Appendix 4 – Detailed Management Adjustments

2024/25 BUDGET PREPARATION - MANAGEMENT ADJUSTMENT

Chief Officer: Amanda Graham		Saving Ref: CCF09
Saving Title	Review of Facilities Ma	nagement

Summary of Savings Proposal

A review of Facilities Management senior management was completed in 2022/23 creating a new structure with additional support for frontline staff. A vacancy has arisen outwith the core management team and following review, this post could potentially be deleted.

Impact and Risk Associated with Proposed Savings

There will be no material impact upon service delivery by removing this vacant post. A new structure implemented in 2022/23, which increased the number of team leaders from four to seven will mitigate against the risk of deleting the post and ensure continuity of service.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
36	1	36	1	36	1

FTE impact delivered through existing vacancies: 1

Chief Officer: Amanda Grah	am	Saving Ref: CCF10
Saving Title	Review of Communicat	tions Team

Summary of Savings Proposal

An opportunity exists to review the Communications team including roles and responsibilities. Under this proposal, a saving could be made by deleting two vacant posts from the organisation: the Marketing Officer post and the Graphic Designer post.

Impact and Risk Associated with Proposed Savings

The removal of the marketing officer post will mean the team no longer undertakes campaign activity. Campaigns while requiring significant capacity from the officer to develop also required significant capacity from individual services to deliver against the targets, monitor and evaluate. Given declining resources across the Council this has been a challenge for some time.

The removal of the graphic design post will result in the number of design requests which can be fulfilled reducing significantly. Requests of a strategic nature such as for strategies and the annual report would continue to be fulfilled through the use of an external design and print agency. A small resource will be retained within the budget for this.

This reduction in the team will mean less resource to support events which were led and managed by the marketing officer however these have also reduced this year.

Social media marketing will continue to be fulfilled by the remaining members of the team, one of whom is on a temporary contract.

Saving (Cumulative)

2024/25		2025/26		202	6/27
£000	FTE	£000	FTE	£000	FTE
50	2	50	2	50	2

FTE impact delivered through existing vacancies: 2

Chief Officer Peter Barry		Saving Ref: HE07
Saving Title	Homelessness Bud Fittings	dget – White Goods, Furniture and

Summary of Savings Proposal

The Council has a statutory duty as a Local Authority Homelessness Service to provide temporary accommodation where a resident is believed, or has been assessed, to be homeless. As outlined in the Unsuitable Accommodation Order, all households experiencing homelessness must be housed in furnished self-contained temporary accommodation.

Currently the Council has 246 temporary accommodation units and an annual budget of £262,000 for provision of basic furnishings including white goods, basic furniture and carpeting within them. This equates to £1,065 per property annually.

Under this option, the Council would maintain a budget of £246,000 for this provision. This equates to a budget of £1,000 available per property annually.

Impact and Risk Associated with Proposed Savings

The Council has a statutory duty to provide furnished temporary accommodation and not adequately furnishing these units would be considered a breach of the Unsuitable Accommodation Order.

In recent years furnishing contractors have increased prices and it is expected this will increase again in 2024/25. It should be noted that not every item of furniture will need replaced/renewed every time a household moves on to permanent accommodation, and due to procurement exercise, value for money is ensured.

Saving

202	2024/25		2025/26		026/27
£000	FTE	£000	FTE	£000	FTE
16	0	16	0	16	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Victoria Roger	s	Saving Ref: PT01
Saving Title	Rightsize ICT Budg	gets

Summary of Savings Proposal

A review of ICT budgets has identified two areas where savings can be made. A saving of £16,000 can be made by reducing the required budget for Geographic Information System software and an additional £30,000 can be saved by correcting a general ICT inflationary increase applied in 2023/24 which duplicates the specific ICT inflation cost already accounted for in the budget.

Impact and Risk Associated with Proposed Savings

None – this is a management adjustment to rightsize budgets.

Saving (Cumulative)

202	24/25	2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
46	0	46	0	46	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Victoria Roger	s	Saving Ref: PT02
Saving Title	VivUp Employee B	enefits

Summary of Savings Proposal

The Council has implemented Vivup, an employee health and wellbeing platform which enables employees to access the benefits available to them more easily.

The platform enables employees to order goods with payment through salary sacrifice or deduction. Repayments are on a 12/24/36 month basis directly through the employee's salary. This creates an opportunity to generate savings for employees and the Council through reductions in National Insurance and Pension Contributions.

The platform is being rolled out incrementally, so it is expected that savings will increase however a conservative estimate of £30,000 has been assumed for 2024/25 increasing to £50,000 in future years. This will be kept under review.

Impact and Risk Associated with Proposed Savings

The saving is based on employees utilising the benefits, so lack of take up could reduce this. Other local authorities have successfully implemented the platform.

In order to mitigate any risk, the platform will be promoted to employees to ensure the workforce is aware of the benefits available to them through use of the platform.

Saving (Cumulative)

202	2024/25		2025/26		26/27
£000	FTE	£000	FTE	£000	FTE
30	0	50	0	50	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: VICTORIA RC	GERS	Saving Ref: PT05
Saving Title	Office equipment s	pend

Summary of Savings Proposal

Under this option, wherever possible, all new office equipment will be ordered from a pre-agreed catalogue of items with a limit set for amounts requested. Work will continue to ensure office equipment is collected from leavers so it can be redistributed and reused.

Impact and Risk Associated with Proposed Savings

No material risk associated with this option

Saving (Cumulative)

2024/25		2025/26		202	6/27
£000	FTE	£000	FTE	£000	FTE
10	0	15	0	15	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: VICTORIA RO	OGERS	Saving Ref: PT06
Saving Title	Reduction in Mobile	e Phone usage

Summary of Savings Proposal

An exercise is underway to reduce Council mobile phone provision across all service areas. A review of all contracts is underway to identify any mobiles phones not in use. This will save £22,000 per annum.

Impact and Risk Associated with Proposed Savings

Access to Council email/diary or MS Teams could be maintained via employees' personal phones with appropriate authentication measures established. Some employees may choose not to use their personal phone, and therefore would be unable to access Council emails remotely other than via a laptop.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
22	0	22	0	22	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: VICTORIA RO	GERS	Saving Ref: PT07
Saving Title	Reduce Corporate	Training Budget

Summary of Savings Proposal

Under this option, provision of corporate training requirements such as i-learn system, hosting, licences and essential upskilling i.e. of new products/technology would be retained. Reduction in budget would mean withdrawing sponsorship, attendance at events and reduced succession planning/workforce planning training. This would reduce the current annual budget of £70k to £60k in 2024/25, with a £55k annual budget from 2025/26 onwards.

Impact and Risk Associated with Proposed Savings

Impact will be no provision outwith the current corporate offer from Learning and Development. The risk is a reduction in employee skills development, and limited resilience opportunities due to limited budget to support succession planning.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
10	0	15	0	15	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: VICTORIA RO	GERS	Saving Ref: PT11
Saving Title	SIP Trunking	

Summary of Savings Proposal

The Council requires to update telephone lines due to the national decommissioning of legacy copper cabling by 2025.

Under this proposal, Session Initiation Protocol (SIP) cloud telephony, which uses a virtual connection to make and receive phone calls, would be implemented to replace the existing ISDN30 telephone lines and Virgin Media Centrex lines.

The saving is based on previous rental and call charges for existing ISDN lines compared to the rental costs of SIP and calling charges. While rental for ISDN and SIP are similar, savings can be delivered as there is zero cost for local, national and mobiles calls using SIP.

Impact and Risk Associated with Proposed Savings

There is a risk that a change to hybrid working i.e. full time return to onsite working, would result in increased demand for SIP lines and impact the level of savings.

Additional demand is unlikely to impact our available SIP line capacity.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
76	0	76	0	76	0

FTE impact delivered through existing vacancies: N/A

2024/25 BUDGET PREPARATION - SAVING OPTION

Chief Officer: VICTORIA RO	OGERS	Saving Ref: PT12
Saving Title	Replacement of Cit	trix Technology

Summary of Savings Proposal

The Council's Citrix application and remote access solution is nearing the end of life. This technology delivers application and remote access services to council employees.

Under this proposal Citrix technology would be replaced with a suitable alternative solution. Proof of Concept trials are currently underway to identify preferred technology with the aim of the project to improve the digital workplace experience for employees and deliver savings for the Council.

One of the solutions being trialed is currently available for a revenue spend of £377k for a 3-year agreement. The current revenue allocation for Citrix is approx. £200k per annum and implementation of the replacement technology should deliver a revenue saving of approximately £75k per annum.

Impact and Risk Associated with Proposed Savings

There is technology risk as the new solution limits Bring Your Own Device functionality so reduces options for employees to access council services via personal devices. Email and MS Teams will still be available on personal devices.

The solutions being trailed are all fit for purpose, and all deliver improvements. There is a risk that the technology choice requires to be influenced by budget pressures and the identified technology may not be the optimal option.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
75	0	75	0	75	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Laurence Slav	in	Saving Ref: RES05
Saving Title	Water Direct Scher	me

Summary of Savings Proposal

The Council is responsible for collecting Water and Sewerage charges on behalf of Scottish Water, alongside Council Tax (CT). Although many people on low incomes will be entitled to Council Tax Reduction almost everyone has to pay at least 75% of the water and sewerage charges. This option is to implement the Water Direct Scheme (the Scheme) which facilitates the collection of water and sewerage debt from residents, direct from their benefits at source by the Department of Work and Pension (DWP). This will meet ongoing liability and help stop arrears from arising.

Currently, the Council can only request deductions from state benefits where there are CT or water/sewerage arrears and the Council has obtained a Summary Warrant. This adds a 10% surcharge to the resident. The Scheme allows the Council to request deductions for water/sewerage charges without obtaining a Summary Warrant which will avoid any surcharge being added. The Scheme will apply if the ratepayer has debt from previous years, has current year arrears and is in receipt of any of:

- Income Based Employment and Support Allowance
- Pension Credit
- Income Support
- Income Based Job Seeker's Allowance
- Universal Credit

The DWP determine if deductions can be applied. The deduction is the resident's weekly water/sewerage charge plus £3.85 per week towards prior year debts. If the deduction exceeds 25% of the benefit the ratepayer needs to consent to the deduction.

Whilst considering applications for the Scheme, the Council's Corporate Debt Team would assess a resident's financial situation to identify the impact of any deduction based on the information we have available. The team would consider stopping Water Direct payments if we became aware the deduction was causing hardship and discuss alternative repayment options with them.

Impact and Risk Associated with Proposed Savings

Possible reputational risk due to ongoing cost of living crisis. Use of the Scheme is already in place in at least 50% of Scottish Councils and this will bring us in line with them.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
60	0	60	0	60	0

FTE impact delivered through existing vacancies: N/A

Chief Officer Laurence Slav	in	Saving Ref: RES11
Saving Title	Review of Royal N	Mail costs

Summary of Savings Proposal

The Council currently pays £8,000 per annum for the lease of franking machines for first class mail in Aurora House and Church Street. Both machines were out of use for 18 months due to building closures during COVID. The contract for the Aurora House machine has expired and it can be removed. The contract for the Church Street machine expires in 2025/26 at which point it can be removed

Since 2016 Council mail is sent second class other than by exception. Since the Council moved to this approach there have not been any reports of delays with second class mail arriving at its destination.

It is recognised that some services may require to issue exceptional mail by first class/recorded and they would receive a small budget to enable them to continue to do this. It is estimated that this would save £4,000 per annum.

The estimated savings form this proposal are as follows

	2024/25	2025/26	2026/27
Aurora – removal	£ 8,000	£ 8,000	£ 8,000
Reduction of postage costs	£ 4,000	£ 4,000	£ 4,000
Church Street – removal	Nil	£ 8,000	£ 8,000
Total savings achieved	£12,000	£20,000	£20,000

Impact and Risk Associated with Proposed Savings

No material impact or risk envisaged.

Saving (Cumulative)

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2024	2024/25		2025/26		6/27
£000	FTE	£000	FTE	£000	FTE
12	0	20	0	20	0

FTE impact delivered through existing vacancies: N/A

Equality Impact Assessment Completed: Yes	EIA No : 799

Chief Officer Laurence Slav	in	Saving Ref: RES12
Saving Title	Income Generatio	n (Balloch)

Summary of Savings Proposal

Under this option, income can be generated by transferring Balloch Park Kiosk and associated land for activity purposes to the non-operational estate. This would generate £12k per annum in lease income and remove £3k per annum in repair/maintenance costs.

Impact and Risk Associated with Proposed Savings

No material risk or impact

Saving (Cumulative)

2024/25 2025/26 2026/27		2025/26		6/27	
£000	FTE	£000	FTE	£000	FTE
15	0	15	0	15	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Laurence Slavin		Saving Ref: RES14
Saving Title	Saving Title Rightsizing Budgets	

Summary of Savings Proposal

A reviewed of budget lines in Resources / Sundry Services / Chief Executive and Chief Officer Expenditure identified some areas where the budgeted spend can be reduced.

Chief Exec/CO's Travel £6,000

Members Travel £4,000

Members Books £1,600

Chief Exec/CO's Supplies & Services £2,000

Sundry Services Stock £3,027

Total £16,627

Impact and Risk Associated with Proposed Savings

No anticipated impact of these budget reductions and no associated risk.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
17	0	17	0	17	0

FTE impact delivered through existing vacancies: N/A

Chief Officer Laurence Slav	in	Saving Ref: RES15
Saving Title	Historical lease re	view

Summary of Savings Proposal

A review of historical leases agreed by previous district/regional authorities identified 31 properties offered at below market rent values or no rent to inform a savings option to support the 2023/24 budget.

A further review has now taken place to consider the realised saving against the estimated saving and it has been determined that a further £25k can be assumed as annual income.

Impact and Risk Associated with Proposed Savings

No material risk or impact

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
25	0	25	0	25	0

FTE impact delivered through existing vacancies: N/A

2024/25 BUDGET PREPARATION - SAVING OPTION

Chief Officer: Laurence Slav	in	Saving Ref: RES19
Saving Title	Dumbarton Commo	on Good Support Service Costs

Summary of Savings Proposal

The Council currently provides support services such as Finance and Legal to the Dumbarton Common Good. In recognition of the increased cost to the Council due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.

The current charge for these services has been capped at £0.014m for several years and therefore subsidised by the Council. The charge was increased for the first time in 2022/23 by £0.010m to £0.024m. It is now proposed that the charge is increased again by a further £0.021m to £0.045m to accurately reflect the cost of the service received.

The allocation will continue to be reviewed annually and increased in line with inflation and the annual pay award.

Impact and Risk Associated with Proposed Savings

No material risk or impact

Cumulative Saving

20	24/25	2025	5/26	;	2026/27
£000	FTE	£000	FTE	£000	FTE
21	0	21	0	21	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Laurence Slav	in	Saving Ref: RES20
Saving Title	Valuation Joint Boa	ard Support Service Costs

Summary of Savings Proposal

The Council currently provides support services such as Finance, HR, IT and Legal to the Valuation Joint Board. In recognition of the increased cost of this provision due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.

The current fee has been £0.123m for the past four years and has been subsidised by the Council. It is proposed that the charge is increased by £0.011m to £0.134m to reflect the actual cost of the service received.

The allocation will continue to be reviewed annually and increased in line with inflation and the annual pay award.

Impact and Risk Associated with Proposed Savings

No material risk or impact

Cumulative Saving

2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
11	0	11	0	11	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Laurence Slavin		Saving Ref: RES21
Saving Title Reduce Revenue a		and Benefit Establishment

Summary of Savings Proposal

A review of the Revenues and Benefits establishment has identified 3.41 FTE of vacancies providing an opportunity to permanently remove these jobs from the structure.

FTE	Job Title	Salary (inc oncosts) (£)
0.48	Council Tax Assistant	13,641
1	Corporate Debt Officer	37,198
0.43	Corporate Debt Assistant - Court Action	13,959
1	Corporate Debt Assistant	28,964
0.5	Corporate Debt Assistant	14,845
3.41		108,607

Impact and Risk Associated with Proposed Savings

Removal of vacancies will impact on the collection of rent, council tax, sundry and non-domestic rates debts which could lead to a reduction in income for the Council. A review of how debt is managed between Corporate Debt and Debt Partners and the work priorities will be carried out to help minimise impact. As this proposal is to be delivered through removing existing vacancies there is no impact on officers in post.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
109	3.41	109	3.41	109	3.41

FTE impact delivered through existing vacancies: 3.41

Chief Officer: Gail Macfarla	ne	Saving Ref: RN17
Saving Title	Saving Title Reduction in Vehic	

Summary of Savings Proposal

The Council has a number of long and short term vehicle hires in place for service delivery including those required to undertake a specific sporadic tasks. A review has identified some hired vehicles which are now required permanently.

Under this option, the Council would procure the vehicles and retain them for use for a decade as per vehicle disposal policy. This would achieve a revenue saving for the Council of £100k.

Impact and Risk Associated with Proposed Savings

No material impact

Saving (Cumulative)

2024/25		2024/25 2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
100	0	100	0	100	0

FTE impact delivered through existing vacancies: N/A

Chief Officer: Alan Douglas	Saving Ref: RR02	
Saving Title	Remove Area Officer/R	Registrar Post

Summary of Savings Proposal

The part-time Area Officer/Registrar post, which was created to manage the Clydebank Registration Office, is currently vacant. As the Clydebank Registration Service is now managed centrally from Dumbarton, there is an opportunity to remove this vacant post from the organisation and make a saving.

Impact and Risk Associated with Proposed Savings

No service impact

Saving (Cumulative)

2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
30	0.6	30	0.6	30	0.6

FTE impact delivered through existing vacancies: 0.6 FTE

Chief Officer: Alan Douglas		Saving Ref:RR04
Saving Title Leadership Support Te		am

Summary of Savings Proposal

Following a senior management restructure in 2023 with one less Chief Officer to support there is an imbalance within the LST, with one Personal Assistant (PA) supporting just one Chief Officer. This provides an opportunity to review the Leadership Support team (LST) structure.

Under this option, one FTE PA post which will shortly be vacant, will be removed permanently from the structure. This will not impact upon the service and will also achieve an equal workload across the team. The LST Supervisor will manage the central mailbox and elected member enquiries.

This will retain the current 2:1 ratio of chief officers to support staff.

Impact and Risk Associated with Proposed Savings

A reduction in the team could impact on the team's ability to provide cover in event of a long term absence.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
39	1	39	1	39	1

FTE impact delivered through existing vacancies: 1

Chief Officer: Alan Douglas		Saving Ref: RR05
Saving Title	Members' Services	

Summary of Savings Proposal

Following the change of Administration, the Members' Services team was reviewed to assess the new requirements of elected members. The post of Personal Assistant to Leader of the Council was replaced with a part-time Members' Secretary in Dumbarton (0.6 FTE). This was achieved on a voluntary basis, resulting in a saving of 0.4 FTE

Impact and Risk Associated with Proposed Savings

The new post of part time Members' Secretary has been in place for some time now and is working well. There is no apparent impact or risk associated with this saving.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
15	0.4	15	0	15	0

FTE impact delivered through existing vacancies: 0.4

Chief Officer: Alan Douglas		Saving Ref: RR07
Saving Title	Manager of Democratic and Registration Services	

The Manager of Democratic and Registration Services is currently on phased retirement with a seven hour reduction to their working week.

Under this option, the seven hour reduction would achieve a temporary saving £18,000 for the next two years.

Impact and Risk Associated with Proposed Savings

When the Manager of Democratic and Registration Services retires fully the intention would be to fill the post on a full time basis requiring a cost pressure added in future years to reinstate the post.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
18	0.2	18	0.2	18	0.2

FTE impact delivered through existing vacancies: 0.2

Chief Officer: Alan Douglas		Saving Ref: RR12	
Saving Title	Estimated Fee Income		

Summary of Savings Proposal

A review has been carried out of income from fees associated with the activity carried out by Regulatory and Regeneration. This has concluded that, based on anticipated demand, the anticipated income in 2024/25 and beyond can be increased by £130k. This will be kept under review.

Impact and Risk Associated with Proposed Savings

While there is no impact to the service, it should be noted that fees are entirely dependent on market forces and in volatile times these may not materialise.

Saving (Cumulative)

2024	4/25	2025	5/26	202	6/27
£000	FTE	£000	FTE	£000	FTE
130	0	130	0	130	0

FTE impact delivered through existing vacancies: 0