## Appendix D (iii) - Efficiencies by Category

## Category Summary

| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | $(8,491)$ | $(3,224)$ | $(3,478)$ | (865) | $(16,058)$ |
| B | Determining the Council's offer | $(1,090)$ | $(1,966)$ | $(1,326)$ | (400) | $(4,782)$ |
| C | Withdrawing services | - | - | (578) | - | (578) |
| D | Intervening early to reduce demand | $(1,937)$ | $(2,563)$ | $(2,235)$ | $(2,525)$ | $(9,260)$ |
| E | Generating Income | $(3,292)$ | $(2,280)$ | $(2,117)$ | $(1,331)$ | $(9,020)$ |
| F | Unachievable efficiencies | - | (393) | (375) | (300) | $(1,068)$ |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | $(14,810)$ | $(10,426)$ | $(10,109)$ | $(5,421)$ | $(40,766)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | $£^{\prime} 000 \mathrm{~s}$ | £'000s |
| A | Delivering operating efficiencies | $(3,346)$ | 1,448 | $(1,162)$ | (200) | $(3,260)$ |
| B | Determining the Council's offer | (950) | $(1,400)$ | (700) | (200) | $(3,250)$ |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | $(1,917)$ | $(2,504)$ | $(2,235)$ | $(2,525)$ | $(9,181)$ |
| E | Generating Income | (987) | (541) | (456) | (270) | $(2,254)$ |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | $(7,200)$ | $(2,997)$ | $(4,553)$ | $(3,195)$ | $(17,945)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | (609) | (89) | (85) | (80) | (863) |
| B | Determining the Council's offer | - | (38) | (24) | (200) | (262) |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | (20) | (59) | - | - | (79) |
| E | Generating Income | - | - | - | - | - |
| F | Unachievable efficiencies | - | (375) | (375) | (300) | $(1,050)$ |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | (629) | (561) | (484) | (580) | $(2,254)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | £'000s | $£^{\prime} 000$ s |
| A | Delivering operating efficiencies | (13) | - | - | - | (13) |
| B | Determining the Council's offer | - | - | - | - | - |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | - | - | - | - | - |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | (13) | - | - | - | (13) |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | $(1,939)$ | $(1,320)$ | (806) | (485) | $(4,550)$ |
| B | Determining the Council's offer | (140) | (528) | (602) | - | $(1,270)$ |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | $(1,594)$ | $(1,117)$ | $(1,263)$ | (986) | $(4,960)$ |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | $(3,673)$ | $(2,965)$ | $(2,671)$ | $(1,471)$ | $(10,780)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | $£^{\prime} 000 \mathrm{~s}$ | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | (305) | (40) | (15) | - | (360) |
| B | Determining the Council's offer | - | - | - | - | - |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | (571) | (185) | - | - | (756) |
| F | Unachievable efficiencies | - | (18) | - | - | (18) |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | (876) | (243) | (15) | - | $(1,134)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | $£^{\prime} 000 \mathrm{~s}$ | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | (122) | (69) | (360) | - | (551) |
| B | Determining the Council's offer | - | - | - | - | - |
| C | Withdrawing services | - | - | (578) | - | (578) |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | - | - | - | - | - |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | (122) | (69) | (938) | - | $(1,129)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | £'000s | £'000s | £'000s |
| A | Delivering operating efficiencies | (485) | (183) | (50) | (100) | (818) |
| B | Determining the Council's offer | - | - | - | - | - |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | (140) | (437) | (398) | (75) | $(1,050)$ |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | (625) | (620) | (448) | (175) | $(1,868)$ |


| Ref | Category | 2019/20 | 2020/21 | 2021/22 | 2022/23 | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | £'000s | £'000s | $£^{\prime} 000$ s | £'000s | £'000s |
| A | Delivering operating efficiencies | $(1,671)$ | $(2,971)$ | $(1,000)$ | - | $(5,642)$ |
| B | Determining the Council's offer | - | - | - | - | - |
| C | Withdrawing services | - | - | - | - | - |
| D | Intervening early to reduce demand | - | - | - | - | - |
| E | Generating Income | - | - | - | - | - |
| F | Unachievable efficiencies | - | - | - | - | - |
| G | New efficiencies identified | - | - | - | - | - |
| Total |  | $(1,671)$ | $(2,971)$ | $(1,000)$ | - | $(5,642)$ |

