to enable Social Work staff to be trained as Mental Health Officers. It is anticipated that this will be fully utilised in 2019/20.

Programme Management Co-ordinators

It was agreed that funding would be provided for 3 Programme Management Co-ordinators to ensure delivery of end to end key change programmes/projects within each Service. £0.223m will be utilised for this in 2019/20.

Rehab Group

It was agreed that part of this fund would be used for the proposals for the factory unit at Central Business Park. A sum of £0.09m is now required to fund severance for ex Sign Factory staff.

Voluntary Severance

The remaining balance of £1.968m is earmarked to help cover the costs of voluntary severance reflected in the five year business plan.

4.5 Workforce Changes

4.5.1 The Budget report presented in February noted the actions required to balance the budget would see reductions in the workforce but noted that the Council must continue to plan for savings required in future years. As a result, officers will continue to use the following options to achieve savings:-

- non-filling of vacancies where possible;
- a review of all temporary employees and agency workers, ending contracts where possible;
- any other options to achieve savings through voluntary means; and
- voluntary severance.

4.5.2 To date, progress with employees seeking redeployment and leaving through voluntary severance is as follows:-

	2015/16	2016/17	2017/18	2018/19	2019/20
Seeking Redeployment	95	16	9	13	17
Voluntary Severance	163	137	28	17	18

Overall, from August 2015 to August 2019, headcount and FTE have moved as follows:

	October	October	October	October	October
	2015	2016	2017	2018	2019
Headcount	7,203	7,091	6,980	7,042	7,155
FTE	6,051	5,965	5,886	5,931	6,025

It is important to note that whilst the overall workforce numbers have increased, these include new posts created through ring-fenced additional funding to support the expansion of early years, and new posts paid for through the Pupil Equity Fund (PEF).

4.6 Housing Revenue Account (HRA)

4.6.1 Overall, the HRA spending of £65.07m (Appendix 2) is in line with budget. The figure for the HRA incorporates a payment of £1.414m to the IJB for in scope services e.g. garden aid and adaptation expenditure.

There are underspends in staff costs, support services and Supplies and Services which are offset by increased repairs costs and reduced rent income

- 4.6.2 The reserve balance brought forward at 1 April 2019 was £5.093m and no application of reserves is currently planned for 2019/20. The current projected level of reserves is considered to be prudent to meet future revenue and capital investment requirements. This level is in line with the Scottish average of c10% of annual expenditure.

5. Consultation

- 5.1 There is no requirement to carry out a consultation based on the report proposals.

6. Implications

Financial

- 6.1 The financial implications are detailed within the report. Overall the General Fund expenditure is £1.376m (0.4%) above the resources available and will reduce the General Fund reserve. The Housing Revenue Account is on budget.

Resources

- 6.2 There are no resource implications arising from the report recommendations.

Legal

- 6.3 There are no legal implications arising from the report recommendations.

Risk

- 6.4 The report has flagged risk to the reserve position e.g. with respect to historic child abuse claims.

Equalities

- 6.5 EPIAs, as appropriate, were carried out as part of the Budget process which led to these Budget figures.

Sustainability/Environmental Impact

- 6.6 A sustainability assessment was not required.

7. Conclusions

- 7.1 Net expenditure on the General Fund is now forecast to be £350.1m which is £1.376m (0.4%) above the resources available. The projected forecast within Children's Services is the major player within the overall overspend and

continues to give cause for concern. The projected General Fund balance for 2019/20 is £9.016m.

- 7.2 Spending within the Housing Revenue Account is in line with budget, leading to projected year-end reserves of £5.093m which will be deployed in a planned manner over time.

Chief Finance Officer

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Date: 17 December 2019

APPENDICES

Appendix 1 – General Fund Outturn Statement 2019/20

Appendix 2 – Housing Revenue Account Outturn Statement 2019/20

Appendix 3 – Repairs & Renewals Fund and Other Earmarked Reserves

Appendix 4 – Savings Monitoring Statement

List of Background Papers:

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

Budget Working Papers

FALKIRK COUNCIL

GENERAL FUND

PROJECTED REVENUE OUTTURN STATEMENT 2019/20

	Budget	Projected	(Fav)/ Adv		Previous
	£'000	Outturn	Variance	%	(Fav)/ Adv
		£'000	£'000		Variance
					£'000
Childrens Services	197,004	201,386	4,382	2.2	2,663
Social Work - Adult Services	3,758	3,758	-	-	17
Development Services	28,621	28,342	(279)	(1.0)	(29)
Corporate & Housing Services	27,873	27,746	(127)	(0.5)	(78)
Trading Accounts	(495)	(495)	-	-	-
Sub - Total	256,761	260,737	3,976	1.5	2,573
Falkirk Community Trust	10,853	10,853	-	-	-
Valuation Board	1,345	1,345	-	-	-
Integration Joint Board	64,247	64,247	-	-	-
Employee Related Liabilities	530	530	-	-	-
Capital Financing Costs	13,890	12,390	(1,500)	(10.8)	(1,500)
NET EXPENDITURE	347,626	350,102	2,476	0.7	1,073
Financed By :					
Revenue Support Grant	208,190	209,590	(1,400)	(0.7)	(1,400)
Non-Domestic Rates	69,739	69,739	-	-	-
Council Tax	66,604	66,304	300	0.5	250
Earmarked Funds (Appendix 3)	2,143	2,143	-	-	-
NET INCOME	346,676	347,776	(1,100)	(0.3)	(1,150)
SURPLUS/(DEFICIT)	(950)	(2,326)	1,376	0.4	(77)
Add : General Fund Surplus as at 1 April 2019		11,342			
General Fund Balance as at 31 March 2020		9,016			
Reserves Strategy Policy - Range	7,500 - 11,000				

FALKIRK COUNCIL

HOUSING REVENUE ACCOUNT

PROJECTED REVENUE OUTTURN STATEMENT 2019/20

	Budget	Projected	(Fav)/ Adv		Previous
	£'000	Outturn	Variance		(Fav)/ Adv
		£'000	£'000	%	Variance
					£'000
Employee Expenses	7,846	7,083	(763)	(9.7)	(920)
Property Expenses	23,546	24,174	628	2.7	908
Transport Expenses	28	28	-	-	
Supplies and Services	4,038	3,959	(79)	(2.0)	(100)
Third Party Payments	1,712	1,712	-	-	
Support Services	4,767	4,581	(186)	(3.9)	(188)
Capital Charges	22,117	22,117	-	-	
Sub-Total	64,054	63,654	(400)	(0.6)	(300)
Integration Joint Board	1,414	1,414	-	-	
Compensatory Lump Sums	-	-	-	-	
Gross Expenditure	65,468	65,068	(400)	(0.6)	(300)
Income	65,468	65,068	(400)	(0.6)	-300
Surplus/(Deficit)	-	-	-		-
Add: Surplus brought forward at 1 April 2019		5,093			
Projected Surplus at 31 March 2020		5,093			

ANALYSIS OF REPAIRS & RENEWALS FUND

Service		Balance 01/04/2019 £'000	Transfers In £'000	Spend £'000	Transfers Out £'000	Balance 31/03/2020 £'000
Development	Roads	27	-	-	-	27
	Strategic Property Review	729	-	-	-	729
	Crematorium	49	-	-	-	49
	Birkhill Mine Demolition	38	-	-	-	38
	Pavilion Improvement	5	-	-	-	5
Social Work	Older People's Accommodation	71	-	(71)	-	-
FCT	ICT	138	-	-	-	138
Corp & Housing	Printworks	39	-	-	-	39
	General Fund Housing	32	-	(32)	-	-
	Mobile & Flexible Working	214	-	(9)	-	205
	Payroll	100	-	-	-	100
Building Maintenance		245	-	(245)	-	-
TOTAL		1,687	-	(357)	-	1,330

ANALYSIS OF INSURANCE FUND

Description	Balance 01/04/2019 £'000	Transfers In £'000	Spend £'000	Transfers Out £'000	Balance 31/03/2020 £'000
Insurance	5,803	-	-	-	5,803

ANALYSIS OF GENERAL FUND EARMARKED RESERVES

Description	Balance 01/04/2019 £'000	Transfers In £'000	Spend £'000	Transfers Out £'000	Balance 31/03/2020 £'000
Devolved Schools Management	1,149	-	(337)	-	812
Economic Development	279	-	(125)	-	154
Central Energy Efficiency	282	-	-	-	282
Change Fund	602	1,000	(1,448)	-	154
Revenue Grants	4,969	-	-	-	4,969
Spend to Save	2,314	-	(876)	-	1,438
TIF	710	-	-	-	710
TOTAL	10,305	1,000	(2,786)	-	8,519

OVERALL TOTAL	17,795	1,000	(3,143)	-	15,652
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OVERALL NET MOVEMENT

(2,143)

Summary of 2019/20 Agreed Savings Options				
Children's Services Savings				
No	Ref	Description		
			Savings £'000	FTE Impact
1	CS04	Reduce Music Instruction Decreased staffing by up to 2FTE, review temporary contracts and reduction of staffing.	75	2.00
2	CS10	Review of C&F Social Work Staff Staff savings reduction of staff.	290	7.00
3	CS12	Re-provisioning of the School Estate - Phase 1: School Estate Mothballing Review schools with <10 catchment pupils on roll. Operational and potential staff savings.	101	-
4	CS13	ELC - Realignment of Early Years Team Staff savings (2fte). 2 peripatetic vacant posts deleted.	125	2.00
5	CS14	ELC - Staffing Realignments & Review of Assets Efficiencies Derived from Staffing Realignments & Review of Assets (linked to Strategic Property Review)	125	-
6	CS15	Secondary School Target Re-provisioning of school registration process. (16.7fte)	433	16.70
7	CS15	Secondary School Target Adjusting demographic growth provision (10.0fte)	251	10.00
8	CS16	Primary School Target Re-design of teaching support in nursery classes with use of graduate childcare professionals (20fte)	519	20.00
9	CS16	Primary School Target Removal of discretionary support provided for schools (i.e. for additional classes) (7fte)	179	7.00
10	CS17	Redesign of ASN Service (Closer to Home) Returning Pupils to the local schools rather than external special provisions. Making the Service more efficient and reducing the cost of current Service provision.	220	4.00
11	CS18	CLD Review Community Centres & Wings. Staff savings	150	4.00
12	CS19	Replace Cartons of Milk/Fruit Juice with Water.	125	-
13	CS20	Review and reduction of Central Support staff (Sealock House & Camelon EC)	282	4.50
14	CS21	Fees & Charges	75	-
15	CS22	Additional Support Needs Service Review - Review of SLA / Commissioning	100	-
16	CS23	Closer to Home - Social Work Children's Services	837	
17	CHS41	Absence Service Review	93	

Summary of 2019/20 Agreed Savings Options				
Children's Services Savings				
No	Ref	Description		
			Savings £'000	FTE Impact
			3,980	77.20

Summary of 2019/20 Officer's Savings Options
Development Services Savings

No	Ref	Description		
			Savings £'000	FTE Impact
1	DV01	Removal of Pest Control Services	10	1.00
2	DV02	Waste Recycling Centres opening Hours	200	10.00
3	DV03	Transformation of Operational Services: Revised special uplift arrangements	300	6.00
4	DV04	Transformation of Operational Services: Revised permit arrangements for vans	160	0.00
5	DV05	Brown Bin Monthly	166	6.00
6	DV07	CCTV Surveillance	20	0.00
7	DV08	Transformation of Operational Services: Reduction in Street Cleansing	200	3.00
8	DV09	Transformation of Operational Services: Remove Community Safety team provision	60	5.00
9	DV11	Reduction of bus subsidies (1)	167	0.00
10	DV15	Remove contribution to Bo'ness Community Bus	10	0.00
11	DV17	Transformation of Design, Roads and Transport: Remove flower bedding and baskets provision	100	2.00
12	DV18	Reduce taxicard budget overprovision	28	0.00
13	DV19	Transformation of Design, Roads and Transport: Review Learning and Physical Disability Transport	88	3.00
14	DV20	Income Maximisation: SLA recharge for traffic collection services to Clackmannanshire Council	10	0.00
15	DV21	Income Maximisation: SLA recharge for Structural & Street Lighting Services to Stirling & Clackmannanshire Councils	20	0.00
16	DV22	Income Maximisation: SLA recharge for gritter driver services to Stirling & Clackmannanshire Councils	10	0.00
17	DV26	Reduce FCT property maintenance budget	20	0.00
18	DV27	Transformation of Design, Roads and Transport: Reduce vacant posts within Design, Roads and Transport	250	8.50
19	DV28	Transformation of Design, Roads and Transport: Removal of grounds maintenance nursery provision	120	3.00
20	DV30	Transformation of Planning & Economic Development: Business Gateway Saving	26	
21	DV31	Transformation of Planning & Economic Development: Staff Reduction within Planning and Economic Development (vacancies)	26	0.50

Summary of 2019/20 Officer's Savings Options
Development Services Savings

No	Ref	Description		
			Savings £'000	FTE Impact
22	DV32	Transformation of Planning & Economic Development: Income from capital Sustrans & Planning Obligations	97	
23	DV33	ETU Service Review	57	
24	DV34	Services for the Bereaved: Bereavement Services - General Expenditure	44	
25	DV35	Services for the Bereaved: Mercury Abatement - Savings following upgrade	52	
26	DV36	Smart Working Smart Travel	50	
27	DV37	Transformation of Design, Roads and Transport: LED Lighting upgrade programme	90	
28	DV38	Crematorium & Burials - Fees & Charges	67	
29	CHS41	Absence Service Review	17	
			2,465	48.00

Summary of 2019/20 Officer's Savings Options
Corporate & Housing Savings

No	Ref	Description	Officer's Options	
			Savings £'000	FTE Impact
1	CHS01	Transfer the Travelling Peoples Site to the HRA	28	
2	CHS02	Transfer responsibility for the Castings Hostel to the HRA	172	
3	CHS03	General Fund Housing - staffing adjustments	60	
4	CHS04	Procurement savings from supplier contracts	300	
5	CHS05	Increased income from contract rebates and prompt payment of invoices	105	
6	CHS06	Transfer Repair and Renewal Balance	30	
7	CHS06	Sale of surplus stock	15	
8	CHS07	Procurement Staffing - Vacancy Management	33	1.50
9	CHS08	Contract management - Telecoms	20	
10	CHS09	Review of leased IT lines	15	
11	CHS10	Savings from GIS Contract	80	
12	CHS11	Savings from stopping the publication of Falkirk News	20	
13	CHS12	Staffing savings - Policy, Technology and Improvement	13	
14	CHS13	Remove town twinning budget	6	
15	CHS15	Transfer the funding of Oasis to the HRA	10	
16	CHS17	External Funding - rebasing	5	
17	CHS19	Reduce Fairer Falkirk Funding for employability and financial inclusion - Citizen's Advice Bureau	50	
18	CHS20	Reduce Fairer Falkirk Funding for employability and financial inclusion - Real Jobs Action Group	42	
19	CHS21	Reduce Fairer Falkirk Funding for employability and financial inclusion - Employment Training Unit	103	
20	CHS22	Reduced costs from replacing the sound system within the committee suite	10	
21	CHS23	Realignment of budgets within Members Support	42	
22	CHS24	Increased income from Childrens Hearing Scotland	50	

Summary of 2019/20 Officer's Savings Options
Corporate & Housing Savings

No	Ref	Description	Officer's Options	
			Savings £'000	FTE Impact
23	CHS25	Reduction in supplies and services	29	
24	CHS26	Savings from delivery of the absent voting process	15	
25	CHS27	Reduced loans fund capital charges	713	
26	CHS28	Increase recharge to Pension Fund	23	
27	CHS29	Review of Secretarial Support	32	
28	CHS30	General supplies and services savings	23	
29	CHS31	Staff savings linked to the Hub delivery model resulting in more efficient working practices and no direct impact on service provision	90	3.00
30	CHS32	Improved collection of hard to collect debts	80	
31	CHS33	Reduction in council tax bad debt provision.	270	
32	CHS34	Remove second home council tax discount for owners of second homes	15	
33	CHS38	Purchasing annual leave scheme.	100	
34	CHS39	Integration of email system into Contact Centre telephony	25	1.00
35	CHS40	Review business support charges	350	
36	CHS41	Absence Service Review	24	
			2,998	5.50