

## 2021-26 Budget Balancing Plan

| What the change entails  | Reduction        | Indicative Additional Future Reduction |                  |                  |                  | Deliverability |
|--|------------------|--|------------------|------------------|------------------|----------------|
|  | 2021/22<br>£'000 | 2022/23<br>£'000                       | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                |
| <b>Education Services</b>  |                  |  |                  |                  |                  |                |
| <b>Early Years service review</b> - A review of the Service's staffing structure and allocation of school improvement support provision.   | 21               | 116                                    | 54               | 0                | 0                |                |
| <b>Education change programme</b> - Further process efficiencies in the provision of Education Services coming out of the existing change programme.   | 0                | 55                                     | 336              | 721              | 721              |                |
| <b>Attendance Service</b> - A review of the delivery of the pupil attendance statutory services.   | 0                | 0                                      | 10               | 0                | 0                |                |
| <b>Education transport efficiency review</b> - Ensuring the most efficient use of multi-occupancy vehicles, route optimisation processes, transport assistants and eligibility reviews.                                    | 445              | 275                                    | 192              | 97               | 55               |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 34               | 29                                     | 32               | 32               | 0                |                |
| <b>Maximise traded income from Education Service</b> - Increase traded income from Governor and Attendance service as well as reviewing and modernising music services.  | 10               | 10                                     | 12               | 0                | 0                |                |
| <b>NEET service provision review</b> - Review of efficiency in provision of tracking and supporting the participation of 16-18 (up to 25 with an EHCP/Care Leaver) year olds into education, employment or training (EET). | 0                | 0                                      | 50               | 0                | 0                |                |
| <b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating under-capacity.  | 0                | 100                                    | 0                | 0                | 0                |                |
| <b>Total Reductions - Education Services</b>   | <b>510</b>       | <b>585</b>                             | <b>686</b>       | <b>850</b>       | <b>776</b>       |                |

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| <b>Environment Services</b>  |                  |  |                  |                  |                  |                |
| <b>Gulley cleaning efficiencies</b> - The use of new technology to move the gulley cleansing programme onto a 'risk based' approach with the expectation that the technological approach will reduce the need for cleansing by being able to target activity more effectively. | 0                | 100                                    | 0                | 150              | 0                |                |
| <b>Expansion of traded services</b> - Improving efficiencies and increasing income from external contracts, new future external contracts and MOT sales to public.   | 200              | 100                                    | 0                | 0                | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 152              | 130                                    | 143              | 143              | 0                |                |
| <b>Increased enforcement income from network management</b> - Ensure network management income is efficiently and effectively generated and collected.   | 0                | 250                                    | 250              | 0                | 0                |                |
| <b>Increased Income from ecology surveys</b> - Ensure ecology survey income is efficiently and effectively generated and collected.  | 0                | 10                                     | 10               | 0                | 0                |                |
| <b>Increased Income from forestry services</b> - Maximising income opportunities in the forestry services.   | 0                | 0                                      | 25               | 80               | 80               |                |
| <b>Cost management of services</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost of externally purchased services.  | 0                | 182                                    | 185              | 189              | 197              |                |
| <b>Management of highways maintenance costs</b> - Review of highways maintenance spend, road conditions survey work and capitalisation of contract overheads with a view to reducing costs.  | 0                | 575                                    | 0                | 150              | 150              |                |
| <b>Trading Standards community safety provision</b> - A review to drive efficiencies in community safety provision.  | 0                | 0                                      | 45               | 0                | 0                |                |
| <b>Household Waste Recycling Centres</b> - Review the usage, sustainability and efficiency of the operation of smaller household waste recycling centres.  | 200              | 100                                    | 30               | 0                | 0                |                |
| <b>Winter gritting</b> - Review of the winter gritting service to identify opportunities to reduce expenditure through more efficient, or reduced, services.   | 0                | 0                                      | 0                | 250              | 0                |                |
| <b>Winter Maintenance route review</b> - Use of thematic routes to optimise resource use.  | 0                | 0                                      | 0                | 100              | 0                |                |
| <b>Total Reductions - Environment Services</b>   | <b>552</b>       | <b>1,447</b>                           | <b>688</b>       | <b>1,062</b>     | <b>427</b>       |                |

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|  |                  |  |                  |                  |                  |                |
| <b>Strategic Commissioning for Communities</b>   |                  |  |                  |                  |                  |                |
| <b>Country Parks income</b> - Application of a commercial approach to country parks income streams.  | 0                | 30                                     | 45               | 25               | 0                |                |
| <b>Countywide waste collection and disposal authority</b> - Creation of a countywide body to benefit from coordination efficiencies.   | 0                | 1,000                                  | 800              | 0                | 0                |                |
| <b>Third party spend</b> - Review of services purchased from third parties to ensure value for money.  | 37               | 32                                     | 35               | 35               | 0                |                |
| <b>Household waste recycling centre storage</b> - As a result of capital investment the purchase of storage containers will remove the revenue cost of hiring equipment.   | 38               | 0                                      | 0                | 0                | 0                |                |
| <b>HS2 communications budget review</b> - Review internal communication resource for HS2.  | 0                | 50                                     | 0                | 0                | 0                |                |
| <b>Income from S106 monitoring</b> - Ensure S106 contributions are efficiently and effectively generated and collected.  | 0                | 0                                      | 25               | 0                | 0                |                |
| <b>Increase income funding from HS2</b> - Ensure HS2 contributions are efficiently and effectively generated and collected.  | 0                | 30                                     | 0                | 0                | 0                |                |
| <b>Increased income from business centres portfolio</b> - The introduction of virtual office space so that businesses can use the mail/phone/meeting space functions at the Business Centres but not physically rent a unit. A greater range of facilities and options at business centres, that would be beneficial to local businesses and wider partners. | 0                | 100                                    | 0                | 50               | 0                |                |
| <b>Parking review</b> - Review of the cost of residents, visitor and on-street parking charges and the implementation of business parking permits.   | 445              | 463                                    | 342              | 715              | 700              |                |
| <b>Review of staffing from further service redesign</b> - A restructuring of teams across Communities (Strategy & Commissioning) will create a flatter and more agile service areas, and better focus resources on key priority areas and the exploitation of opportunities to lever in external funding.  | 0                | 0                                      | 285              | 0                | 0                |                |
| <b>Road safety advice income</b> - Maximising income opportunities from the provision of road safety advice.   | 0                | 100                                    | 100              | 0                | 0                |                |
| <b>Rural agenda service review</b> - Rationalise staffing resource covering rural agenda.  | 40               | 0                                      | 0                | 0                | 0                |                |
| <b>School crossing patrol service</b> - Target use of school crossing patrol service.  | 0                | 217                                    | 0                | 0                | 0                |                |
| <b>Transport network service review</b> - Remove external consultancy support for the service.   | 20               | 0                                      | 0                | 0                | 0                |                |
| <b>Total Reductions - Strategic Commissioning for Communities</b>  | <b>580</b>       | <b>2,022</b>                           | <b>1,632</b>     | <b>825</b>       | <b>700</b>       |                |

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| <b>Fire and Rescue Service</b>   |                  |  |                  |                  |                  |                |
| <b>Day-crew-plus</b> - Review level of funding required to mitigate the fatigue risk posed by the day-crewed-plus (DCP) crewing system.  | 370              | (230)                                  | 0                | 0                | 0                |                |
| <b>Fire fleet transport savings</b> - Revenue savings from purchase of fire transport vehicles, ending lease agreements.   | 0                | 0                                      | 60               | 7                | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 15               | 13                                     | 14               | 14               | 0                |                |
|  | <b>385</b>       | <b>(217)</b>                           | <b>74</b>        | <b>21</b>        | <b>0</b>         |                |
| <b>Adult Social Care</b>   |                  |  |                  |                  |                  |                |
| <b>Business support and direct payments</b> - Reduced cost of business support as part of the wider organisation review of support functions and the introduction of the new payments system.  | 300              | 0                                      | 0                | 0                | 0                |                |
| <b>Commissioning approach for younger adults</b> - Redesign the commissioning approach for younger adults to ensure a more efficient arrangement and an improved brokerage function.   | 200              | 300                                    | 0                | 0                | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 217              | 186                                    | 204              | 204              | 0                |                |
| <b>Housing with support for older people</b> - Further develop the housing with support offer to reduce the reliance on residential provision for all ages; including consideration of capital investment to secure revenue savings.   | 200              | 500                                    | 500              | 500              | 0                |                |
| <b>Integrated commissioning with Health</b> - Efficiencies from arrangements in the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.   | 0                | 0                                      | 0                | 667              | 0                |                |
| <b>Cost management of services</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost of externally commissioned care.   | 700              | 1,000                                  | 1,499            | 2,000            | 2,064            |                |
| <b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.  | 0                | 0                                      | 167              | 167              | 0                |                |
| <b>Reduce demand for Adult Social Care support</b> - Reduction in forecast demand as a result of the implementation of multiple projects across adult social care. These include an improved early intervention and prevention offer, further refinement of the in-house Reablement offer and further development of Assistive Technology. | 250              | 800                                    | 1,000            | 1,539            | 935              |                |
| <b>Total Reductions - Adult Social Care</b>  | <b>1,867</b>     | <b>2,786</b>                           | <b>3,370</b>     | <b>5,077</b>     | <b>2,999</b>     |                |

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|   | 2021/22<br>£'000 | 2022/23<br>£'000                       | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                |
| <b>Children and Families</b>  |                  |  |                  |                  |                  |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.   | 52               | 44                                     | 49               | 49               | 0                |                |
| <b>House project</b> - Review accommodation solutions for young people to reduce reliance on more expensive fostering and supported accommodation.  | 0                | 0                                      | 200              | 0                | 0                |                |
| <b>Manage demand for Children's Services</b> - Reduction in forecast demand as a result of the implementation of multiple activities that are already in projects across Children's Services, aimed at a reduction in the number of children needing care, single assessments and Children in Need. | 0                | 0                                      | 1,741            | 2,603            | 1,073            |                |
| <b>Management of cost of Children's Service provision</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost increases of externally purchased care.  | 313              | 0                                      | 201              | 0                | 201              |                |
| <b>Maximise income and contributions to care packages</b> - Efficient collection of health contributions to children-in-care placements and income from education safeguarding training.  | 275              | 200                                    | 150              | 0                | 0                |                |
| <b>More efficient use of legal support</b> - Reduce legal costs through a reduction in initiation of care proceedings.  | 0                | 0                                      | 200              | 0                | 0                |                |
| <b>New ways of working in children's services</b> - Delivery of reductions in staff travel, room hire, client travel and expenses from new ways of working post-Covid.  | 315              | 56                                     | 92               | 0                | 0                |                |
| <b>Recalibration and reduction of staff</b> - Reduction of posts across the through natural wastage and redeployment.   | 389              | 0                                      | 0                | 0                | 0                |                |
| <b>Rightsize Children's and Families budgets</b> - Remove the contingency budget for Early Help and consolidate the boarding school budget within existing budgets across the service.  | 101              | 10                                     | 14               | 0                | 0                |                |
| <b>Stay and Play at children's centres</b> - Rationalisation of stay and play with a view to reducing capacity, driving efficiency through current contracts and reducing premises costs.   | 0                | 0                                      | 0                | 500              | 0                |                |
| <b>Vacancy management</b> - Recognise natural underspends from staff turnover and operating under-capacity.   | 500              | 0                                      | 0                | 0                | 0                |                |
| <b>Total Reductions - Children and Families</b>   | <b>1,945</b>     | <b>310</b>                             | <b>2,647</b>     | <b>3,152</b>     | <b>1,274</b>     |                |

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| <b>Strategic Commissioning for People</b>   |                  |  |                  |                  |                  |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.   | 103              | 89                                     | 97               | 97               | 0                |                |
| <b>Health, wellbeing and self-care</b> - Rationalise the public health offer, preserving budgets for mandated public health functions, and rationalising the non-mandated public health offer including redesign, removal and rightsizing of current service offer. | 115              | 115                                    | 130              | 0                | 0                |                |
| <b>Integrated and targeted support</b> - Review of expenditure on domestic abuse, smoking cessation and falls prevention targeted support.  | 69               | 100                                    | 0                | 0                | 0                |                |
| <b>Integrated commissioning with Health</b> - Deliver efficiencies through new arrangements that will form part of the Coventry and Warwickshire Integrated Health and Care Partnership and associated system plan.   | 0                | 0                                      | 0                | 666              | 0                |                |
| <b>Maximise income and contributions to care packages</b> - Ensure partner contributions are efficiently and effectively generated and collected.   | 0                | 100                                    | 0                | 0                | 0                |                |
| <b>Prevention and self-care</b> - Develop and implement a prevention and self care strategy and invest in programmes, projects and services that reduce people's reliance on paid care and support.   | 0                | 0                                      | 166              | 166              | 0                |                |
| <b>Redesign housing related support</b> - Replace the housing related support service offer with appropriate care delivery consistent with standard council provision.  | 0                | 127                                    | 236              | 789              | 789              |                |
| <b>Review subsidy of community meals service</b> - Review subsidy of non-statutory community meals for residents.   | 0                | 0                                      | 160              | 0                | 0                |                |
| <b>Total Reductions - Strategic Commissioning for People</b>  | <b>287</b>       | <b>531</b>                             | <b>789</b>       | <b>1,718</b>     | <b>789</b>       |                |

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| <b>Business and Customer Support</b>   |                  |  |                  |                  |                  |                |
| <b>Business and Customer process efficiencies</b> - Deliver efficiencies through ongoing service redesign and automation.  | 0                | 0                                      | 0                | 0                | 200              |                |
| <b>Community development</b> - Re-commission the community development function.   | 0                | 0                                      | 20               | 0                | 0                |                |
| <b>Customer support service redesign</b> - Review and rationalisation of the organisation's approach to customer support.  | 150              | 266                                    | 94               | 0                | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 14               | 62                                     | 13               | 13               | 0                |                |
| <b>Museums and Libraries delivery model</b> - Customer focused review of the delivery methods of museums and libraries services.   | 0                | 167                                    | 0                | 200              | 0                |                |
| <b>Reduced use of printing and stationery</b> - Future reductions in spend on printing and stationery predicated on digitisation work.   | 100              | 100                                    | 100              | 0                | 0                |                |
| <b>Vacancy Management</b> - Natural underspends from staff turnover and operating under-capacity.  | 260              | 0                                      | 0                | 0                | 0                |                |
| <b>Total Reductions - Business and Customer Support</b>  | <b>524</b>       | <b>595</b>                             | <b>227</b>       | <b>213</b>       | <b>200</b>       |                |
| <b>Commissioning Support Unit</b>  |                  |  |                  |                  |                  |                |
| <b>Business intelligence transformation</b> - Future reductions in the cost of delivering business intelligence across the organisation following the introduction of new technology and refinement of information requirements. | 0                | 640                                    | 0                | 0                | 0                |                |
| <b>Commercial approach to contracting</b> - Securing rebates due to the Council through commercial contracting.  | 0                | 0                                      | 0                | 148              | 148              |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.  | 7                | 6                                      | 7                | 7                | 0                |                |
| <b>Cost management of services</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost of commissioned services.  | 18               | 18                                     | 18               | 19               | 19               |                |
| <b>Reduction in use of consultancy, subscriptions and apprentices</b> - Review of the use of subscriptions, consultants and apprentices to ensure value for money.   | 21               | 54                                     | 7                | 0                | 0                |                |
| <b>Training and conferences</b> - Efficient procurement of training and conferences through centralisation of contracts.   | 0                | 0                                      | 86               | 0                | 0                |                |
| <b>Total Reductions - Commissioning Support Unit</b>   | <b>46</b>        | <b>718</b>                             | <b>118</b>       | <b>174</b>       | <b>167</b>       |                |

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| <b>Enabling Services</b>  |                  |  |                  |                  |                  |                |
| <b>Implementing automation and robotics</b> - Use of automation and robotics to drive efficiencies in processes across the Council.   | 0                | 0                                      | 50               | 0                | 50               |                |
| <b>Enabling Services delivery review</b> - Review of expenditure on staffing, expenses, projects in Enabling Services, medium term implementation of a single Enabling Service Centre for ICT, HROD and Property. | 633              | 1,092                                  | 40               | 50               | 150              |                |
| <b>Facilities cost savings from property asset rationalisation</b> - Reduction in facilities management and maintenance cost savings linked to asset rationalisation.   | 44               | 98                                     | 100              | 102              | 127              |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.   | 147              | 126                                    | 139              | 139              | 0                |                |
| <b>HR and Organisational development activity review</b> - Reduction in core learning and development activity, including the Apprenticeship scheme.  | 0                | 0                                      | 0                | 0                | 234              |                |
| <b>ICT applications migration</b> - Migrating workloads to Azure to derive efficiencies from ICT application management.  | 0                | 70                                     | 0                | 0                | 0                |                |
| <b>ICT applications rationalisation</b> - Ongoing focus on rationalisation of applications to reduce licence and maintenance costs.   | 0                | 50                                     | 50               | 0                | 0                |                |
| <b>ICT service delivery review</b> - Review of ICT budgets and a focus on driving efficiencies through development projects.  | 64               | 69                                     | 240              | 208              | 90               |                |
| <b>Cost management of services</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost of commissioned services.   | 0                | 0                                      | 0                | 306              | 12               |                |
| <b>Property service delivery review</b> - Ensure an effective mix of staff and agency use, drive efficiencies in facilities management spend and maintenance budget, close Northgate House Café.                  | 100              | 50                                     | 95               | 32               | 90               |                |
| <b>Review of maintenance and engineering work profile</b> - Drive efficiencies in the work planning and prioritisation across maintenance and engineering.  | 130              | 70                                     | 0                | 0                | 0                |                |
| <b>Total Reductions - Enabling Services</b>   | <b>1,118</b>     | <b>1,625</b>                           | <b>714</b>       | <b>837</b>       | <b>753</b>       |                |



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| <b>Finance Service</b>  |                  |  |                  |                  |                  |                |
| <b>Finance process efficiencies</b> - Deliver efficiencies through ongoing service redesign and automation.   | 0                | 25                                     | 50               | 75               | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.   | 6                | 5                                      | 6                | 6                | 0                |                |
| <b>Cost management of services</b> - Review of cost oversight and assurance processes to deliver efficiencies in the cost of commissioned services. | 10               | 10                                     | 10               | 10               | 10               |                |
| <b>Total Reductions - Finance</b>   | <b>16</b>        | <b>40</b>                              | <b>66</b>        | <b>91</b>        | <b>10</b>        |                |
| <b>Governance and Policy</b>  |                  |  |                  |                  |                  |                |
| <b>Electronic record keeping</b> - Reduced storage requirements as a result of the move to electronic record keeping.                               | 10               | 10                                     | 10               | 10               | 0                |                |
| <b>Third party spend</b> - A review of services purchased from third parties to ensure value for money.   | 7                | 6                                      | 7                | 7                | 0                |                |
| <b>Legal services additional trading surplus</b> - Additional surplus from external trading with other local authorities and public sector bodies.  | 30               | 40                                     | 60               | 60               | 0                |                |
| <b>Paper free meetings</b> - Reduction in the cost of printing as a result of moving to paper free meetings.  | 10               | 10                                     | 10               | 0                | 0                |                |
| <b>Vacancy Management</b> - Recognise natural underspends from staff turnover and operating under-capacity.   | 341              | 45                                     | 45               | 45               | 45               |                |
| <b>Total Reductions - Governance and Policy</b>   | <b>398</b>       | <b>111</b>                             | <b>132</b>       | <b>122</b>       | <b>45</b>        |                |

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|   |                  |  |                  |                  |                  |                |
| <b>Corporate Services</b>   |                  |  |                  |                  |                  |                |
| <b>Digital Solutions</b> - Deliver efficiencies across Resources Directorate through investment in digital solutions and process redesign. (Delivery will be the responsibility of the Strategic Director for Resources).         | 0                | 0                                      | 0                | 150              | 300              |                |
| <b>Reduction of asset sales contingency</b> - Remove budget held to cover risk of delays in sales of assets. (Delivery will be the responsibility of the Assistant Director - Finance).   | 135              | 0                                      | 0                | 0                | 0                |                |
| <b>Early Invoice Payment Rebates</b> - Increased take-up of early invoice payment offer. (Delivery will be the responsibility of the Assistant Director - Finance.)   | 185              | 18                                     | 2                | 3                | 2                |                |
| <b>Treasury Management</b> - A target to increase returns on investment by 10 basis points based on a more pro-active approach to treasury management. (Delivery will be the responsibility of the Assistant Director - Finance.) | 175              | 175                                    | 0                | 0                | 0                |                |
| <b>Release of unused contingency</b> - The 2020/21 budget included a provision for the increased cost of the pay award. The cost of the actual pay award was lower than the provision, allowing the budget to be released.        | 750              | 0                                      | 0                | 0                | 0                |                |
| <b>Total Reductions - Corporate Services</b>  | <b>1,245</b>     | <b>193</b>                             | <b>2</b>         | <b>153</b>       | <b>302</b>       |                |
|   |                  |  |                  |                  |                  |                |
| <b>Total Annual Reductions</b>  | <b>9,473</b>     | <b>10,746</b>                          | <b>11,145</b>    | <b>14,295</b>    | <b>8,442</b>     |                |
|   |                  |  |                  |                  |                  |                |
| <b>Total Cumulative Reductions</b>  | <b>9,473</b>     | <b>20,219</b>                          | <b>31,364</b>    | <b>45,659</b>    | <b>54,101</b>    |                |