

### Financial Sustainability Programme: Quarterly Update

As per the proposal within the 2022/23 budget report, our approach to our Financial Sustainability Programme (FSP) is based around four general areas:

- Income generation (that is, pursuing opportunities to generate new income streams, optimising fees and charges and implementing the commercial strategy)
- Use of assets (making effective use of existing assets, including the repurposing and sale of surplus properties)
- Prioritisation of resources (reviewing in year budget forecasts to identify new opportunities for savings and efficiencies, reviewing the level of service provided and focusing resources on priority services, and managing pay costs and making effective use of staff resources)
- Achieving value for money (including pursuing options to share with other Councils to realise efficiency savings and identifying invest to save opportunities, including investment in technology to reduce operational costs)

This progress review should be read in conjunction with the FSP Overview provided to the Overview & Scrutiny Committee and the Executive in July 2022.

*Note that quantified financial benefits will not be available until publication of the draft 2023/24 budget report in November 2022.*

|   | Progress  | Next Steps   | Financial benefits  |
|---|---|--|---|
| <b>Programme Set Up</b>                 | <ul style="list-style-type: none"> <li>• FSP Steering Group established (February)</li> <li>• Initial programme brief agreed by Corporate Governance Group (April)</li> <li>• Programme plan and register in development (May)</li> <li>• Programme support officer appointed (June)</li> <li>• S&amp;FP timetable and milestones confirmed</li> <li>• All member briefing held (July)</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing review of programme resourcing requirements</li> </ul>  | <ul style="list-style-type: none"> <li>• Not applicable</li> </ul>  |
| <b>Service &amp; Financial Planning</b> | <ul style="list-style-type: none"> <li>• Initial review of budgets and services undertaken by Heads of Service (April/May)</li> <li>• Peer challenge at Management Team Awayday (May)</li> <li>• Portfolio holders briefed and discussion of budget and service options and prioritisation at Executive Awayday (June)</li> <li>• Preparation of service business plans and draft budgets, including growth, savings and fees &amp; charges proposals, for inclusion in the November draft budget report (Ongoing)</li> </ul> | <ul style="list-style-type: none"> <li>• Management Team and Executive Awaydays (September/October)</li> <li>• Finalisation of draft 2023/24 business plans (October)</li> <li>• Preparation of draft 2023/24 budget report (October)</li> <li>• Publication of draft 2023/24 budget (November)</li> <li>• Consultation on draft 2023/24 budget (November to January)</li> </ul> | <ul style="list-style-type: none"> <li>• Draft budget will include proposals for quantified savings, growth and forecast additional income</li> </ul> |

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|---|--|--|--|
| <b>Standalone projects and activities</b> | <ul style="list-style-type: none"> <li>• Identification and prioritisation of opportunities by Management Team (March/April)</li> <li>• Project and activity scoping (May onwards)</li> <li>• Activities to deliver 'quick wins' being progressed (ongoing)</li> <li>• Development of (outline) project business cases (ongoing). Key milestones to be identified on a project by project basis</li> <li>• Review of existing project management resource capacity (June)</li> </ul> | <ul style="list-style-type: none"> <li>• Recruitment of additional project management resource (August)</li> <li>• Activities to deliver 'quick wins' continue to be progressed by relevant service areas (ongoing)</li> <li>• Projects being progressed through established project management framework (ongoing)</li> </ul> | <ul style="list-style-type: none"> <li>• Small-scale savings anticipated to be realised for 2023/24 from 'quick win' activity work</li> <li>• Financial benefits from projects will be confirmed on a case by case basis although unlikely to be available to inform draft 2023/24 budget</li> </ul> |
| <b>Fees &amp; Charges</b>                 | <ul style="list-style-type: none"> <li>• Collation of fees and charges register and identification of higher value areas for priority review (May 2022)</li> <li>• 2022/23 increases implemented for some charges in year as appropriate</li> <li>• Budget holders progressing review (ongoing)</li> </ul>   | <ul style="list-style-type: none"> <li>• Budget holders continuing to progress review of fees and charges</li> <li>• Additional income from fees and charges uplifts to be included within draft 2023/24 budget (November)</li> </ul>  | <ul style="list-style-type: none"> <li>• Majority of fees and charges uplift will be implemented from April 2023; projections will inform income forecasts in final 2023/24 budget.</li> </ul>   |
| <b>Vacancy Control Mechanism</b>          | <ul style="list-style-type: none"> <li>• New vacancy control mechanism introduced (June 2022)</li> <li>• Senior Officer Panel established to review business cases for recruitment to vacant posts (July 2022)</li> </ul>  | <ul style="list-style-type: none"> <li>• Vacancy control mechanism now operational; recruitment to vacant posts being reviewed by senior management on a case by case basis</li> </ul>   | <ul style="list-style-type: none"> <li>• Any resultant savings will be factored into 2023/24 budget</li> </ul>   |
| <b>Third Party Funding Opportunities</b>  | <ul style="list-style-type: none"> <li>• £0.5m secured from health partners towards Council community development and partnerships work</li> <li>• Investment plan submitted in respect of £1m UK Shared Prosperity Fund funding (July)</li> <li>• Council services as well as third parties invited to submit Strategic CIL bids (August)</li> </ul>  | <ul style="list-style-type: none"> <li>• Opportunities for further third party funding continue to be explored (ongoing)</li> </ul>  | <ul style="list-style-type: none"> <li>• Any savings resulting from use of third party funds instead of Council base budgets will be factored into 2023/24 budget</li> </ul>   |