

## Appendix A2 – 2022/23 End of Year Savings Delivery Position

### End of Year Summary

1.1 The target savings for 22/23 were **£24.2m** (this included rollover of £6m from non-achievement or under-delivery of savings in 21/22).

1.2 A further £1.30m of recurring mitigations were agreed in mid-2022 which ultimately increased the overarching target to **£25.54m**.

Saving Status	(£'ms)		
	MTFP savings	Additional recurring mitigations	Total
<b>Category A0: Saving was covered via growth</b>	£ 4.0		£ 4.0
<b>Category A1: Saving has been <u>confirmed</u> as secured and delivered (recurring)</b> <i>These savings have been closed as secured and delivered with all approvals in place. These are sustainable, ongoing savings.</i>	£ 3.7		£ 3.7
<b>Category A2: Saving are <u>presumed</u> to be secured and delivered (recurring)</b> <i>These savings have been closed as presumed to be 'secured and delivered' however only partial approvals are in place. These are presumed to be sustainable, ongoing savings.</i>	£ 8.0	£ 0.4	£ 8.4
<b>Category B: Saving delivered (or mitigated) (one off)</b> <i>These savings were only due as one off in 22/23. These may have been delivered as per the original agreed method or a mitigation has been identified. These were always planned as non-recurring savings.</i>	£ 0.4		£ 0.4
<b>Category C: Savings which have been mitigated on an ongoing basis (recurring)</b> <i>This category represents savings where the saving is being delivered but a variation of the original method. In this instance, the service has identified mechanisms to mitigate the shortfall on an ongoing basis.</i>			£ -
<b>Category D: Savings which were mitigated in year one-off, but remain due in 23/24</b> <i>This category represents savings where the original saving has under-delivered, unable to deliver or not delivered. In this instance, the service has either identified mechanisms to mitigate the shortfall within the same division via a tactical approach, or a mitigation has been provided via external funding sources or wider corporate BCC mitigations.</i>	£ 7.5	£ 0.9	£ 8.4
<b>Category E: Original savings undelivered but mitigated one off, but do not remain due in 23/24.</b> <i>These savings have now been written off, replaced or addressed via base budget growth from 23/24. These savings will cease to exist in their current format from 23/24.</i>	£ 0.7		£ 0.7
<b>Total</b>	£ 24.2	£ 1.3	£ 25.5

### Mitigated Savings

1.3 Table 1 below documents all the savings in category C and, D and E as noted in above, where there has been non-delivery during 2022/23 of the saving as originally described and approved by Full Council.

1.4 Table 2 documents the additional savings that were agreed mid-year that were undelivered/ required mitigations.

1.5 In some cases, Directors identified mitigations within their services. If these savings continue to be unachievable in the future the Council will need to identify other savings to compensate or seek write off's via the formal process.

**Table 1: Undelivered 22/23 MTFP budget savings**

ID	Name of Proposal	Amount mitigated	End of 22/23 Year (Category)	What was the one-off 22/23 mitigation?	MTFP Impact/Actions in place for 23/24
21_New18_M2	ICT P750 Server replacement	30,000	D	Mitigated through contingencies or use of reserves	Complete project to replace the server.
21_NS_03_2223CEN04	22/23 mitigations for Common Activities (incl. Streamline strategic support services)	291,000	D	Various (incl. £135k optimism bias funding)	Remaining part year effect savings will be achieved in 23/24 and completion of remaining plans agreed in 22/23.
21_NS_04_Ex_22CEN02	Addressable Spend/ Third Party Savings	79,000	D	Mitigated through contingencies or use of reserves	Completion of activities underway
IN25_continued	Culture savings	56,000	E	Optimism Bias funding	<i>N/a - saving replaced or written off from 23/24 onwards</i>
IN27b-M2	Generating and saving money through energy generation and efficiency	230,000	D	Mitigated through contingencies or use of reserves	Further work required
NEW2223_ASC11	Review the Bristol Community Meals service delivery	100,000	D	Optimism Bias funding	Continue to implement services changes to meet budget reduction
NEW2223_ASC12	Review Concord Lodge service delivery and consider alternative model	350,000	D	Mitigated through contingencies or use of reserves and £70k of Optimism Bias funding	Being reviewed as part of ASC transformation plans
NEW2223_ASC14	Review Home Choice processes and criteria	547,000	D	Mitigated through contingencies or use of reserves and £160k of Optimism Bias funding	Being reviewed as part of ASC transformation plans
NEW2223_ASC3	Manage and control cost of care for people with care and support needs	560,000	D	Mitigated through contingencies or use of reserves and £160k of Optimism Bias funding	Being reviewed as part of ASC transformation plans
NEW2223_ASC4	Undertake Care Act reviews	448,000	D	Mitigated through contingencies or use of reserves and £200k of Optimism Bias funding	Being reviewed as part of ASC transformation plans
NEW2223_ASC6	Transfer rehabilitation services to external partner	408,000	D	Mitigated through contingencies or use of reserves and £100k of Optimism Bias funding	Being reviewed as part of ASC transformation plans
NEW2223_CEN01	Management and capacity review	2,000,000	D	One off vacancy savings, partial contingency/reserves and remaining £1m of Optimism Bias funding	The full £5.5m recurring savings will be met in 23/24 through the full year effect of senior leadership restructure, succession planning, with the remaining balance to be met through the deletion of vacancies or service redesign. Directorate and division targets have been set and budgets

					adjusted for 23/24."
NEW2223_CEN03a	Reduce council-owned property & Continued Corporate Landlord [One off mitigation - <i>Optimism bias</i> ]	1,467,000	D	Optimism Bias funding (originally £1.5m but small reduction)	Delivery of the Property programme with savings primarily achieved from reduction to the estate
NEW2223_CEN05	Strategic Business Review of Fees and Charges - One off Mitigation ( <i>Optimism Bias</i> )	250,000	D	Optimism Bias funding	Work is underway with our financial strategic partner to review implementation of the recommendations from the recently completed fees & charges review with expectation that savings will deliver during the coming financial year
NEW2223_CEN06	Discretionary Giving	50,000	E	Optimism Bias funding	<i>N/a - saving replaced or written off from 23/24 onwards</i>
NEW2223_CF6	Review special guardianship order arrangements - One off mitigation via <i>Optimism Bias</i>	123,020	E	Optimism Bias funding	Service led and will be reporting into savings delivery oversight at our families programme board  <i>£25k of the saving replaced or written off from 23/24 onwards</i>
NEW2223_E1	Find potential alternative use or new provider for Exmouth Camp	30,000	D	Mitigated through contingencies or use of reserves	service led and will be reporting into savings delivery oversight at our families programme board
NEW2223_E2	Introduce nominal charge for first referrals for attendance penalty notices	16,000	D	Mitigated through contingencies or use of reserves	service led and will be reporting into savings delivery oversight at our families programme board
NEW2223_E8	Improve Home to School Transport commissioning arrangements	283,850	E	Optimism Bias funding	<i>N/a - saving replaced or written off from 23/24 onwards</i>
NEW2223_GR014_C (+GR055)_M	Review charges for permits and pay and display spaces in Residents' Parking Schemes	100,000	D	Mitigated through contingencies or use of reserves	Continue to monitor
NEW2223_GR021_M	Secure new commercial opportunities through the Bristol Future Parks approach	25,000	D	Mitigated through contingencies or use of reserves	Requires focused effort in 23/24
NEW2223_GR023A	Increase income target for Development Management.	15,000	D	Mitigated through contingencies or use of reserves	Requires focused effort in 23/24
NEW2223_GR024_M	Increase income target for Engineering Design / Placeshaping.	20,000	D	Mitigated through contingencies or use of reserves	Requires focused effort in 23/24
NEW2223_GR038	Raise additional income at M Shed	10,000	E	Mitigated through contingencies or use of reserves and £2k of Optimism Bias funding	<i>N/a - saving replaced or written off from 23/24 onwards</i>
NEW2223_GR050_M	Reprocure energy contracts	150,000	E	Optimism Bias funding	<i>N/a - saving replaced or written off from 23/24 onwards</i>
NEW2223_GR054	Increase civil enforcement officers	80,000	E	Mitigated through contingencies or use of reserves	<i>N/a - saving replaced or written off from 23/24 onwards</i>
NEW2223_GR056	Establish at least one new Resident Parking Scheme	75,000	D	Saving from not borrowing or service underspend	The saving can still be achieved, but won't be progressed until overwhelming public support has been demonstrated.
NEW2223_R17_M	Review static debt management and duplicate payment processes	100,000	D	Mitigated via Finance division underspend	Further review required in 23/24 to achieve the £50k recurring element of the saving

NEW2223_R28_M	Allocate Public Health funding to City Office	30,000	D	Change reserve funding (team supporting budget setting saving activities)	Whilst we will always aim to continue seeking additional external income, an opportunity has arisen to re-shape the City Office team in light of several vacancies. Going forwards the team will only be recruited up to its funded level, permanently achieving the financial effect of this saving.
NEW2223_R29_M	Seek additional income from external partners to fund City Office	5,000	D	Underspend in the Policy Strategy division	See comments above.
NEW2223_R30_M	Reduce funding for Mayor's Office	205,000	D	21/22 underspend (as agreed in 21/22 Outturn report)	This saving will be contained within existing budgets for the Mayor's Office which will be reviewed as part of 2024/25 budget setting in the context of change to Committee Model
NEW2223_R8_M	Review democratic engagement to modernise service delivery	35,000	D	Underspend from the Shareholder Liaison budget.	There are plans in place to deliver the £50k next year via staffing savings, options for which are currently being explored.
RS32_M	Reduce the scope of upgrading the city's advertising and signage	30,000	D	Mitigated through contingencies or use of reserves	Requires focused effort in 23/24
	<b>Total</b>	<b>£8.2m</b>			

**Table 2: Undelivered savings from the additional mitigations agreed mid-year**

ID	Name of Proposal	Amount mitigated	End of 22/23 Year (Category)	What was the one-off 22/23 mitigation?	MTFP Impact/Actions in place for 23/24
RM_P_G044_M2	Capitalisation of GF posts directly associated with housing development / delivery	58,245	D	Mitigated through contingencies or use of reserves	Review being led by service
RM_P_G002_M	Meanwhile use of Hospital accommodation	50,000	D	Optimism Bias (from remaining £322k)	Being reviewed as part of Temporary Accommodation work
RM_S_G055_M	Recharge staff time	10,000	D	Mitigated through contingencies or use of reserves	Service will continue to seek opportunities to increase recharging of staff time to external funding and income, including management costs.
RM_P_G004_M	5th Block contract	25,000	D	Optimism Bias Funding	Review being led by service
RM_P_G005_M	Increase the supply of Private Rented sector leased accommodation (TA)	70,000	D	Optimism Bias Funding	Review being led by service
RM_P_G009_M	Use Council and Housing Association properties for TA rather than let through Home Choice	69,245	D	Optimism Bias Funding	Being reviewed as part of Temporary Accommodation work
RM_P_G014_M	Place clients in cheaper Temporary Accommodation outside of Bristol	10,000	D	Optimism Bias Funding	Review being led by service
RM_S_G040_M	Additional revenue Bottle Yard Studios	500,000	D	Mitigated through contingencies or use of reserves	Continuing to explore opportunities to maximise income and efficiency of the service

RM_P_G015_M	Develop the Temporary Social Housing model	63,000	D	Optimism Bias	Being reviewed as part of Temporary Accommodation work
RM_P_G041_M	Fees uplift	11,000	D	Optimism Bias Funding	Review being led by service
RM_P_G044_M1	Capitalisation of GF posts directly associated with housing development / delivery	23,755	D	Optimism Bias Funding	Review being led by service
	<b>Total</b>	<b>£0.9m</b>			