

REPORT TO:	SCRUTINY & OVERVIEW COMMITTEE 13th DECEMBER 2016
AGENDA ITEM:	7
SUBJECT:	PRE-DECISION SCRUTINY: PROPOSED GENERAL FUND REVENUE BUDGET 2017-20
LEAD OFFICER:	RICHARD SIMPSON EXECUTIVE DIRECTOR RESOURCES (SECTION 151 OFFICER)
CABINET MEMBER:	COUNCILLOR SIMON HALL, CABINET MEMBER FOR FINANCE AND TREASURY
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	COUNCILLOR SIMON HALL, CABINET MEMBER FOR FINANCE AND TREASURY AND RICHARD SIMPSON EXECUTIVE DIRECTOR RESOURCES (SECTION 151 OFFICER)

ORIGIN OF ITEM:	This item is contained in the Committee's work programme
BRIEF FOR THE COMMITTEE:	To scrutinise the proposed 2017/20 Council Budget.

1. INTRODUCTION AND BACKGROUND

- 1.1 This report sets out the context and challenges faced by the council in setting a balanced budget for the three financial years 2017 to 2020, and gives an update on the key issues from the autumn statement on the 23 November 2016. As set out in the Council's Autumn Statement to Cabinet in October a 3 year budget will be set out to Cabinet in February. This will provide a clear sense of direction for the organisation for the medium term.
- 1.2 This report looks at the changes and challenges faced by local government and particularly Croydon in terms of its continued reduction in funding and financial resources available to deliver the key services for the authority.
- 1.3 The report highlights the key areas of spend and it also identifies the main areas where there are pressures on demand led services. Along with details of the initiatives currently being undertaken and implemented to introduce new

processes in order to reduce these costs and transform our services to continue to provide services to our residents within our funding.

1.4 The report also gives details of the forecast financial performance of the Council for 2016/17.

1.5 This report is in advance of the final budget report and budget setting decision being made by council in February 2017.

2.0 The 2016 AUTUMN STATEMENT

2.1. The Chancellor of the Exchequer made his 2016 Autumn Statement to the House of Commons on the 23 November 2016. The Council's briefing document on the statement is attached at appendix 1 to this report.

2.2 There were a number of announcements in the statement that will impact local authorities and specifically Croydon. These are as follows:-

Economy and Public Finances

2.3 The Chancellor announced that the government has abandoned its previous commitment to reduce public sector net borrowing to a surplus by the end of this Parliament. Instead it is now planning for a deficit of £21.9bn in 2019/20, compared to the surplus of £10.4bn planned for at Budget 2016, this is an increase in public sector net borrowing for 2019/20 of £32.3bn.

2.4 The government remains committed to the overall plans for departmental resource spending until 2019/20, which were set out at Spending Review 2015, it is assumed that this means the four year settlement for local government set out in December 2016 remains fixed.

Devolution

2.5 Discussions on Devolution with the Mayor of London will continue over the coming months.

2.6 The budget for the Work and Health Programme (WHP) will be transferred to London. Croydon is the lead local authority for the South London Partnership on WHP.

Adult Social Care

2.7 There was no statement on funding for social care. This is clearly disappointing for Croydon given our current financial pressures on social care budgets and rising demand for services.

Welfare Reform

2.8 There were some minor announcements associated with welfare reform including changes to earnings thresholds and the introduction of tax free childcare from 2017. The more significant issue for Croydon was that there were no changes to the previous proposals on Universal Credit and the Benefit cap which are having a significant impact on costs for the Council.

Housing

- 2.9 There were a number of announcements relating to housing. These are also detailed in appendix 1 of this report and include, £3.15bn of funding to the GLA to deliver 90,000 affordable homes by 2020/21. It is anticipated that this will help the Council deliver its housing target of 9,500 homes over 5 years. There does, however, remain uncertainty over the implementation of the Housing and Planning Act which could put considerable pressure on Council finances.
- 2.10 Croydon will be working with the GLA to see whether we can access any of this funding for affordable homes in Croydon.

Growth

- 2.11 £492m has been awarded to Local Enterprise Partnerships (LEP's) in London and the South East with individual announcement yet to be made. However, it is hoped that we will benefit from this additional funding that can be used to improve transport, house building, boost skills and enhance digital connectivity. Croydon are working with the Coast to Capital LEP and we hope to receive funding for the College Green scheme.

Other announcements

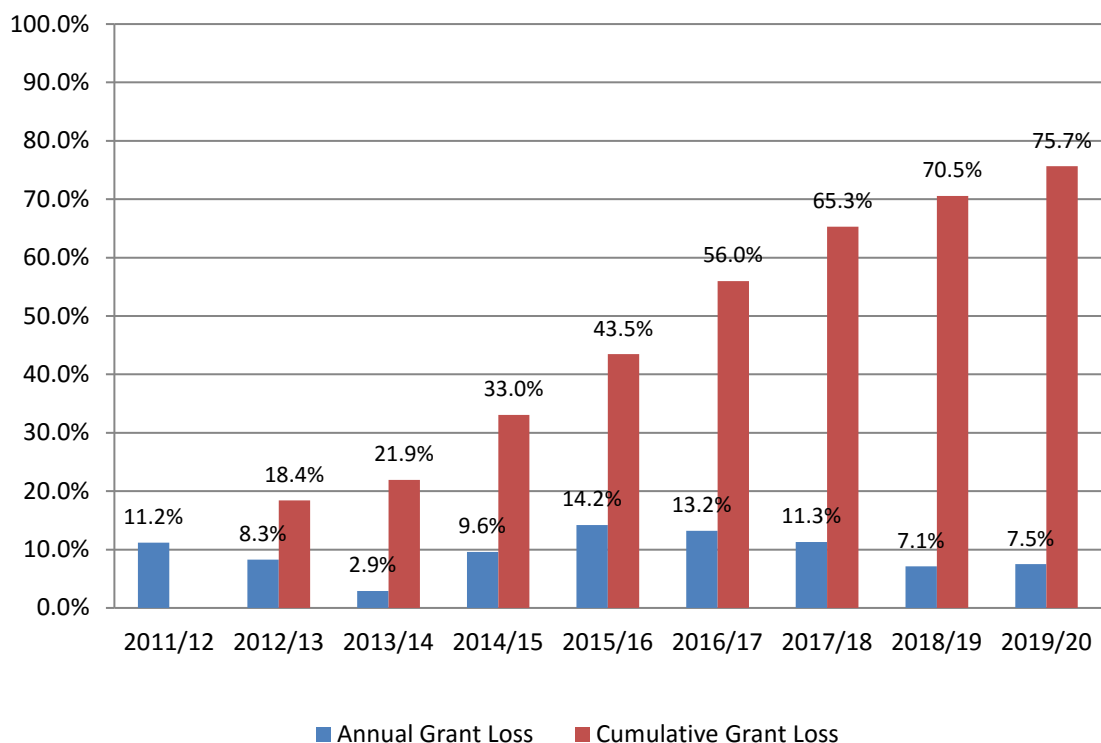
- 2.12 The Chancellor made a number of other lesser announcements and these are detailed in appendix 1. He also announced that this was the last Autumn Statement and the budget in March 2017 will be the final spring budget. With future budgets taking place in the autumn and statements being in the spring, commencing in 2018.

3.0 2017/20 Budget

- 3.1 Funding for Local Government has been reduced significantly since 2011 and it is set to continue to reduce until at least 2020.

For Croydon it is anticipated that there will be a 39% cumulative reduction in funding during the 4 year 2016-2020 settlement period and graph 1 below shows the loss of grant funding since the start of austerity in 2011 until the end of the current comprehensive spending review period in 2020.

Graph 1: Croydon's Grant Reductions 2011/20



3.2 The Autumn Financial Statement report presented to Cabinet in October 2016 forecast a budget gap of £45.6m over the financial period 2017/20. Based on our latest assumptions that has been updated to a gross gap of £53.3 as detailed in Table 1 below.

Table 1- Budget Gap 2017/20

	2017/18 £m	2018/19 £m	2019/20 £m	2017/20 £m
Cut in Grant	11.9	7.3	7.1	26.3
Inflation	2.9	2.9	2.9	8.7
Debt Charges	-	1.5	1.5	3
Demand Pressure/growth (*)	10	4.5	0.8	15.3
Gross Budget Gap	24.8	16.2	12.3	53.3
2% social care precept in 2017-20	-2.9	-2.9	-2.9	-8.7
Council Tax Base increases	-3.1	-3.0	-2.5	-8.6
Budget Gap	18.8	10.3	6.9	36.0

(*)This is net of a number of demand management initiatives, mainly in the People Department, where these should result in growth avoidance as opposed to absolute reductions in costs.

3.3 This forecast gap made a number of assumptions around grant reductions, demographic growth, inflation increases and increases to the council tax base. It also contains the certainty brought about as a result of the four year funding

settlement that was made available as part of the December 2015 Spending Review for the period 2016/17 to 2019/20, which we have accepted.

3.4 To accept the four year funding settlement the Council had to produce and approve an efficiency strategy. This strategy was approved in the Autumn Financial Review Cabinet Report. The efficiency strategy sets out the key principles that we will target to deliver savings and includes;

- Getting the most out of our assets
- Better commissioning and contract management
- Managing Demand
- Prevention and early intervention
- Integration of health and social care
- Delivering growth
- Commercial approach
- Digital

3.5 Table 2 below details the efficiency programme by category for the four year period of the funding settlement, along with the 2015/16 efficiencies for information. Years 2 to 4 of the funding settlement period, 2017/20 will be approved at Cabinet in February 2017 as part of the budget setting process. Details of these options by department are contained in appendix 2 to this report.

Table 2 - Efficiency programme -

	15/16 £m	16/17 £m	17/18 £m	18/19 £m	19/20 £m	15/20 £m
Getting the most out of our assets	-1.165	-2.000	-1.500	0.000	0.000	-4.665
Better commissioning and contract management	-9.174	-1.281	-6.222	-6.041	-0.693	-23.411
Managing Demand (*)	-1.668	-0.935	-2.497	-3.689	-3.028	-11.817
Prevention and early intervention	-1.503	-2.026	-0.222	0.000	0.000	-3.751
Integration of health and social care	-0.927	-1.259	0.000	0.000	0.000	-2.186
Delivering growth	-0.275	-0.750	-2.000	0.000	-3.370	-6.395
Commercial approach	-3.431	-5.403	-2.865	-0.800	-0.300	-12.799
Digital	-4.573	-1.036	-0.662	-0.566	-0.200	-7.037
Efficiency	-2.886	-1.586	-2.016	-0.801	-0.277	-7.566
	-25.602	-16.276	-17.984	-11.897	-7.868	-79.627

(*) This reflects savings that are forecast to be made as a result of demand management initiatives. In addition to this, demand management will serve to limit the growth we are forecasting over the next few years. This represents an estimated £8 million over the 2017/20 period.

3.6 The total efficiencies over the 4 year efficiency plan are forecast to be £54.025m, with better commissioning, managing demand and a commercial approach making up over 60% of the total programme.

3.7 The savings set out will help achieve a balanced budget for the period 2017/20. Given we don't yet have the local government settlement this cannot be assumed to be the final position for the budget in February 2017.

4.0 2016/17 Financial Forecast

4.1 The current revenue outturn forecast at the end of the second quarter of 2016/17 is £0.920m over budget. This is made up of departmental overspends of £9.320m; offset by non-departmental overspends of £8.4m as shown in table 3 below.

Table 3 – Summary of forecast revenue outturn position at Quarter 2

Department	Forecast Variance Quarter 2 £'000s
People	9,553
Place	(427)
Resources	194
Departmental Overspend	9,320
Non-departmental items	
Additional Grant Income	(3,708)
Interest Receivable	(1,506)
Interest Payable / MRP	(1,782)
Contingency	(1,000)
Other minor variances	(404)
Total Non-Department Items	(8,400)
Total Projected Over-spend	920

4.2 The 2016/17 budget was set with the inclusion of growth to help manage pressure as well as ambitious savings targets. Despite this growth there continues to be increasing demand for the services provided by the people department in the key areas of, adult and children's social care and gateway and welfare services.

4.3 Since austerity the Council has seen rising demand against a back drop of reducing funding and has introduced a number of major programmes including Croydon challenge and the more recent managing demand programme to manage spend and demand. The 2016/17 quarter 2 forecast is one of the lowest since austerity was brought in by Central Government in 2011.

4.4 It is anticipated that the greatest impact of these programmes will continue to be within the People Department. Further details on these measures are contained within section 6 of this report.

4.5 Alongside these programmes there continues to be monthly governance boards that focus on the areas of highest risk and the actions being implemented to manage them. The other departments are also continuing to review spend and deliver efficiencies in the short term to help bring the budget back in line. As in previous years one of these measures is a review of agency works over the

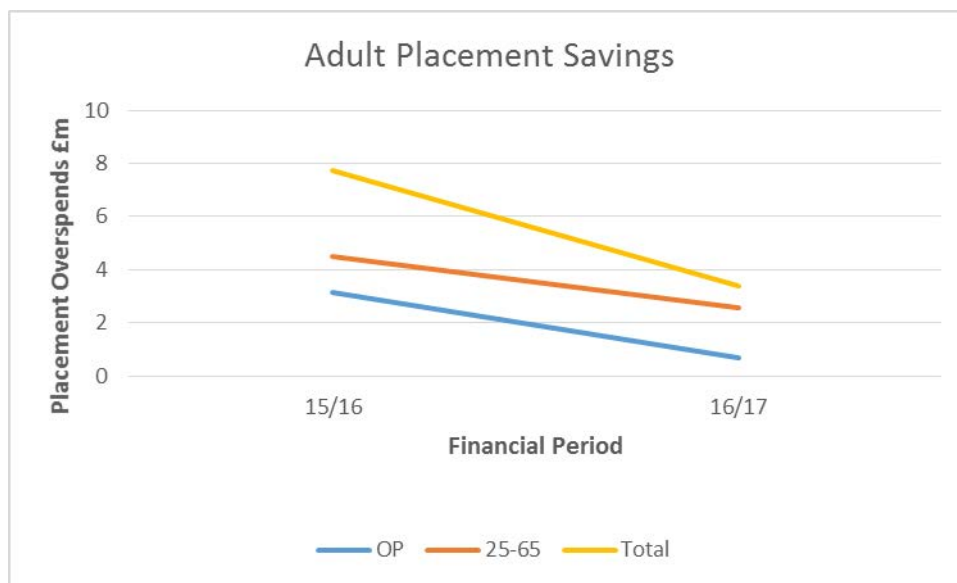
Christmas Period.

5 People Department – Demand and issues

5.1 The projected People department overspend in 2016/17 is **£9.553m** and continues to be made of up of mainly demand led services; Adult Social Care, Children’s Social Care and Gateway & Welfare services. These pressures are a continuation of pressures experienced in previous years, although the scale has been reduced by a combination of improved demand management, and growth awarded in the 2016/17 budget.

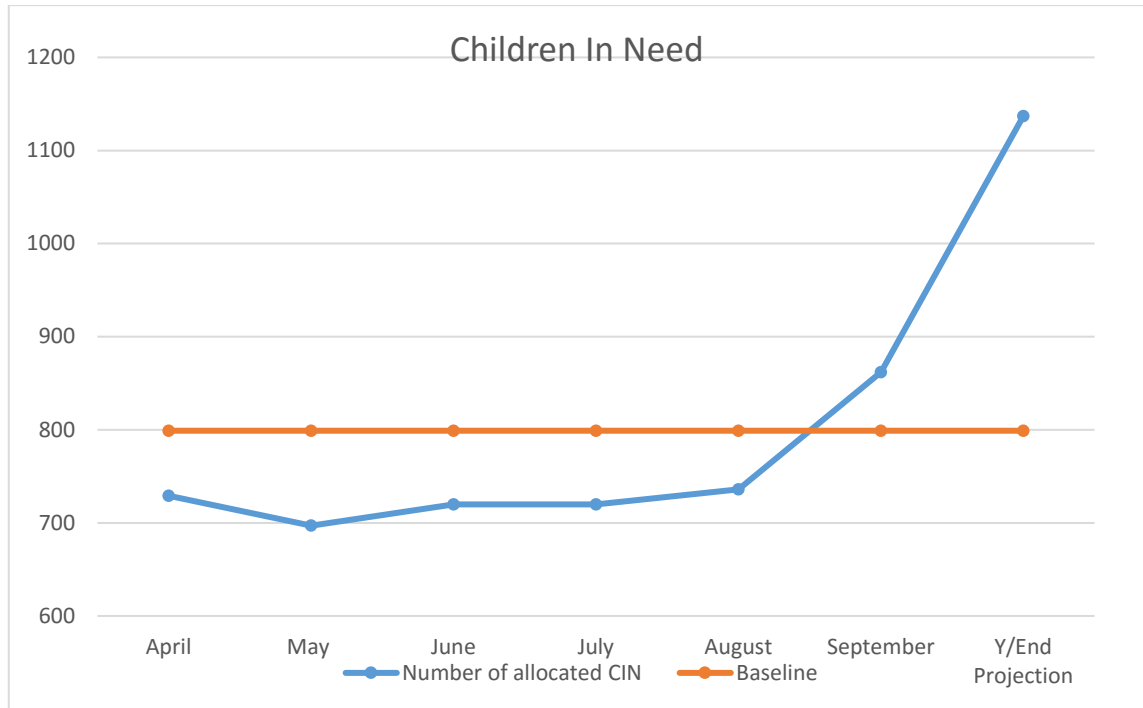
5.2 **Adult Social Care** has continued to see increases in demand for services above budget and is projecting an overspend of £2.9m in 2016/17. This is as a result of rising demand and increased complexity of cases, especially within the 25 to 65 year old service. In the last six months there has been a 7% increase in the number of care packages and a 10% increase in the number of contacts and referrals to the Council. Along with an increase of 141% in social care assessments. However, when compared to the previous financial years savings are being made against placement costs associated with older people and services to 25- 65 year olds as a result of contract reviews and placement reviews. This can be seen in graph 2 below.

Graph 2: Adult Placement Savings for Older People service and the 25 to 65 service.



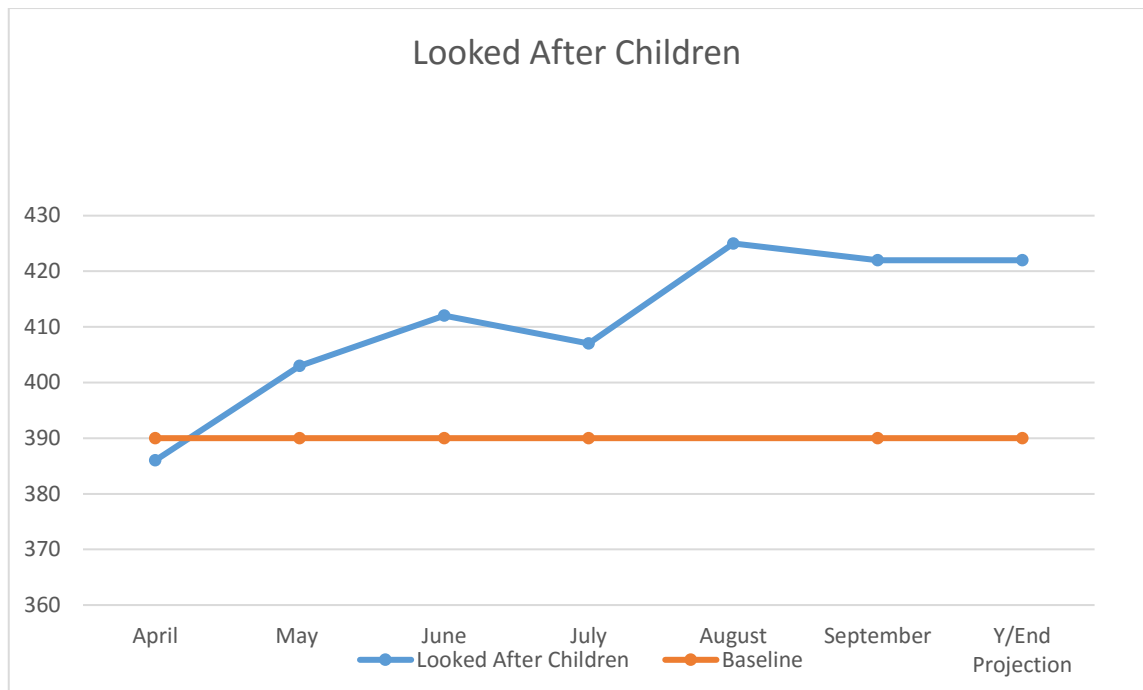
5.3 **Children’s Social Care** is also continuing to experience rising demand and we are continuing to experience an increase in the numbers of looked after children and children in need. The division is projecting an overspend of £4.8m in the current financial year. In the first half of this financial year the number of children in need cases was 62 higher than the budgeted number of 800 and based on the current rising trend it is forecast that the number of cases will continue to rise during the remainder of this year, as shown in graph 3 below. The budget for 2017/18 assumes the number of cases will to 720 children in need as a result of the work associated with managing demand.

Graph 3: Children in need cases compared to budget



5.4 The numbers of looked after children are also greater than budget and have been rising significantly in the first half of the year. The budget was set based on 390 cases which at the start of this year this was accurate, however since then demand has grown rapidly to 422 in September as shown in graph 4 below and is forecast to continue at this rate during the remainder of the financial year. The budget for 2017/18 has assumed that numbers will reduce to 412.

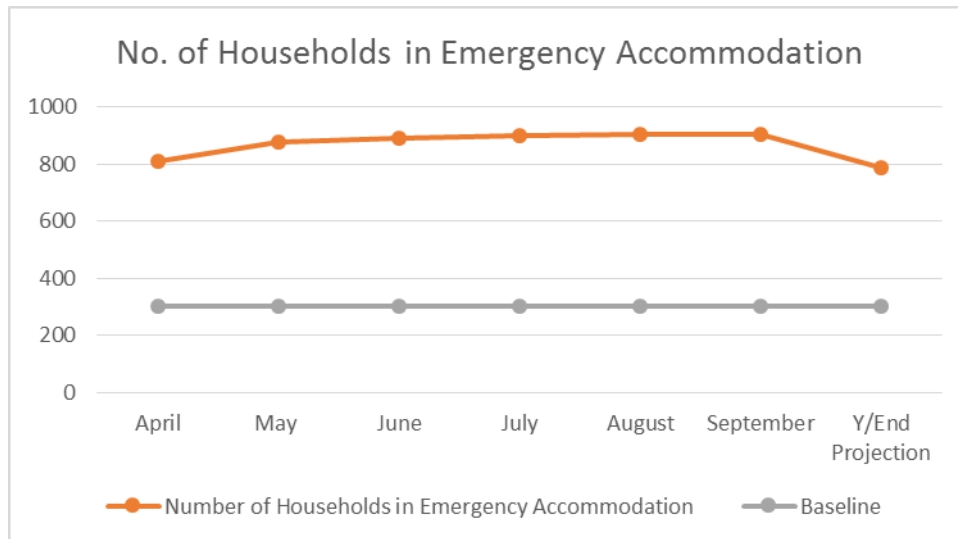
Graph 4: Looked after children case numbers compared to budget



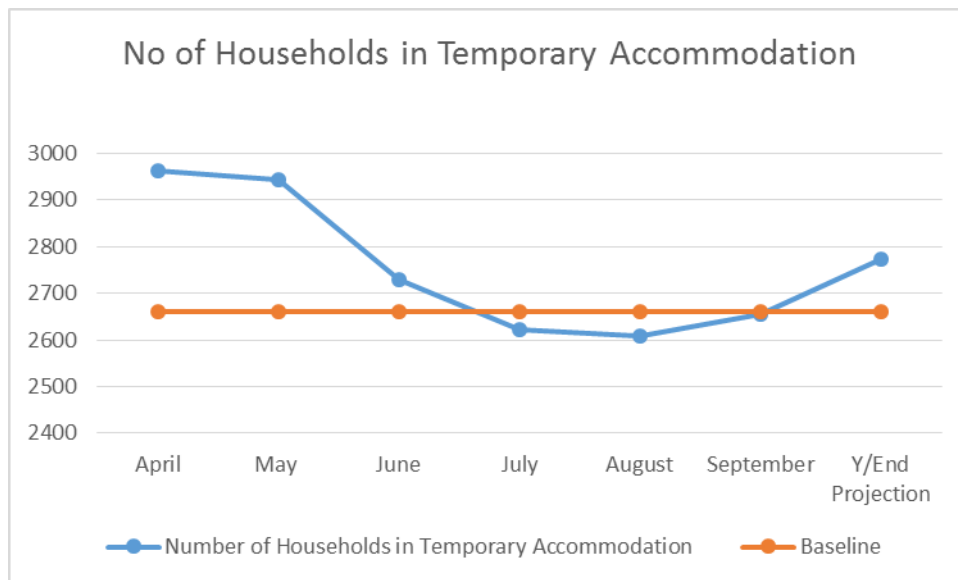
5.5 **Gateway and welfare services** are also experiencing an increase in demand for services above budget, mainly as a result in an increase in the number of

households in emergency accommodation. At the start of the financial year there were 811 households in emergency accommodation and half way through the year this had risen to 904 and is expected to reduce slightly to 788 at the end of the year. The 2017/18 budget has assumed that demand will remain high and is based on 914 households. The number of Households in temporary accommodation has reduced from 2,962 and the start of the year to 2,609 in August, unfortunately this has risen slightly and is predicted to rise to 2,772 by the end of the year. It is anticipated that this will continue to increase and the 2017/18 budget is based on 2,951 cases. These increases in demand has led to a projected overspend against budget of £1.8m this year. Graph 5 and 6 below shows the number of increase in households.

Graph 5: number of households in emergency accommodation



Graph 6: number of households in temporary accommodation



6 Mitigation Actions

6.1 As previously reported to cabinet there are a number of actions in place to manage spend this financial year and in future years.

In the short term, there are a range of immediate actions in the people department, including:-

- Improved commissioning, contract management and brokerage including a new framework for independent foster care placements that has just commenced.
- A further review of the use of and cost of agency staff.
- The development of a recruitment and retention strategy for social workers has been commissioned.
- The transformation of adult social care continues, which includes a detailed review of high cost care packages to ensure individual needs are being met in the most effective way.
- The application of the successful Gateway approach to the ‘front door’ of adult social care which is likely to bring both cost savings and service improvement.
- The introduction of Family Link workers to assist families and the CREST and SNAP pilots.
- Looking at boosting the supply of temporary accommodation and assisting families in temporary accommodation.

7 2017/20 Funding and detailed budget

7.1 With ever decreasing funding there is a need to continue reviewing our services and delivering efficiencies across the organisation, alongside managing the growing demand for some services.

7.2 Graph 7 below details the overall funding received over the last 6 years and the projections to 2019/20. It shows that our share of funding from central government is declining and is a decreasing proportion of our overall funding. Council tax and Business rates therefore becomes key to the future sustainability of our budget. Table 4 below gives detail of council tax as a proportion of our overall funding.

Graph 7: Funding 2011/20

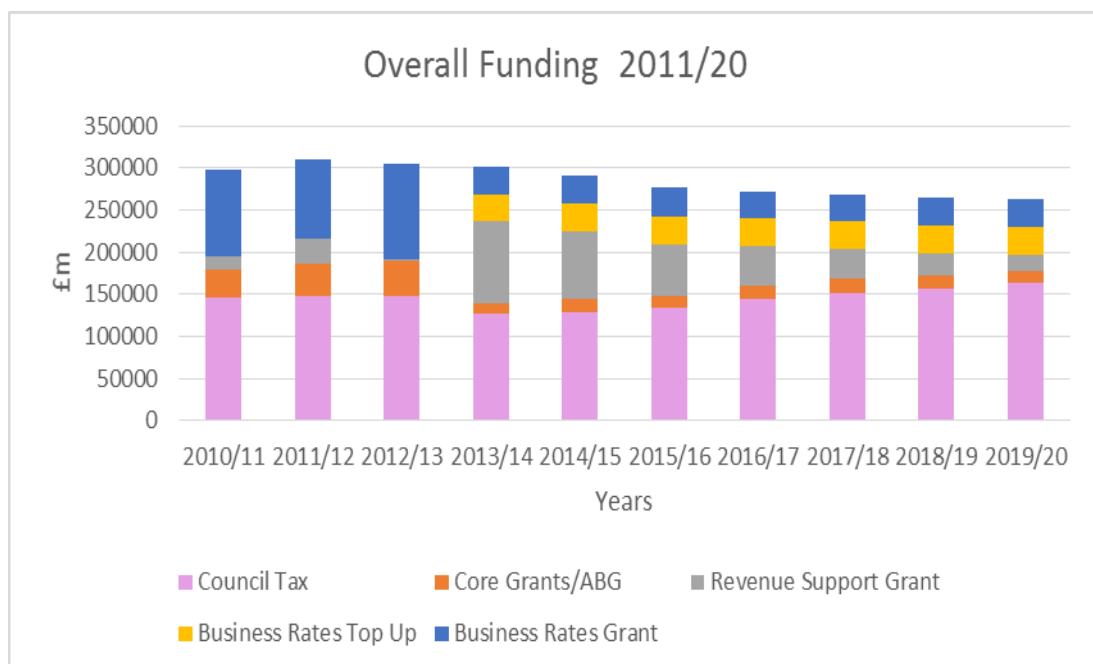


Table 4 – Council Tax as a proportion of our overall funding

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
55.11%	53.73%	55.48%	43.07%	46.34%	49.78%	55.19%	59.44%	62.00%	64.58%

- 7.3 In order to help understand the makeup of the council's revenue budget, table 5 below provides a detailed analysis of funding and expenditure by service over the period 2016/20, as calculations currently stand, although there are still discussions going on regarding options. This clearly shows the balance between central government grant and locally raised income (Council Tax and Business Rates).
- 7.4 Table 5 shows that the most significant reductions have been made in the Place and Resources Department and that the People department is aiming to maintain costs at the 2016/17 budget by 2019/20.

Table 5: Detailed budgets 2016/20

Funding	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	2019/20 Budget £'000
Revenue Support Grant	46,800	33,909	26,671	19,544
Business Rates Top up and income	65,962	TBC	TBC	TBC
Council Tax	147,237	TBC	TBC	TBC
Core Grants - Education Support Services/New Home Bonus/ Council Tax and Admin Support	16,238	TBC	TBC	TBC
Total	276,237	TBC	TBC	TBC

PEOPLE				
Early Intervention and Family Support Service	8,993	8,543	8,543	8,543
Children in Need Service	13,952	14,944	14,450	13,904
Looked After Children	18,964	19,962	18,307	18,164
School Standards and Commissioning	2,050	1,792	1,792	1,792
Libraries	3,627	3,561	3,561	3,561
Culture	478	478	478	478
Learning Disability	39,061	40,875	40,746	40,476
Physical Disability	9,438	11,920	11,791	11,521
Older People	34,006	34,209	33,397	33,165
Mental Health	9,980	9,596	9,596	9,596
Gateway Services	1,748	1,578	1,298	1,298
Bereavement and Registrars Services	-956	-1,266	-1,266	-1,266
Vulnerable Adults and Supported Housing	7,122	7,339	7,339	7,339
Temporary Accommodation/Housing Needs	2,598	5,105	5,094	5,248
People Total	151,061	158,635	155,126	153,820

PLACE	2016/17 Budget £'000	2017/18 Budget £000	2018/19 Budget £'000	2019/20 Budget £'000
Regulatory Services	2,994	2,853	2,853	2,853
Parking and Highways	-3,295	-3,691	-3,691	-3,691
Other Environment and Leisure Services - Street Cleansing/Kerbside Recycling/Refuse	12,923	12,703	8,703	8,703
Waste Disposal	10,761	11,036	11,036	11,036
Leisure Services	1,051	1,051	151	151
Green Spaces	4,587	4,587	4,587	4,587
Planning and Regeneration	3,486	2,986	2,986	-384
Place Total	32,507	31,525	26,625	23,255
RESOURCES				
Finance	4,741	4,482	3,997	3,597
Facilities Management	8,455	6,455	5,955	5,255
Legal and Democratic	2,424	2,074	1,774	1,574
IT	9,831	9,708	9,343	9,343
HR	2,121	1,811	1,711	1,711
Customer, Transformation & Communications	7,380	6,528	5,902	5,252
Strategy, Communities and Commissioning, and Voluntary Sector Funding	4,684	4,074	3,874	3,374
SEN and Adults Transport	7,657	6,574	6,468	5,918
Resources Total	47,293	41,706	39,024	36,024
Corporate items				
Pensions Deficit	9,150	8,650	8,650	9,650
Concessionary Fares	16,151	16,151	16,151	16,151
Levies	1,524	1,524	1,524	1,524
Interest Payable on Borrowing	15,583	15,583	17,083	18,583
Carbon Credits	255	255	255	255
Contingency	1,000	1,000	1,000	1,000
RIF Income	0	-1,000	-1,000	-1,000
Total Expenditure	276,237	273,740	264,149	258,973

8 Risks

8.1 There is a level of risk associated with the assumptions made within the budget for the period 2017/20. With the key areas being:

- **Proposed changes to Business Rates** – There are major changes being planned to how much business rates local authorities retain and also the needs formula linked to business rates redistribution across the country. Further consultation on the changes proposed are expected in 2017 and the changes are expected to be implemented in 2019/20. It is too early to predict the impact on Croydon of this changes although it is clear that there will a greater

proportion of business rate growth retained locally in the new system and therefore locally we would have more opportunity to gain from economic growth and also bear greater risk of reductions.

- Additionally the business rates base will be revalued from April 2017. DCLG intend for the process to be revenue neutral for local government nationally. However, the extent to which this will be the case is not possible to forecast at this stage. DCLG will make an allowance for the national loss in Rateable Value, due to appeals, following revaluation. If this estimate is too low, then local government will lose out.

The financial implications of revaluation for individual local authorities is more difficult to estimate, as these will be a combination of the accuracy of the national allowance for appeals and the extent to which local appeals are above or below the estimated national average.

Due to the number of unknowns it has therefore been assumed that revaluation will be revenue neutral at this stage for Croydon. However, officers will be monitoring developments around the updated Rateable Values and the DCLG's approach to appeals over the coming months, with a view to adjusting the medium term resources projection, if needed.

- **Dedicated Schools Grant** – the DfE are currently consulting on proposed changes to the funding of education and the introduction of a national funding formula. Until the outcome of the consultation is known there is a risk associated with our level of funding. This is detailed in section 9.
- **Unaccompanied Asylum Seeking Children** - Croydon currently has a high level of UASC and has been able to negotiate funding rates outside of the national agreed formula to help with the high level of costs. This funding is negotiated annually and there remains the risk that this funding will be reduced in future years at a quicker rate than the new national dispersal programme.
- **Legislative Changes** – There continues to be a risk that the Government could make other policy changes that could impact on Croydon over the period of this budget. These changes if they occur will need to be managed as they arise.
- **Social Care burden and Health Funding** – The lack of funding for Adult Social Care and Health continues to be a pressure nationally and due to the current financial pressures faced by the health economy locally in Croydon this could have a material impact on our budget.
- **Demand Growth** – the budget assumptions for future years contain a level of growth based on current demand and anticipated expectations. As with all models there is a level of uncertainty and if demand were to be greater than modelled this will have an impact on the budget. Demand for services will continue to be managed closely and the projects that have been developed as part of the Managing Demand Programme will continue to be developed and embedded within services.

- **Temporary Accommodation** – the budget contains ambitious targets for reducing the need for temporary accommodation and there is a risk that these cannot be achieved in the planned timescale if demand continues to rise rapidly. Gateway services will continue to work with residents to reduce demand.
- **Welfare Reform** – changes to welfare benefits, such as Universal Credit, the benefit cap and changes to Housing benefit could have a significant impact to the council and the Gateway service is working to mitigate these, including the lobbying of government.

9 Education Funding

- 9.1 The Government has announced that it is changing the way funding is made to schools and they are currently mid-way through a consultation process to implement a National Funding Formula. The Department for Education (DfE) have recently announced that they will delay the implementation of the National Funding Formula (for schools and high needs) by a year, moving its implementation back from April 2017 to April 2018.
- 9.2 School funding is currently allocated via The Dedicated Schools Grant (DSG) and Education Services Grant (ESG).
- 9.3 DSG funds all aspects of education that relates directly to children. It is split into 3 blocks, a schools block, a High Needs block and an Early Years block.
- 9.4 The DSG allocation for Croydon for 2016/17 is £312.58m (£309.2m 2015/16). The DSG is reduced by recoupment for academy funding. This is currently estimated to be £126m but will be subject to change throughout the year as schools convert to academies. The increase in 2016/17 is mainly due to an increase in pupil numbers.
- 9.5 ESG was provided to Local Authorities to fund services provided to schools. For 2017/18 this funding is changing and the majority of the funding is being transferred directly to schools. Local authorities will be able to fund central services previously funded within the retained duties rate with the agreement of schools forum. The impact of this change on Croydon is around £2.2m and we are currently working with the Schools Forum to agree a process. If schools forum do not agree to fund the Council for these services then the Council will need to look at the services provided to schools and reduce them as the general fund does not have the capacity to fund services to schools that are non-statutory and which schools have been funded for.
- 9.6 The government has also announced a further £140 million 'Strategic School Improvement Fund' for academies and maintained schools "most in need of support to drive up standards, use their resources effectively and deliver more good school places". The distribution mechanism for these funds are uncertain now but it is hoped that Croydon will benefit from this funding.
- 9.7 The 2017/18 school and high needs funding is due to be announced in mid-December along with provision early years figures and this will be reported in detail to the February Children and Young Peoples Scrutiny subcommittee.

Early indications are that funding for Croydon will reduce by 1.27% per head from £4,855.90 to £4,794.79.

10 Summary

- 10.1 There are a number of significant savings options factored in to the budget model and as with all future years there remains a level of risk around the delivery of these options which will need to be carefully managed and reported.

11 CONSULTATION

All Departments have been consulted during the preparation of this report.

12 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 12.1 The report is submitted by the Executive Director of Resources (Section 151 Officer)

13 COMMENTS OF THE COUNCIL SOLICITOR & MONITORING OFFICER

- 13.1 The Solicitor to the Council comments that the Council is under a duty to ensure that it maintains a balanced budget and to take any remedial action as required in year.

Approved by: Jacqueline Harris Baker - Acting Council Solicitor and Monitoring Officer

14 HUMAN RESOURCES IMPACT

- 14.1 In addition to a previous Council-wide voluntary severance scheme, a recruitment 'pause' and the review of long term agency/interim resource there will be other savings packages and action plans that need to be developed in response to the report that are likely to have significant HR impact. These can vary from posts not being filled or deleted, through to possible redundancies. Where that is the case, the Council's existing policies and procedures must be observed and HR advice must be sought.

Approved by Jason Singh – HR Business Partner on behalf of the Assistant Director of Human Resources

15 EQUALITIES IMPACT

- 15.1 Croydon Council recognises the important role it has in creating a fair, inclusive and cohesive society through its functions as:

- A community leader
- A provider and commissioner of services
- An employer

Serving one of the most diverse boroughs in outer-London the Council's aim is to make the borough a place where people want to live and work - a place where everyone has fair and equal opportunities and life chances.

- 15.2 The Equality Act, 2010, also requires the Council to have due regard to the three aims of the Public Sector Equality Duty (the Equality Duty) in designing policies and planning / delivering services. In reality, this is particularly important when taking decisions on service changes. The three aims of the Equality Duty are to:
- Eliminate unlawful discrimination, harassment and victimisation;
 - Advance equality of opportunity; and
 - Foster good community relations between people who share any of the defined Protected Characteristics and those who do not.
- 15.3 The Act lists nine Protected Characteristics as age, disability, race, religion or belief, sex (gender), sexual orientation, gender reassignment, marriage and civil partnership and pregnancy and maternity. However, it is highly unlikely that these “protected characteristics” will all be of relevance in all circumstances.
- 15.4 Whilst the council must have due regard to the Equality Duty when taking decisions, there is a recognition that local authorities have a legal duty to set a balanced budget and that council resources are being reduced by central government. However, where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that the adverse impact must be explained as part of the formal decision making process and attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of legitimate public need to pursue the service change to deliver savings.
- 15.5 In developing its detailed budget proposals for 2017-20 the Council aims to achieve best practice in equality and inclusion. The Council recognises that it has to make difficult decisions to reduce expenditure to meet Government cuts in grant funding and to deliver a balanced budget that meets the specific needs of all residents, including those groups that share a “protected characteristic”. Through its budget proposals, the Council will also seek to identify opportunities to improve services and the quality of life for all Croydon residents while minimising any adverse impacts of decisions, particularly in regard to protected groups. It will be guided by the broad principles of equality and inclusion that recognise the need to:
- Engage communities
 - Narrow the gap between equality groups that share a “protected characteristic” and the majority of the population in relation to services and employment.
 - Support active citizenship to enable residents to participate more fully in civic life
 - Build community capacity and strengthen cohesion and trust
 - Display robust community leadership using diversity as a driver for social and economic growth and prosperity.
 - Address inequality and social exclusion
 - Provide differentiated services designed and delivered in such a way that they meet the individual need of residents and are accessible

A detailed analysis will be presented alongside the Cabinet report on the budget in February.

REPORT AUTHOR AND CONTACT: Richard Simpson, Executive Director
Resources (S151 Officer)

Appendix 1 – 2016 Autumn Statement Briefing

The Chancellor of the Exchequer has delivered the autumn statement which details expectations for the government budget. Detailed below are the main announcements that will impact upon local authorities.

Economy and public finances

- The Office for Budget Responsibility (OBR) has forecast weaker growth than at Budget 2016, with growth 2.1% in 2016, slowing to 1.4% in 2017, 1.7% 2018, 2.1% 2019 and 2020 and 2.0% in 2021.
- The OBR expects lower business investment and household spending to weigh on GDP in the near term. There is a greater than usual uncertainty in these forecasts in view of Brexit.
- Consumer Price Index (CPI) inflation will rise to 0.7% in 2016, 2.3% in 2017, peaking at 2.5% 2018 before falling to 2.0% in 2020 and 2021.
- The OBR expects that upward pressure on inflation and lower wage growth than previously anticipated will temporarily halt recent rises in living standards
- The Chancellor has announced that the government has abandoned its commitment to reduce public sector net borrowing to a surplus by 2020. The Government remains committed to fiscal discipline while recognising need to invest. It has published a new Charter for Budget Responsibility which commits to reducing the structural deficit to below 2% of GDP and to have debt falling as a percentage of GDP by 2020.
- It is now planning for a deficit of £21.9bn in 2019/20, compared to the surplus of £10.4bn planned for at Budget 2016, an increase in public sector net borrowing for 2019/20 of £32.3bn. The Budget Deficit in 2016/17 is 3.5% of GDP and will fall to 0.7% in 2021/22.
- Investment in infrastructure and technology is prioritised to boost growth, funded from additional borrowing. Otherwise, the government will stick to departmental resource spending plans set out at Spending Review 2015 and deliver the £3.5bn of additional savings in 2019-20 announced at Budget 2016. All other new policies announced in Autumn Statement 2016 will be funded from savings or taxation.
- Protection of public spending priorities in the next Parliament will be determined at the next Spending Review in Spring 2018.

Devolution

- Discussions on devolution with the Mayor of London will continue over the coming months
- The budget for the Work and Health Programme (WHP) will be transferred to London, subject to certain conditions including on co-funding. Croydon is the lead local authority for the South London Partnership on the WHP.
- New borrowing powers for city mayors
- The GLA will receive £3.15bn to deliver 90,000 affordable home starts by 2020-21
- The adult education budget will be devolved to London from 2019-20 and giving greater control over delivery of employment support services for the hardest to help. Croydon has an adult education service which receives funding from the Education Funding Agency. It is unclear whether there is potentially additional funding for Croydon.

Education

- Grammar Schools – PM has announced plans to allow the expansion of selective education in England. The government will provide £50 million of new capital funding to support the expansion of existing grammar school in each year from 2017-2018. Devolved administrations will receive funding through the Barnett formula. This is the only announcement made on education in the statement, however;
- Investment into the Royal Society of Arts will be used to fund cultural programmes in schools. Croydon has an existing relationship with the RSA and may be able to use this to its benefit.

Health and Social Care

- The government reaffirmed its support for the NHS 5 year forward view plan with an extra £10bn by end of 2020/21

Appendix 1 – 2016 Autumn Statement Briefing

- There was no statement on funding for social care.

Welfare reform

- The 'taper rate' at which Universal Credit is withdrawn as recipients' earnings arise will be reduced from 65p to 63p in every pound. The Resolution Foundation's analysis suggests that a full time worker on the 'national living wage' would gain up to £250 per year from the 2p reduction in the taper rate, rising to about £500 per year for a family earning £30,000. This compares with losses of up to £2,800 a year from the work allowance changes. On 1.4.2016 there were 10,105 UC claimants in Croydon. 5115 claims were put into payment in April to August 2016.
- Announcements previously made are confirmed:
 - Support for refugees – refugees and their family members will be exempted from the Past Presence Test, meaning that they will no longer have to be resident in the UK for 2 years before they can receive disability benefits
 - Local Housing Allowance (LHA) rates in social housing – the implementation of the cap on Housing Benefit and LHA rates in the social rented sector will be delayed by 1 year, to April 2019. The cap will be applied to all supported housing tenancies from April 2019. Additional funding will be provided to Local Authorities, so that they can meet the additional costs of supported housing in their area. For general needs housing, the cap will now apply from April 2019 for all tenants on Universal Credit, and to Housing Benefit tenants whose tenancies began or were renewed since April 2016 (6)
 - Social rent downrating – refugees, almshouses, Community Land Trusts and co-operatives will be exempt from the reduction of social sector rents by 1% a year for 4 years from 2016-17
 - Pay to Stay is no longer compulsory
- **Tax-free Childcare** will be introduced gradually from early 2017 with roll out beginning upon completion of the trial, and will provide a saving of up to £2000 per child. Once the scheme is fully rolled out, the government will review its operation.

Housing

- Housing White Paper (expected in December 2016) will set out reforms to increase housing supply and halt the decline in affordability.
- Housing Infrastructure Fund of £2.3bn by 2020/21 will be funded by the National Productivity Investment Fund (NPIF) and allocated to local government on a competitive basis to provide infrastructure to unlock 100,000 new private house building in high demand areas. The government will examine options to ensure that transport funding better supports housing growth.
- Affordable homes – the government will relax restrictions on grant funding to allow providers to deliver a mix of homes for affordable rent and low cost home ownership. An additional £1.4bn from the NPIF will deliver 40,000 homes. Local authorities are able to bid for this money. This is on top of the existing £4.7bn grant funding for affordable housing over the next 5 years.
- £2bn (£1.7bn by 2020/21) through NPIF to speed up house building on public sector land in England through partnerships with private developers
- Funding for a large-scale right to buy pilot for 3,000 housing association tenants
- The GLA will receive £3.15bn to deliver 90,000 affordable home starts by 2020/21.
- These measures will assist the Council to achieve its ambitious targets to deliver 9,500 housing starts over 5 years and ensure a sustainable level of affordable housing is brought forward. The Mayor of London has stated his commitment to support Croydon's ambition to increase the supply of affordable homes in the borough. The increase in funding potentially increases the viability of development proposals to meet Croydon's 50% affordable housing requirement.
- Upfront letting agency fees will be banned. This will have a positive impact for people trying to access the private rented sector.

Appendix 1 – 2016 Autumn Statement Briefing

- Rough Sleeping Fund – The government is committing a further £10m over two years to the Rough Sleeping Fund. As rough sleeping has increased in Croydon over recent years, there may be scope for additional funding.

Growth Deals

- £492m awarded to Local Enterprise Partnerships (LEPS) in London and the South East through a third round of Growth Deals. Awards to individual LEPS will be announced in coming months. This is to improve transport connections, unlock house building, boost skills and enhance digital connectivity.

Economic Development

- Forthcoming Industrial Strategy will focus on raising productivity to raise living standards for people across the UK.
- New National Productivity Investment Fund (NPIF) will add £23bn in high-value investment from 2017-18 to 2021-22. This will be targeted at research and development, transport, digital communications, and housing. Total spending will equate to £170bn from 2017-2022 (1.7% of GDP in 2021-22).
 - £4.7bn will enhance the UK's position in science and innovation;
 - £0.7bn to support full-fibre connections and 5G communications – this could potentially have a positive impact on Croydon if we were to secure some of this funding.
- The NIC will set out recommendations providing that spending on infrastructure lies between 1% and 1.2% of GDP each year from 2020 to 2050.
- Tax incentives until the end of March 2019 will offer 100% first-year allowances to companies investing in charge-points for electric vehicles.
- The NPIF will allocate an additional £450m to trial digital signalling technology, to expand capacity and improve reliability. This could improve rail connections in Croydon, with East Croydon a hub for connection into central London for many users.
- A new ministerial group will oversee the delivery of priority infrastructure projects.
- Encourage private investment with £400m from British Business Bank to unlock £1bn of new investment in innovative firms planning to scale up.

Tax

- Freeze fuel duty from April 2017.
- Insurance Premium Tax will rise from 10% to 12% in June 2017.
- Tax free personal allowance, now £11,000, will rise to £11,500 in April 2017. By 2020 it will rise to £12,500, with the higher rate threshold rising to £50,000. Thereafter the personal allowance will rise in line with inflation in the 2020s.
- There has been no announcement on Council Tax reform.

Business

- Patient Capital – HM Treasury will lead a review to identify barriers to access long-term finance for growing firms, supported by an advisory panel.
- NPIF will provide an extra £4.7 billion by 2020-21 in R&D funding.
- Cutting the rate of Corporation tax to 17% by 2020 and reducing business rates by £6.7bn over the next 5 years.

Tech

- To support investment in UK FinTech, the DIT will provide £500,000 a year to FinTech specialists.
- 100% business rates relief for new full-fibre infrastructure for a 5 year period from 1 April 2017.

Employers

Appendix 1 – 2016 Autumn Statement Briefing

- The government will provide £13m to support firms; plans to improve their management skills.
- Employee Shareholder Status – the tax advantages linked to shares awarded under ESS will be abolished for arrangements entered into on, or after 1 December 2016.
- The National Insurance (NI) secondary (employer) threshold and the NI primary (employee) threshold will be aligned from April 2017, meaning that both employees and employers will start paying NI on weekly earnings above £157. This will simplify the payment of NI for employers. It will cost employers an additional £7.18 per employee per year. For the Council this amounts to approximately £18,000 per year.
- Following consultation, the tax and employer NI advantages of salary sacrifice schemes will be removed from April 2017, except for arrangements relating to pensions, childcare, Cycle to Work and ultralow emission cars. This will affect Croydon in terms of the gym memberships offered to staff through salary sacrifice.
- The government will consider how benefits in kind are valued for tax purposes, publishing a consultation on employer-provided living accommodation and a call for evidence on the valuation of all other benefits in kind at Budget 2017.
- National Living Wage increases from £7.20 to £7.50 in April 2017. Croydon has already set precedent in encouraging its contractors to pay the London Living Wage, which is already higher than the National Living Wage. This could, however, have a huge impact on our contractors in, for example, the Social Care sector.
- National Minimum Wage (NMW) enforcement will be supported by an extra £4.3m per year to fund reviews of employers most at risk of non-compliance with NMW. There will also be support for small businesses to comply and a campaign to raise awareness.

Transport & Infrastructure

- £2.6 billion of the NPIF will tackle congestion and ensure transport networks are fit for the future.
- The NPIF will provide an additional £1.1bn by 2020-21 in new funding to deliver upgrades on local roads and public transport networks.
- On strategic road, an extra £220m will be invested in key pinch-points.
- Invest £170 million in flood defence and resilience measures, to be split across flood defence schemes, rail resilience projects and improving the resilience of roads to flooding.
- Private Finance 2 (PF2) - a new pipeline of projects, covering economic and social infrastructure, that are suitable for delivery through PF2 will be set out in early 2017.
- Consultation on lending local authorities up to £1bn at a new local infrastructure rate of gilts + 60 basis points for three years to support infrastructure projects.

Abolishing the Autumn Statement

- There will be no Autumn Statement after 2016. The budget in March 2017 will be the final Spring budget.
- Autumn 2017 new budget will announce tax changes, followed by a Spring Statement in 2018.

PLACE DEPARTMENT BUDGET OPTIONS

APPENDIX TWO

Director	Division	Options	FTE	RAG	17/18 £m	18/19 £m	19/20 £m	TOTAL 17/20 £m
Steve Iles	Streets	Street Lighting Energy Savings	0.00	A	(0.400)	0.000	0.000	(0.400)
Steve Iles	Streets	Generating additional trade waste income	0.00	A	(0.200)	0.000	0.000	(0.200)
Steve Iles	Streets	Re-procurement of the Leisure Contract - Fusion (contract expires Oct 17)	0.00	A	0.000	(0.900)	0.000	(0.900)
Steve Iles	Streets	South London Waste Partnership - Procurement of Joint Waste Collection and Environmental Services	0.00	G	0.000	(4.000)	0.000	(4.000)
Andy Opie	Safety	Fixed Penalty Notices - increase in number of higher value notices issued in connection with Fly Tipping and Housing Enforcement.	0.00	A	(0.045)	0.000	0.000	(0.045)
Andy Opie	Safety	Surrey Street waste cost review	0.00	A	(0.020)	0.000	0.000	(0.020)
Andy Opie	Safety	Staff savings through restructure of CCTV Team and other associated costs	1.00	A	(0.065)	0.000	0.000	(0.065)
Andy Opie	Safety	Additional P&D and Permit Income from New CPZ (Controlled Parking Zone) schemes. Efficiencies delivered through implementation of postal tracking software.	0.00	A	(0.094)	0.000	0.000	(0.094)
Colm Lacy	Development	Projected dividend from Brick by Brick	0.00	A	0.000	0.000	(3.370)	(3.370)
Heather Cheeseborough	Planning	Additional Income from Planning Fees	0.00	A	(0.500)	0.000	0.000	(0.500)
Heather Cheeseborough	Planning	Building Control Trading Account - cost recovery review / shared services savings	0.00	A	(0.076)	0.000	0.000	(0.076)
PLACE - TOTAL OPTIONS			1.00		(1.400)	(4.900)	(3.370)	(9.670)

PEOPLE DEPARTMENT BUDGET OPTIONS

APPENDIX TWO

Director	Division	Options	FTE	RAG	17/18 £m	18/19 £m	19/20 £m	TOTAL 17/20 £m
Pratima Solanki	Adults	Shared Lives - Increased use of shared lives schemes which will reduce care package costs.	0.00	G	(0.050)	0.000	0.000	(0.050)
Pratima Solanki	Adults	Supported Housing -Adult element - Increased use of supported housing scheme which will reduce care package costs.	0.00	G	(0.042)	0.000	0.000	(0.042)
Pratima Solanki	Adults	Learning Disabilities Respite Review – Review of respite services to provide a personalised offer , following current service user consultation.	0.00	G	(0.130)	0.000	0.000	(0.130)
Pratima Solanki	Adults	Mental Health - savings across package costs and commissioned contracts.	0.00	G	(0.384)	0.000	0.000	(0.384)
Pratima Solanki	Adults	Day Services Review - More efficient use of in-house day care facilities.	0.00	G	(0.300)	0.000	0.000	(0.300)
Pratima Solanki	Adults	Income from partners - Funding to be raised via negotiations with partners.	0.00	A	(0.750)	(0.500)	0.000	(1.250)
Pratima Solanki	Adults	Phase two review of day services	0.00	A	0.000	(0.300)	0.000	(0.300)
Pratima Solanki	Adults	Managing Demand - Encouraging cultural and behavioural change to better manage demand.	0.00	A	(0.478)	(0.686)	(0.809)	(1.973)
Ian Lewis	Children	Leaving care - reduction in subsistence payments (Gateway) - More efficient process to enable young people to access benefits	0.00	G	(0.100)	0.000	0.000	(0.100)
Ian Lewis	Children	Looked after Children over 16 transitioning to Semi Independent Accommodation - Where appropriate for all LAC, transitioning 16 year olds into semi-independent accommodation.	0.00	A	(0.100)	0.000	0.000	(0.100)
Ian Lewis	Children	Bring SGO(Special Guardianship Order) assessments in-house - We currently spot purchase SGO assessments.	0.00	G	(0.150)	0.000	0.000	(0.150)
Ian Lewis	Children	2.5% savings on contract & off contract spend. • Implementation of new Frameworks for Fostering and semi-independent • Tactical negotiations with off framework providers (residential, leaving care) & re-modelling of supervised contact & assessment • Reducing the number of high cost complex placements through successful transfers to lower level of support	0.00	G	(0.166)	(0.155)	(0.143)	(0.464)
Ian Lewis	Children	Review of existing placements and developing provision to enable children to stay at home, as opposed to high cost placements. If this activity is successful, additional savings will be added to the budget planning	0.00	A	(0.250)	0.000	0.000	(0.250)
Ian Lewis	Children	Restructure of phase two implemented, full effect realised in 18/19.	0.00	G	(0.450)	0.000	0.000	(0.450)
Ian Lewis	Children	Implementation of the Immigration Act should remove commitment to support care leavers who have exhausted their appeal to stay in the UK. The current spend is £2.5m, we have modelled a phased reduction of this spend over the next two years. This could deliver earlier, however we have currently modelled on achieving the full effect by 19/20. All young people will require an assessment to ensure that their human rights are adequately met before they are moved to alternative arrangements.	0.00	A	(1.000)	(1.500)	0.000	(2.500)
Ian Lewis	Children	Children in Need staffing - Post implementation of the new operating model, there will be reduction in staff spend. A 5% reduction in Care Planning & Assessment for 18/19 & 19/20 has been assumed. This will be achieved through a reduction in the numbers of agency staffing. Ahead of implementation of the structure, the focus will be on reducing the reliance of agency staff.	0.00	A	0.000	(0.291)	(0.277)	(0.568)
Ian Lewis	Children	Managing Demand - contact review	0.00	A	0.000	(0.203)	(0.269)	(0.472)
Jane Doyle	Universal Services	Charging for exclusions	0.00	G	(0.010)	0.000	0.000	(0.010)
Jane Doyle	Universal Services	Charging for admissions appeals	0.00	G	(0.005)	0.000	0.000	(0.005)
Jane Doyle	Universal Services	Charging for academisation	0.00	G	(0.060)	0.000	0.000	(0.060)
Jane Doyle	Universal Services	Octavo contract savings	0.00	G	(0.095)	0.000	0.000	(0.095)
Jane Doyle	Universal Services	Restructure Savings	-2.00	A	(0.098)	0.000	0.000	(0.098)
Jane Doyle	Universal Services	Libraries savings	0.00	A	(0.100)	0.000	0.000	(0.100)
Mark Fowler	Gateway Services	Fundamental review of commissioned services for young people	0.00	G	(0.120)	(0.280)	0.000	(0.400)
Mark Fowler	Gateway Services	Bereavement - replacement of organ music with a digital music system	0.00	G	(0.015)	0.000	0.000	(0.015)
Mark Fowler	Gateway Services	Supported Housing - increased use of supported housing scheme which will reduce care package costs.	0.00	G	(0.033)	0.000	0.000	(0.033)

PEOPLE DEPARTMENT BUDGET OPTIONS

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Mark Fowler	Gateway Services	NRPF - introduction of new immigration regs to stop costs in totality - need to understand enforcement and timing	0.00	G	0.000	(0.050)	0.000	(0.050)
Mark Fowler	Gateway Services	NRPF - review of the framework for booking accommodation to obtain lower rates by negotiating contracts rather than separate bookings	0.00	G	(0.136)	0.000	0.000	(0.136)
Mark Fowler	Gateway Services	No Recourse to Public funds (NRPF) - reduction in legal costs as a result of putting in place a more robust mechanism for Judicial review.	0.00	G	(0.100)	0.000	0.000	(0.100)
Mark Fowler	Gateway Services	Registrars - increased income from registration fees and wedding ceremonies	0.00	G	(0.125)	0.000	0.000	(0.125)
Mark Fowler	Gateway Services	Review of the travel service to identify errors and duplication in the provision Blue Badges	0.00	G	(0.050)	0.000	0.000	(0.050)
Mark Fowler	Gateway Services	Leaving care - saving from management post - merge income maximisation team with Gateway	-1.00	G	(0.050)	0.000	0.000	(0.050)
Mark Fowler	Gateway Services	Bereavement Services - Increased income from funeral services	0.00	G	(0.170)	0.000	0.000	(0.170)
Barbara Peacock	People Wide	Accommodation review - transfer from registered charities to registered providers	0.00	A	(0.150)	(0.100)	0.000	(0.250)
Barbara Peacock	People Wide	Accommodation review -improvement procurement and management of Private Rented Sector	0.00	A	(0.250)	0.000	0.000	(0.250)
PEOPLE - TOTAL OPTIONS			(3.000)		(5.917)	(4.065)	(1.498)	(11.480)

RESOURCES DEPARTMENT BUDGET OPTIONS

APPENDIX TWO

Director	Division	Options	FTE	RAG	17/18 £m	18/19 £m	19/20 £m	TOTAL 17/20 £m
Graham Cadle	CT &CS	Revenues Services - Creation of in-house bailiff service	0.0	A	(0.200)	0.000	0.000	(0.200)
Graham Cadle	CT &CS	Revenues Services - Improved collection processes for corporate debt	0.0	A	(0.020)	0.000	0.000	(0.020)
Graham Cadle	CT &CS	Demand Management - increased income across a number of services, but predominantly council tax through improved processes and utilisation of a number of techniques - improved customer messaging, customer and debt analysis, collection centre of excellence and ease of payment	0.0	A	(0.300)	(0.450)	(0.450)	(1.200)
Graham Cadle	CT &CS	Business Support - Deployment of new technology and expansion of scanning	0.0	A	(0.063)	0.000	0.000	(0.063)
Graham Cadle	CT & CS	Further automation and reduction in service menu and self-serve. Would include initiatives such as reduced PA support and improved business process reengineering	0.0	A	0.000	(0.290)	0.000	(0.290)
Graham Cadle	CT & CS	Further channel shift across a number of services Investment in technology	0.0	A	(0.084)	(0.132)	0.000	(0.216)
Graham Cadle	CT &CS	Revenues & Benefits - Process review and introduction of automation technology	-2.0	G	(0.015)	(0.044)	0.000	(0.059)
Graham Cadle	CT & CS	ICT Services - consolidation and reduction in licencing and software costs. A further review of options for the 5 year capita contract point is underway and may provide more options in early 2017	0.0	G	(0.100)	(0.075)	0.000	(0.175)
Graham Cadle	CT &CS	ICT Services - Reduction in infrastructure requirements as a consequence of reduced staffing numbers - Integrations and Consolidation of ICT Applications - Reduction in costs for major contracts and licencing	0.0	G	(0.273)	0.000	0.000	(0.273)
Graham Cadle	CT &CS	Strategy & Development - Implementing of Digital Advertising scheme across the borough. Current contract let delayed - expected guaranteed income level not met.	0.0	A	(0.500)	0.000	0.000	(0.500)
Richard Simpson	ALL	Managing Demand - New Operating Model Resources - to reduce demand	-30.0	A	0.000	0.000	(1.000)	(1.000)
Richard Simpson	Democratic & Legal	Managing Demand - Legal Spend	0.0	A	(0.300)	(0.300)	0.000	(0.600)
Richard Simpson	Democratic & Legal	New Operating Model	-1.0	G	(0.050)	0.000	0.000	(0.050)
Richard Simpson	Finance & Assets	Saving on external audit fees	0.0	G	(0.025)	0.000	0.000	(0.025)
Richard Simpson	Finance & Assets	New Internal audit contract	0.0	A	0.000	(0.075)	0.000	(0.075)
Richard Simpson	Finance & Assets	Reduction in Investigation Team Leader post	-0.6	A	0.000	(0.030)	0.000	(0.030)
Richard Simpson	Finance & Assets	Reduction in historic pension payments	0.0	G	(0.091)	0.000	0.000	(0.091)
Richard Simpson	Finance & Assets	Deletion of Vacant post	-1.0	G	(0.045)	0.000	0.000	(0.045)
Richard Simpson	Finance & Assets	Further transformation of team and processes	-6.0	A	0.000	(0.250)	0.000	(0.250)
Richard Simpson	Finance & Assets	Delete Vacant Risk Officer post	-1.0	G	(0.050)	0.000	0.000	(0.050)
Richard Simpson	Finance & Assets	Asset Management - Increased income for improved space utilisation in BWH and other office space	0.0	A	(1.000)	0.000	0.000	(1.000)
Richard Simpson	Finance & Assets	Facilities Management - Reprocurement of the Contract	0.0	G	(0.500)	0.000	0.000	(0.500)
Richard Simpson	Finance & Assets	Managing Demand - Building costs	0.0	A	(0.500)	0.000	0.000	(0.500)
Richard Simpson	Finance & Assets	Managing Demand - Service Asset Strategy	0.0	A	0.000	(0.500)	(0.500)	(1.000)
Richard Simpson	Finance & Assets	Staff Savings	-2.5	G	(0.048)	(0.030)	0.000	(0.078)
Richard Simpson	Finance & Assets	Introduction of Oracle Cloud	0.0	A	0.000	(0.100)	(0.200)	(0.300)
Richard Simpson	Finance & Assets	Revolving Investment Fund – Interest earned on a range of projects funded by the fund	0.0	A	(1.000)	0.000	0.000	(1.000)
Richard Simpson	Finance & Assets	Pensions Pre Payment - upfront payment of deficit contribution to pension fund	0.0	G	(0.500)	0.000	0.000	(0.500)
Richard Simpson	Finance & Assets	Debt and PFI Review - review of options for debt re-financing	0.0	A	(0.500)	0.000	0.000	(0.500)
Richard Simpson	HR	Review of staffing structure and Trade Union Facility time	-3.0	A	(0.010)	0.000	0.000	(0.010)
Richard Simpson	HR	Redesigned Occupational Health Service	-1.0	A	(0.050)	(0.050)	0.000	(0.100)
Richard Simpson	HR	Centralisation of Learning and Development	-3.0	A	(0.250)	(0.050)	0.000	(0.300)
Sarah Ireland	SCC	Review of all tier 2 contracts to identify options for savings.	0.0	A	(2.000)	0.000	0.000	(2.000)

Sarah Ireland	SCC	Transport - SEN	0.0	G	(1.583)	(0.256)	(0.400)	(2.239)
Sarah Ireland	SCC	Agency Contract savings	-2.0	G	(0.300)	0.000	0.000	(0.300)
Sarah Ireland	SCC	Integration of adults and children transport services	-5.0	A	(0.150)	0.000	0.000	(0.150)
Sarah Ireland	SCC	Additional income from trading travel training model	0.0	G	(0.025)	(0.050)	(0.050)	(0.125)
Sarah Ireland	SCC	Additional income from trading - equipment services	0.0	A	0.000	(0.150)	(0.250)	(0.400)
Sarah Ireland	SCC	Saving in transport service for Adults	0.0	A	0.000	0.000	(0.150)	(0.150)
Sarah Ireland	SCC	Reshaping election services	0.0	A	(0.050)	(0.100)	0.000	(0.150)
Sarah Ireland	SCC	Redesign of mayoral transport service	0.0	A	(0.025)	0.000	0.000	(0.025)
Sarah Ireland	SCC	Review of Voluntary Sector Funding	0.0	A	(0.060)	0.000	0.000	(0.060)
		RESOURCES - TOTAL OPTIONS	(58.1)		(10.667)	(2.932)	(3.000)	(16.599)