

General Fund Revenue Budget 5 Year Position

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Service	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Governance	27,760	28,580	29,009	29,444	29,885	30,334
Social Care and Wellbeing	125,448	127,049	132,803	136,580	140,070	143,319
Education, Culture and Sport	185,714	185,542	190,721	193,424	195,342	197,183
Housing and Environment	43,122	45,230	47,452	49,704	50,717	50,980
Enterprise, Planning and Infrastructure	28,592	32,484	33,746	35,201	37,141	39,565
Miscellaneous Services	43,759	54,206	54,790	63,950	69,860	72,010
Office of Chief Executive	832	873	890	908	926	945
Council Expenses	2,149	2,200	2,244	2,289	2,335	2,381
Net Cost of Service	457,376	476,164	491,655	511,500	526,276	536,717
Funding						
General Revenue Grant	(344,042)	(336,715)	(328,297)	(321,731)	(318,514)	(318,514)
Council Tax	(106,467)	(106,635)	(106,635)	(106,635)	(106,635)	(106,635)
Trading Services Surplus	(6,867)	(6,961)	(6,730)	(6,593)	(6,411)	(6,205)
Funding	(457,376)	(450,311)	(441,662)	(434,959)	(431,560)	(431,354)
Budget (Surplus)/Deficit	0	25,853	49,993	76,541	94,716	105,363
Asset Purchases by HRA		(3,400)	0	0	0	0
Asset Utilisation		(4,008)	0	0	0	0
Use of Provisions		(2,868)	0	0	0	0
Total Adjustments		(10,276)	0	0	0	0
* - Still subject to Review						
Projected Deficit/(Surplus)		15,577	49,993	76,541	94,716	105,363
Service Options - Green						
Corporate Governance		(1,856)	(7,529)	(8,863)	(9,227)	(9,991)
Social Care and Wellbeing		(687)	(9,240)	(12,955)	(13,279)	(13,769)
Education, Culture and Sport		(1,064)	(7,013)	(9,737)	(12,367)	(11,860)
Housing and Environment		(158)	(2,500)	(3,114)	(5,786)	(8,248)
Enterprise, Planning and Infrastructure		(1,388)	(3,062)	(9,306)	(10,006)	(11,322)
Council Wide Options		(4,287)	(5,511)	(6,362)	(6,861)	(7,788)
Total Service Options - Green		(9,440)	(34,855)	(50,337)	(57,526)	(62,978)
(Surplus)/Deficit after Green		6,137	15,138	26,204	37,190	42,385
Service Options - Amber						
Corporate Governance		0	0	0	0	0
Social Care and Wellbeing		(881)	(1,621)	(1,621)	(1,621)	(1,621)
Education, Culture and Sport		(2,319)	(9,941)	(13,643)	(19,161)	(19,161)
Housing and Environment		(156)	(1,348)	(2,478)	(3,167)	(3,772)
Enterprise, Planning and Infrastructure		(1,547)	(2,296)	(4,160)	(5,844)	(8,346)
Council Wide Options		(5,436)	(4,259)	(4,767)	(6,064)	(7,835)
Total Amber Options		(10,339)	(19,465)	(26,669)	(35,857)	(40,735)
Bond Adjustment		4,750	(400)	(400)	(400)	(400)
Total Service Options - Amber		(5,589)	(19,865)	(27,069)	(36,257)	(41,135)
Deficit/(Surplus) after Amber		548	(4,727)	(865)	933	1,250
New Options						
SCW New Options		(462)	(509)	(719)	(919)	(1,094)
H&E New Options		(86)	(86)	(86)	(86)	(86)
		(548)	(595)	(805)	(1,005)	(1,180)
Deficit/(Surplus)		0	(5,322)	(1,670)	(72)	70
Position of Reserves:						
Opening Reserve Level (Unearmarked)	(10,928)	(11,120)	(11,120)	(16,442)	(18,112)	(18,183)
(Contribution)/Utilisation	(192)	0	(5,322)	(1,670)	(72)	70
Closing Reserve Position	(11,120)	(11,120)	(16,442)	(18,112)	(18,183)	(18,114)
Service Options - Red						
Corporate Governance		(1,425)	(1,933)	(1,933)	(1,933)	(1,933)
Social Care and Wellbeing		(2,782)	(2,775)	(7,760)	(7,745)	(7,730)
Education, Culture and Sport		2,216	552	(1,142)	(19,803)	(18,769)
Housing and Environment		(581)	(1,711)	(1,740)	(1,739)	(1,719)
Enterprise, Planning and Infrastructure		500	920	3,284	(3,063)	(3,063)
Council Wide Options		0	0	0	0	0
Total Red Options		(2,072)	(4,947)	(9,291)	(34,283)	(33,214)
(Surplus)/Deficit after Red		(2,072)	(10,269)	(10,961)	(34,355)	(33,144)

Analysis of Year on Year Movement

	2010/11	2011/12	Movement
Service	£'000	£'000	£'000
Corporate Governance	27,760	28,580	820
Social Care and Wellbeing	125,448	127,049	1,601
Education, Culture and Sport	185,714	185,542	(172)
Housing and Environment	43,122	45,230	2,108
Enterprise, Planning and Infrastructure	28,592	32,484	3,892
 <i><u>Corporate Governance</u></i>			
Reduced Income - Cust. Serv.	80		
Staff increments	740		
	820		
 <i><u>Social Care and Wellbeing</u></i>			
Demand Pressures (Homecare/Residential)	1,581		
Free Personal Care Adjustment	152		
DWP National Care Home Rate Increase	(336)		
Supporting People Adjustment	271		
Staff increments	1,433		
SCW Out-turn Reduction	(1,500)		
	1,601		
 <i><u>Education, Culture and Sport</u></i>			
Staff Increments	1,200		
Janitors - Transfer from ECS	(1,740)		
Unitary Charge Adjustment	1,020		
Transfer to Catering	(400)		
Miscellaneous Movements (DEM etc.)	(252)		
	(172)		
 <i><u>Housing and Environment</u></i>			
Staff Increments	225		
Housing Benefits/Homelessness	800		
Landfill Tax	720		
Additional Waste Disposal Cost	1,488		
Landfill Allowance	(1,125)		
	2,108		
 <i><u>Enterprise, Planning and Infrastructure</u></i>			
Premises Cost Pressures (Net)	183		
Carbon Accounting	600		
Movement in Catering Costs	317		
Roads Cost Pressure	236		
Janitors - Transfer from ECS	1,991		
Staff Increments	565		
	3,892		

DETAIL OF SERVICE OPTIONS - CORPORATE GOVERNANCE

		Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
		£'000	£'000	£'000	£'000	£'000
Items Accepted (Green)						
CG_ICT01	External delivery of ICT	80	(50)	(251)	(549)	(803)
CG_F_04	External delivery of Finance	390	(390)	(780)	(780)	(780)
CG_HR_24	External delivery of HR & OD	253	(254)	(506)	(506)	(506)
CG_LDS_04	External delivery of Legal Teams	129	(129)	(259)	(259)	(259)
CG_CS_FOS04	External delivery of Customer Service	92	(88)	(184)	(184)	(184)
CG_CS_CPL01	External delivery of Community Planning	109	(109)	(109)	(109)	(109)
CG_CS_PM01	PMO Fully Internal	(25)	(50)	(75)	(80)	(90)
CG_CPU_5	External delivery of Procurement Function	40	(40)	(80)	(80)	(80)
CG_LDS_13	To create a "pool" of WPO/clerical/admin support across Legal & Democratic Services	(42)	(42)	(42)	(42)	(42)
CG_CPU_3	Re-alignment of procurement staff across the 5 authorities	0	0	(200)	0	0
CG_HR_04	Refocus and rationalise existing Health & Safety service.	(70)	(70)	(70)	0	0
CG_CPU_01	Savings from contracts	(250)	(500)	(500)	(500)	(500)
CG_CPU_2a	Re-alignment of identified staff to CPU on a temporary basis - Social Work	(300)	(750)	(1,000)	(1,000)	(1,000)
CG_CPU_2b	Re-alignment of identified staff to CPU on a temporary basis - EP & I ; H & E	0	(350)	(350)	(350)	(350)
CG_CPU_7	Close the SW OT Stores and transfer operations to the Whitemyres Centre	(63)	(105)	(105)	(105)	(105)
CG_LDS_09	To maximise the capabilities of modern.gov to circulate agendas & change minute style	(22)	(79)	(79)	(79)	(79)
CG_LDS_18	Merge Archive, Registrars to form a joint service	(35)	(52)	(52)	(52)	(52)
CG_F_16	Merge Social Work Assessments into Revenues and Benefits	(50)	(50)	(50)	(50)	(50)
CG_LDS_08	Transfer committee services within Legal Services to Democratic Services	(44)	(44)	(44)	(44)	(44)
CG_LDS_25	To hire out Town House facilities to external groups and bodies.	(38)	(38)	(38)	(38)	(38)
CG_LDS_7D	Only one Committee Member of staff at each Committee Meeting	(12)	(29)	(29)	(29)	(29)
CG_LDS_24	Increasing the type of ceremonies provided e.g. baby naming	(24)	(24)	(24)	(24)	(24)
CG_LDS_27	Expand charging in Archives - Family History requests	(5)	(10)	(10)	(10)	(10)
CG_F_08	Trusts & Common Good - Review Support	(10)	(10)	(10)	(10)	(10)
CG_F_10	Cash Review - Area Offices	(125)	(125)	(125)	(125)	(125)
CG_CS_EQ02	Equalities function being delivered by cross-sector partnership	0	0	(200)	(200)	(200)
CG_F_06	Remove Internal Recharges across ACC	40	(182)	(182)	(182)	(182)
CG_HR_17	Move away from centralised workforce planning in longer term	0	0	(41)	(75)	(75)
CG_CS_INT01	Externalise delivery of Interpreting and Translating service	(21)	(21)	(28)	(28)	(28)
CG_F_20	Treasury - share function with other local authorities	(20)	(37)	(37)	(37)	(37)
CG_LDS_15	Closing of Area Offices at Bucksburn and Peterculter	50	50	50	50	50
CG_F_26	Bed tax	0	(1,710)	(1,710)	(1,710)	(1,710)
CG_CPU_2c	Reduce rates on targeted contracts across ACC	(250)	(450)	(500)	(750)	(1,000)
CG_HR_07	Payroll incorporated in HR Service Centre	(20)	(5)	0	0	0
CG_HR_10	Develop Business Partner Model; basic queries to HR Service Centre	(60)	(15)	0	0	0
CG_HR_13	Transactional HR Services incorporated into HR Service Centre	(26)	(15)	0	0	0
CG_LDS_14	Increased use of Paralegals	(18)	(5)	0	0	0
CG_HR_19	Corporate HR team to focus on core corporate employer issues; client incorporated in HR Service Centre	(46)	(20)	0	0	0
CG_HR_22	Recruitment and Selection processed through the HR Service Centre	(105)	(26)	0	0	0
CG_LDS_01	Transform in-house delivery of legal services	(30)	(8)	0	0	0
CG_F_13	Revenues and Benefits Establishment Review	(91)	(31)	0	0	0
CG_F_01	Financial Services Accounting - Process improvement	(20)	(35)	0	0	0
CG_CPU_6	Rationalise Central Store Function	(43)	(43)	(43)	(43)	(43)
CG_LDS_20	Charge fully for provision of archive service to Aberdeenshire	(36)	(36)	(36)	(36)	(36)
CG_LDS_21a	Reduce Members support unit	(20)	(37)	(37)	(37)	(37)
CG_LDS_22	Cease delivering mail to Councillor's homes	(11)	(11)	(11)	(11)	(11)
CG_LDS_26	External delivery of conveyancing resource to demand	(30)	(279)	0	0	0
CG_CS_CM01	Subsume change management function into PMO	(151)	(271)	(271)	(271)	(271)
CG_CS_FS03	Reduce Fairer Scotland Fund	(750)	(750)	(750)	(750)	(1,000)
CG_LDS_02	Cease all external legal support	(110)	(110)	0	0	0
CG_CS_PMQ07	Align Corporate Information & Research resource to work demand	(66)	(95)	(95)	(142)	(142)
		(1,856)	(7,529)	(8,863)	(9,227)	(9,991)
Items Rejected (Red)						
CG_LDS_07B	Council Committees - align to statutory minimum	(50)	(450)	(450)	(450)	(450)
CG_LDS_7E	Saving of convenor and vice convenor payments if less Committees	0	(108)	(108)	(108)	(108)
CG_CS_FS01	Cease Fairer Scotland Fund	(1,375)	(1,375)	(1,375)	(1,375)	(1,375)
		(1,425)	(1,933)	(1,933)	(1,933)	(1,933)
		(3,281)	(9,462)	(10,796)	(11,160)	(11,924)

DETAIL OF SERVICE OPTIONS - EDUCATION, CULTURE & SPORT

		Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
		£'000	£'000	£'000	£'000	£'000
Items Accepted (Green)						
ECS1_C26	Reduce the number of specialist care placements by redesign and small addition to existing local services	(470)	(710)	(950)	(1,130)	(1,310)
ECS1-C3	Move to Cultural Trust	250	0	(144)	(144)	(144)
ECS_E11	Redesign of senior secondary school towards a Virtual City Campus	0	550	(94)	(94)	(94)
ECS1-C17	Educational Psychology: Develop joint/alternative service delivery	0	0	(35)	(35)	(35)
ECS1_C25	RISK Potential shared services with other local authorities (EC&S)	0	0	(450)	(450)	(450)
ECS1-C10	Root and branch review of commissioned arts and sports services	(64)	(283)	(656)	(1,171)	(1,800)
ECS_E19	Rationalise School Administration	(111)	(578)	(578)	(578)	(578)
ECS_E4	Provide one nursery teacher for each school	(177)	(265)	(265)	(265)	(265)
ECS_E30	Changes to terms of engagement of casual teachers	(166)	(250)	(250)	(250)	(250)
	Contracting supply teachers for pupil attendance time only - 25hrs in Primary & 27.5hrs in Secondary and special schools	(112)	(168)	(168)	(168)	(168)
ECS1-C20	Educational Psychology: Not filling current vacant posts	(168)	(168)	(168)	(168)	(168)
ECS1_C22	Contract Out Catering at Beach Ballroom/Art Gallery	100	(85)	(85)	(85)	(85)
ECS_E5	Nursery nurses to provide non class contact cover for nursery teachers	(53)	(80)	(80)	(80)	(80)
ECS_E32	Pensions Reduction: No Contribution for temporary promoted posts	(26)	(26)	(26)	(26)	(26)
ECS_E40	Maximising class sizes in upper stages of secondary school	0	0	(838)	(2,773)	(1,457)
ECS_E22	Reduce Pupil Support Assistants Provision by 50% in Primary Schools	397	(2,850)	(2,850)	(2,850)	(2,850)
ECS_E17a	Additional Support Needs: Increase teacher/pupil ratios to 1:10 - Secondary	(167)	(600)	(600)	(600)	(600)
ECS_E18a	Additional Support Needs: Increase teacher/pupil ratios to 1:10 - Primary	(333)	(500)	(500)	(500)	(500)
ECS_E24	Reduce Pupil Support Assistants Provision by 50% in Secondary Schools	36	(1,000)	(1,000)	(1,000)	(1,000)
		(1,064)	(7,013)	(9,737)	(12,367)	(11,860)
Items Deferred (Amber)						
ECS1-C1	Integrated Communities Service	(592)	(1,106)	(1,106)	(1,106)	(1,106)
ECS_E37	Change the delivery model of music tuition	97	(796)	(796)	(796)	(796)
ECS_E26	RISK Increase teaching time to match pupil time in secondary schools	0	0	(1,564)	(4,840)	(4,840)
ECS_E6	RISK Increase teaching time to match pupil time in primary schools	0	0	(590)	(2,480)	(2,480)
ECS_E9a	Secondary school estate - close 2 school:	(531)	(2,046)	(2,346)	(2,346)	(2,346)
ECS_E29a	Primary school estate - close 5 schools:	0	(112)	(663)	(1,015)	(1,015)
ECS1-C9	Close up to 8 community libraries over 5 years.	(47)	(386)	(452)	(452)	(452)
ECS_E12	Withdraw Music Tuition	(763)	(450)	(450)	(450)	(450)
ECS1_C13	Cease Community Team Service	(483)	(5,045)	(5,676)	(5,676)	(5,676)
		(2,319)	(9,941)	(13,643)	(19,161)	(19,161)
Items Rejected (Red)						
ECS_E9b	RISK Redesign of secondary school estate	0	0	0	0	1,034
ECS_E20b	RISK Redesign the profile of professional staffing in secondary schools	0	0	2,664	(6,083)	(6,083)
ECS_E7c	RISK Redesign the profile of professional staffing in primary schools	0	0	1,649	(5,181)	(5,181)
ECS_E3	RISK Start nursery at 4 years	0	(1,008)	(3,388)	(3,388)	(3,388)
ECS1-C6	Create Community Collections Centre & redeveloped Art Gallery	0	50	50	50	50
ECS1-C7	Create Libraries & Information Heritage Centre	0	50	50	50	50
ECS_E8d	Formula Adjustment to reduce teaching fte required in schools	(104)	(440)	(440)	(440)	(440)
ECS_E36	Remove devolved educational management savings targets for schools	2,500	2,500	2,500	2,500	2,500
ECS_E31a	RISK Extend non-subject specific/generic teaching until end of S2 (P8 and 9)	0	0	(1,334)	(4,418)	(4,418)
ECS_E8c	RISK Raise P1 to 3 class sizes to 33 and composite classes in P1 to 3 to 30	0	(463)	(1,800)	(1,800)	(1,800)
ECS_E10	RISK All Secondary S1 & S2 Classes at 30	0	203	(700)	(700)	(700)
ECS_C27	Establishment of revenue budget for Old Torry CC and Ruthrieston CC	18	18	18	18	18
ECS1-C11a	Leased community centres - review council financial support	(58)	(58)	(58)	(58)	(58)
ECS_E28	Close Music School	213	53	0	0	0
ECS1-C11e	Provision of development programme grant and building revenue costs to leased centres in regeneration areas only.	(353)	(353)	(353)	(353)	(353)
		2,216	552	(1,142)	(19,803)	(18,769)
		(1,167)	(16,402)	(24,522)	(51,331)	(49,790)

DETAIL OF SERVICE OPTIONS - ENTERPRISE, PLANNING & INFRASTRUCTURE

	Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
	£'000	£'000	£'000	£'000	£'000
Items Accepted (Green)					
EPI_AMO01	Partnering Arrangement for all AMO services	500	500	(4,481)	(4,481)
EPI_DIR01	Full EP&I Service Review	(388)	(559)	(559)	(559)
EPI_PSD05	PTU Shared Service combined with transfer to CPU	(51)	(51)	(51)	(51)
EPI_DIR03	ASSIMILATE Environmental & Waste Services	62	(31)	(31)	(31)
EPI_DIR04	Integration of Econ. Dev, Planning and Regeneration	62	(31)	(31)	(31)
EPI_AMO19	Shared Facilities Management Services	0	(22)	(22)	(22)
EPI_AMO18	Increased mobile and/or remote working for staff	0	(666)	(780)	(780)
EPI_EBD03a	Increase Revenue - Advertising on Fixed Assets	(150)	(300)	(450)	(750)
EPI_DIR06	Enable Renewable Energy Network	100	0	0	(400)
EPI_PSD11a	Charge for Planning Pre-application advice etc.	0	0	(150)	(160)
EPI_AMO09	Use of Wi-Fi for Roads UTC Communications	0	(92)	(92)	(92)
EPI_AMO06	Increase Revenue - Charge for Roadspace	(68)	(68)	(68)	(68)
EPI_AMO07	Increase Revenue - Charge for Driveway Apps.	(30)	(30)	(30)	(30)
EPI_EBD03c	Increase Revenue - Sponsorship of Bus Shelters	0	(30)	(30)	(30)
EPI_EBD03b	Increase Revenue - Roundabout Sponsorship	(20)	(20)	(20)	(20)
EPI_EBD03d	Only stage City Events that can be fully funded	(242)	(242)	(442)	(442)
EPI_AMO08	Reduce Street Lighting Whole Life Costs	(4)	(8)	(11)	(19)
EPI_AMO20	Improved Energy Efficiency in Council Buildings	(3)	(50)	(100)	(100)
EPI_PSD11b	Charge for Environmental Strategy Advice	(10)	(10)	(10)	(10)
EPI_DS01	Restructure EP&I Directorate Support Unit	0	(8)	(42)	(42)
EPI_AMO14	Stop/Franchise Catering (Town House & Kitty.)	80	(18)	(18)	(18)
EPI_EBD02e	Reduce Council Marketing materials to a minimum	(29)	(29)	(29)	(29)
EPI_AMO16	Reduce Property Maintenance Inspections	(65)	(99)	(99)	(99)
EPI_EBD02c	Fully Fund Events, Twinning, Marketing & Graphics	0	0	73	(526)
EPI_PSD05a	Reduce PTU expenditure	(141)	(158)	(158)	(158)
EPI_PSD02	Rationalise Application Management functions	0	(44)	(44)	(44)
EPI_AMO13	Reduce Traffic Management and Road Safety	(111)	(111)	(111)	(111)
		(508)	(2,177)	(7,786)	(8,486)
Trading Services					
EPI_AMO05	Car Parking - Increase Charges every 2 years	(577)	(577)	(1,212)	(1,911)
EPI_AMO24	Consider reverting to specialised Parking Wardens	(217)	(222)	(222)	(222)
EPI_AMO25	High Risk: Proposed Change of the PCN rate to £80 or £10	(86)	(86)	(86)	(86)
		(880)	(885)	(1,520)	(2,219)
Items Accepted (Green) - Combined Total					
		(1,388)	(3,062)	(9,306)	(10,006)
Items Deferred (Amber)					
EPI_AMO17	High Risk: Additional Capital Funding for Road:	(1,547)	(3,094)	(4,641)	(7,735)
EPI_EBD02g	Reduce EBD Team to Minimum Required for Core Business	0	0	(317)	(1,409)
		(1,547)	(3,094)	(4,958)	(6,642)
Trading Services					
EPI_AMO11b	Tactically Dispose of Selected Property	0	798	798	798
		0	798	798	798
Items Deferred (Amber) - Combined Total					
		(1,547)	(2,296)	(4,160)	(8,346)
Items Rejected (Red)					
EPI_AMO26	High Risk: Charge a Congestion fee for Aberdeen's CBI	500	1,000	3,500	(2,738)
EPI_AMO15	REDUCE then STOP School Patrols	0	(80)	(216)	(325)
		500	920	3,284	(3,063)
Trading Services					
EPI_AMO11a	Dispose of full Property Investment Portfolio	0	0	0	0
		0	0	0	0
Items Rejected (Red) - Combined Total					
		500	920	3,284	(3,063)
		(1,555)	(4,351)	(9,460)	(18,191)
					(21,310)

DETAIL OF SERVICE OPTIONS - HOUSING & ENVIRONMENT

		Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
		£'000	£'000	£'000	£'000	£'000
Items Accepted (Green)						
HE_ES_WS2	Review Existing Waste Strategy	100	0	0	(2,484)	(4,822)
HE_ES_GM05	External delivery/attain equivalent efficiency savings on Grounds Maintenance Service	150	(659)	(659)	(659)	(659)
HE_ES_ST5	External delivery/attain equivalent efficiency savings of street cleaning service	150	(300)	(300)	(300)	(300)
HE_HCS_H01(viii)	Establish Private Sector Leasing Scheme	(100)	(100)	(100)	(100)	(100)
HE_EP_EP02	Merge with SCG support group and potential outsource of some activities	0	(30)	(30)	(30)	(30)
HE_ES_WS3	External delivery/attain equivalent efficiency savings in domestic waste collection	75	(275)	(650)	(650)	(650)
HE_ES_WS9	Increase Commercial waste collection charges	(52)	(105)	(159)	(214)	(270)
HE_ES_HT04	Implement mobile working for field staff in Trading Standards/Environmental Health	100	20	(140)	(180)	(180)
HE_ES_HT01	Restructure Environmental Health and Trading Standards	(70)	(70)	(70)	(70)	(70)
HE_HCS_S01(iii)	Restructure of Housing Strategy (non HRA) team.	(40)	(40)	(40)	(40)	(40)
HE_ES_WS8	Short term improvements to recycling performance at Recycling Centres	0	(12)	(25)	(38)	(38)
HE_ES_ASSL2 *	Scientific Labs to seek and increase the level of work from the private sector *	(13)	(10)	17	(13)	(33)
HE_ES_HT03	Cease non-statutory food surveillance sampling (reduces Lab income)	(25)	(25)	(25)	(25)	(25)
HE_ES_ASSL1	Sub-contract high cost / low volume testing where work cheaper than the labs	(4)	(15)	(20)	(38)	(50)
HE_HCS_CS05(vii)	Private Sector/Commercial Mediation	(25)	(25)	(25)	(25)	(25)
HE_HCS_CS05(viii)	Remove budget for community based repair service.	(22)	(22)	(22)	(22)	(22)
	Remove funding of Inspector working to address antisocial behaviour (in line with national agreements)	(68)	(68)	(68)	(68)	(68)
HE_ES_GM01	Reduce Grounds Maintenance Service (specific service reduction options)	0	(416)	(416)	(416)	(416)
HE_HCS_CS05(vi)	Agreement to remove funding for dispersal of groups and closure of premises.	(6)	(6)	(6)	(6)	(6)
HE_HCS_CS05(ix)	Agreement to remove funding for the Safer Aberdeen programme	(12)	(12)	(12)	(12)	(12)
HE_HCS_S02(ii)	Stop scheme of Assistance	(117)	(117)	(117)	(117)	(117)
HE_ES_BSAD1	Increase Bereavement Services charges (Cremation and burial fees) by 10%	(34)	(68)	(102)	(134)	(170)
HE_HCS_CS05b	Community Grant Budgets	(5)	(5)	(5)	(5)	(5)
	Remove funding of Sergeant working to address antisocial behaviour (in line with national agreements)	(27)	(27)	(27)	(27)	(27)
	Remove funding of Constable working to address antisocial behaviour (in line with national agreements)	(22)	(22)	(22)	(22)	(22)
HE_HCS_CS05d	Projects, Meeting Rooms	(7)	(7)	(7)	(7)	(7)
HE_HCS_CS05e	Contingency	(25)	(25)	(25)	(25)	(25)
HE_HCS_CS05g	Training budget	(3)	(3)	(3)	(3)	(3)
HE_HCS_CS05j	Communication budgets	(3)	(3)	(3)	(3)	(3)
HE_HCS_CS05k	Memberships subscriptions	(1)	(1)	(1)	(1)	(1)
HE_HCS_CS05l	Remove funding for community safety partnership analysts	(52)	(52)	(52)	(52)	(52)
		(158)	(2,500)	(3,114)	(5,786)	(8,248)
Items Deferred (Amber)						
HE_RHI_01	Set up Arms Length Property Company	(11)	(1,023)	(2,128)	(2,792)	(2,792)
HE_ES_WS11	Lobby for removal of landfill tax	0	0	0	0	(580)
HE_ES_WS10	Invest in 1 FTE to work with communities to divert waste from landfill	25	0	(25)	(50)	(75)
HE_HCS_CS05(xii)	Remove budgets for transport marshals.	(70)	(70)	(70)	(70)	(70)
HE_ES_ST1	Reduce Street Cleaning (specific service reduction options)	0	(155)	(155)	(155)	(155)
HE_HCS_S02(i)	Reduce provision on housing support	(100)	(100)	(100)	(100)	(100)
		(156)	(1,348)	(2,478)	(3,167)	(3,772)
Items Rejected (Red)						
HE-ES-PT5	Close all toilets except two and run a community toilet scheme	0	(83)	(151)	(151)	(151)
HE_HCS_CS05(xi)	Remove funding for deploying street urinals	(8)	(8)	(8)	(8)	(8)
HE_ES_PT01	Closure of all public toilets with no community toilet scheme	(221)	(138)	(70)	(70)	(70)
HE_ES_WS5	Remove Recycling Points Service in Areas Covered by Kerbside Collections	(72)	(71)	(70)	(69)	(69)
HE_HCS_CS05(x)	Street Football - Remove Funding	(5)	(5)	(5)	(5)	(5)
HE_ES_WS7	Remove Paper Recycling in Multi-occupancy areas	0	(20)	(20)	(20)	0
HE_ES_PC01	Close all parks and gardens and cease maintenance	0	(1,111)	(1,141)	(1,141)	(1,141)
HE_ES_PT06	Close all Public Toilets and replace with Community Toilet scheme	(128)	(128)	(128)	(128)	(128)
HE_HCS_CS05a	Neighbourhood Budgets	(15)	(15)	(15)	(15)	(15)
HE_HCS_CS05h	Willful Fires	(7)	(7)	(7)	(7)	(7)
HE_HCS_CS05i	Legal costs of ASB case preparation	(70)	(70)	(70)	(70)	(70)
HE_HCS_CS05n	ASBIT Contribution	(25)	(25)	(25)	(25)	(25)
HE_HCS_CS05o	Aberdeen Families Project	(30)	(30)	(30)	(30)	(30)
		(581)	(1,711)	(1,740)	(1,739)	(1,719)
		(895)	(5,559)	(7,332)	(10,692)	(13,739)
New Options						
	Restructure of the Community Safety Service	(56)	(56)	(56)	(56)	(56)
	Closure of Public Toilet at Kirkgate	(30)	(30)	(30)	(30)	(30)
		(86)	(86)	(86)	(86)	(86)

DETAIL OF SERVICE OPTIONS - SOCIAL CARE & WELLBEING

		Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
		£'000	£'000	£'000	£'000	£'000
Items Accepted (GREEN)						
SCW_TC2+8	Reprovision in house Adult residential/supported living	110	375	(1,422)	(1,478)	(1,478)
SCW_TC3+5+7+26	Reduce use/length of stay of residential care for adults with mental health issues and spot purchase placements. Do not reinvest all monies from previous service closure	(789)	(789)	(789)	(789)	(789)
SCW_TC9+TC1+FMB15	Develop the workforce to improve approaches to personal outcome planning, risk enablement and reflective practice and recommission learning disability services with the use of a resource allocation system and personalised budgets.	0	(2,763)	(2,763)	(2,763)	(2,763)
SCW_TC10+11+12	Stop inhouse Adult LD building based day care services and spot purchase as required	81	(43)	(504)	(525)	(525)
SCW_TC14+LT19	Develop and implement strategy for increased use and take up of telecare within LD services	500	(1,348)	(1,648)	(1,648)	(1,648)
SCW_TC21+LT1+2+13	Review workforce skillmix to reduce the number of professional staff and replace with para-professional staff	0	(18)	(45)	(45)	(45)
SCW_SD2+4+8+10	Reduce the number of specialist care placements for children and young people by redesign and small addition to existing local services	(299)	(378)	(459)	(759)	(999)
SCW_SD3	End to end review of service provision in children's services	0	0	0	0	0
SCW_SD5	Improve Early planning for young people moving from Children's to Adult's Services	(82)	(82)	(82)	(82)	(82)
SCW_SD7+13	Redesign of Family and Community Support Services	(119)	(288)	(379)	(255)	(435)
SCW_SD11	Investment in local Fostering and Adoption capacity	(112)	(223)	(335)	(335)	(335)
SCW_LT3 + 21	move to personalised budgets for people in receipt of home care services	170	(200)	(475)	(475)	(475)
SCW_LT09+LT16+LT20+FMB14	Invest in reablement to constrain growth	821	(1,767)	(1,767)	(1,767)	(1,767)
SCW_LT24	Review Social Work Duty team	(33)	(50)	(50)	(50)	(50)
SCW_FMB19	Review out of hours service as part of the Corporate Review of staff who work a non standard working week	(53)	(67)	(67)	(67)	(67)
SCW_FMB21	Jointly commission service with other organisations	0	0	(500)	(500)	(500)
SCW_T23	Stop subsidising criminal justice social work-provide only within CJA grant	(70)	(140)	(210)	(280)	(350)
SCW_FMB1+16	Review all Directorate Support Services, Planning and Strategic Functions	(419)	(435)	(435)	(435)	(435)
SCW_LT15	Review of all Supporting People packages	0	(500)	(500)	(500)	(500)
SCW_TC15+16+17	Rationalise the work of the welfare rights/debt advice and financial inclusion services	(53)	(70)	(70)	(70)	(70)
SCW_TC18	Recommission ICDRS	(48)	(48)	(48)	(48)	(48)
SCW_FMB3	Revise the charging policy with a 5% increase in all non residential charges	(50)	(50)	(50)	(50)	(50)
SCW-TC19	Re-evaluate social work contribution to Integrated Addiction Services	(28)	(79)	(79)	(79)	(79)
SCW_TC24	Re-evaluate provision of Mental Health day services/stop growth	(6)	(5)	(6)	(6)	(6)
SCW_SD14+SD9	Renegotiate commissioned services from the third sector in community and youth justice and children with disabilities	(85)	(128)	(128)	(129)	(129)
SCW_FMB8	reduce budget for learning and development team by 2%	(16)	(16)	(16)	(16)	(16)
SCW_TC25	Stop funding community carers and room to care	(47)	(68)	(68)	(68)	(68)
SCW_TC22	Stop provision of Employability Services in Social Care and Wellbeing	(60)	(60)	(60)	(60)	(60)
		(687)	(9,240)	(12,955)	(13,279)	(13,769)
Items Deferred (AMBER)						
SCW_LT25	Review charges for respite services according to financial circumstances of carer i.e. if carers can afford to pay for respite charge the full cost	(35)	(35)	(35)	(35)	(35)
SCW_SD15	Outsource 4 residential children's units	86	(24)	(24)	(24)	(24)
SCW_FMB5	Stop Directorate policy and strategic development	(470)	(1,053)	(1,053)	(1,053)	(1,053)
		(419)	(1,112)	(1,112)	(1,112)	(1,112)
Items Rejected (RED)						
SCW_SD6	Introduction of charging for Children's Services	0	(7)	(7)	(7)	(7)
SCW_FMB2	Review/Cap Kinship Payments	(50)	(50)	(50)	(50)	(50)
SCW-new2	opt out of national care home rate and just uplift by 2% year on year	(489)	(475)	(460)	(445)	(430)
SCW-new3	opt out of national care home rate by not paying quality award element of fee	(1,456)	(1,456)	(1,456)	(1,456)	(1,456)
SCW_FMB23	RISK remove entitlement to FPC	0	0	(5,000)	(5,000)	(5,000)
SCW_FMB6	RISK Stop kinship care payments	(787)	(787)	(787)	(787)	(787)
		(2,782)	(2,775)	(7,760)	(7,745)	(7,730)
		(3,888)	(13,127)	(21,827)	(22,136)	(22,611)
Items Now Recommended for Rejection						
SCW_LT18	Outsource care at Home Services	110	2,769	(1,465)	(1,465)	(1,465)
SCW_LT14	Closure of 2 ACC care homes for older people	1,787	(88)	(173)	(173)	(173)
SCW_LT6+7	Reprovision in house day care centres (Craigton Road and Kingswood)	(85)	(310)	(310)	(310)	(310)
SCW_LT8+LT27+28	Re-tender for care at home services to reduce costs	110	(624)	(624)	(624)	(624)
		1,922	1,747	(2,572)	(2,572)	(2,572)
New Items Recommended for Approval						
SCW-new7	Establishment of a LA trading arm for services for Older People	0	0	(210)	(410)	(585)
SCW_NEW8	Introduction of Electronic Monitoring for Care at Home Services	(462)	(509)	(509)	(509)	(509)
		(462)	(509)	(719)	(919)	(1,094)

DETAIL OF SERVICE OPTIONS - COUNCILWIDE OPTIONS

	Year 1 (2011/12)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)	Year 5 (2015/16)
	£'000	£'000	£'000	£'000	£'000
Items Accepted (Green)					
ACC_SO13	Review Corporate Administration	(180)	(300)	(600)	(900)
ACC_SO19	Reduce number of car loans	(8)	(25)	(25)	(25)
ACC_SO7	Review and Rationalise cross Council IT	(166)	(200)	(250)	(250)
ACC_SO2	Reduce funding to Grampian Fire	(598)	(979)	(1,225)	(1,346)
ACC_SO11	Review Terms and Conditions of staff	0	0	0	0
ACC_SO9	Review Corporate Training/Conferences	(185)	(370)	(555)	(555)
ACC_SO3	Reduce funding to Joint Valuation Board	(41)	(88)	(118)	(133)
ACC_SO5	Reduce Staff Advertising	(20)	(40)	(60)	(80)
ACC_SO4	Reduce General Advertising	(20)	(40)	(60)	(60)
ACC_SO22	Externalise mail - print & send (Aberdeenshire)	0	(400)	(400)	(400)
ACC_SO17	SELF SERVICE - paperless admin across the Council	(20)	(20)	(20)	(63)
ACC_SO21	Move to Cash Free Council	(49)	(49)	(49)	(49)
ACC_SO10	Reduce Level of Contingency	(3,000)	(3,000)	(3,000)	(3,000)
ACC_SO16	Commercial Opportunities	0	0	0	0
ACC_SO20	Explore expanding use of Common Good for General Fund	0	0	0	0
		(4,287)	(5,511)	(6,362)	(7,788)
Items Deferred (Amber)					
ACC_SO18	Reduce Management Teams	0	0	(1,075)	(1,075)
ACC_SO1	Reduce funding to Grampian Police	(394)	(1,224)	(1,632)	(3,555)
ACC_SO6	Reduce Miscellaneous Grants	(292)	(435)	(535)	(605)
ACC_SO8	Corporate Bond Issue	(4,750)	400	400	400
ACC_SO23	Remove discretionary enhancements to Pensioners	0	(3,000)	(3,000)	(3,000)
		(5,436)	(4,259)	(4,767)	(6,064)
Items Rejected (Red)					
ACC_SO24	Charge levy on car parking for private businesses	0	0	0	0
		0	0	0	0
		(9,723)	(9,770)	(11,129)	(15,623)

**Aberdeen City Council
Reserves & Balances - Earmarked Sums**

		£'000
GENERAL FUND BALANCE AS AT 31/3/10 (PER FINAL ACCOUNTS)		(29,157)
EARMARKED COMMITMENTS		
Energy Efficiency Fund	Created after Scot Govt provided loan of £565k to pump-prime various schemes. Interest added each year (as per loan conditions) and services repay the money after initial investment from the fund. No opportunity to remove this from being ear-marked	595
Queens Links Reinstatement Fund	Set aside many years ago in relation to the reinstatement of the beach tramway tracks. Considered possible to un-earmark.	99
D.E.M. Carry Forward Balances	Made up of School £1.5m and Community Ed Centres £2.2m.	3,700
Ward Budgets	Expenditure being incurred by Councillors, this is the carry forward of unspent monies from previous years	155
Workforce Reduction/Pension Costs	Cost of the workforce reduction to date, taking account of the costs for those already left (strain on the fund for subsequent years) and also for new people about to leave for which there will be a liability.	1,500
Equal Pay Costs	Cost of settling 'buy-outs' with groups of employees	956
City Development Company (CDC) and Business Improvement District (BID)	Made up of commitments to Business Improvement District (BID) £200k; City Development Company £1,500k	1,700
'The Green' Townscape Project	Match' funding in relation to the Heritage Lottery Funding awarded for the works at 'The Green'	507
Service Redesign Costs	Impact of PBB on need for upfront funding for staff reductions (est 280 staff at £30k) and 'investment to save' (£500k) opportunities requiring 'pump prime' monies identified through the PBB exercise and incorporated into the 5 year costed business plan	8,900
Pothole Repairs	Approved at F&R committee 11 May 2010, based on being unable to spend the Transport Scotland funding received at the end of 2009/10	117
TOTAL FOR PROJECTS / FUNDS		18,229
UNCOMMITTED GENERAL FUND BALANCE AS AT 1 APRIL 2010		(10,928)
Revenue Budget 2010/11		445,706
Uncommitted Balance as a Percentage of Revenue Budget 2010/11		2.5%