

APPENDIX A Cabinet 1st March 2021

Children, Families and Education

			2021/22	2021/22	2022/23	2023/24	TOTAL 2021/24
Proposal Ref	Proposal Name:	Savings/Income and Growth	FTE	£ m	£ m	£ m	£m
CFE Sav 02	Reconfiguration of Early Help Services	Saving	0.0	(0.424)	(0.185)	0.000	(0.609)
CFE Sav 03	Reconfiguration of Adolescent Services	Saving	0.0	(1.608)	0.000	0.000	(1.608)
CFE Sav 04	Review of Children with Disabilities Care Packages	Saving	0.0	(0.384)	(0.384)	(0.384)	(1.152)
CFE Sav 05	Reduction in the numbers of children in care	Saving	0.0	(0.794)	(1.654)	(1.385)	(3.833)
CFE Sav 06	Review Support for Young People where Appeal Rights Exhausted	Saving	0.0	(0.295)	(0.560)	(0.142)	(0.997)
CFE Sav 07	Improve Practice System Efficiency	Saving	0.0	(1.065)	(1.450)	(0.385)	(2.900)
CFE Sav 08	Embed Systemic Practice Model	Saving	0.0	(0.272)	0.000	0.000	(0.272)
CFE Sav 17	Release of one off investment / full year effect of savings from 2020/21	Saving	0.0	(1.462)	0.000	0.000	(1.462)
CFE Sav 15/16	Staffing Review	Saving	0.0	(1.471)	0.000	0.000	(1.471)
CFE Sav 09	Review Children's Centres Delivery Model	Saving	0.0	(0.660)	(0.240)	0.000	(0.900)
CFE Sav 10	Reduce Non-Statutory Education Functions	Saving	0.0	(0.587)	(0.221)	0.000	(0.808)
CFE Sav 12	Early Learning Collaboration Contract	Saving	0.0	(0.082)	0.000	0.000	(0.082)
CFE Sav 14	Cease Family Group Conference Service	Saving	0.0	(0.203)	0.000	0.000	(0.203)
CFE Sav 13	Croydon Music & Arts (CMA)	Saving	0.0	(0.126)	0.000	0.000	(0.126)
Total Savings			0.0	(9.433)	(4.694)	(2.296)	(16.423)
CFE Gro 01	Children Looked After Placements - fund Demographic and Cost Pressures	Growth	0.0	8.431	0.085	0.077	8.593
CFE Gro 02	Leaving Care - fund Demographic and Cost Pressures	Growth	0.0	2.031	0.000	0.000	2.031
CFE Gro 03	Children with Disabilities - fund Demographic and Cost Pressures	Growth	0.0	6.477	0.000	0.000	6.477
CFE Gro 08	Realignment of Budgets where other funding sources have ceased	Growth	0.0	1.719	0.000	0.000	1.719
CFE Gro 07	Realignment of Budgets from 2020/21	Growth	0.0	0.909	0.000	0.000	0.909
CFE Gro 04	SEND Strategy - support inclusion and access to local provision	Growth	0.0	0.866	0.000	0.000	0.866
Total Growth			0.0	20.433	0.085	0.077	20.595
Total For Children, Families & Education Department			0.0	11.000	(4.609)	(2.219)	4.172

Health, Wellbeing, Adults

			2021/22	2021/22	2022/23	2023/24	TOTAL 2021/24

Proposal Ref	Proposal Name:	Savings/Income and Growth	FTE	£ m	£ m	£ m	£m
HWA Sav 01	Reduction of Welfare Rights	Saving	(5.0)	(0.442)	(0.088)	0.000	(0.530)
HWA Sav 06	Baseline Savings - Disabilities Operational Budget	Saving	0.0	(3.015)	(4.371)	(5.570)	(12.956)
HWA Sav 07	Stretch Savings - Disabilities Operational Budget	Saving	0.0	(1.367)	(1.213)	0.293	(2.287)
HWA Sav 08	Review of Contracts - OBC Commissioning, Working Age Adults	Saving	0.0	(0.600)	(0.586)	0.000	(1.186)
HWA Sav 09	Baseline Savings - Mental Health Operational Budget	Saving	0.0	(0.459)	(0.683)	(0.881)	(2.023)
HWA Sav 10	Stretch Savings - Mental Health Operational Budget	Saving	0.0	(0.225)	(0.201)	0.047	(0.379)
HWA Sav 13	Reduction in Placements & Accommodation NRPB Budget	Saving	0.0	(0.200)	(0.100)	(0.100)	(0.400)
HWA Sav 15	Croydon Discretionary Support - Reduction in service	Saving	(1.0)	(0.285)	(0.007)	0.000	(0.292)
HWA Sav 16	Croydon Discretionary Support - Deletion of service	Saving	(2.0)	(0.235)	(0.007)	0.000	(0.242)
HWA Sav 17	Contact centre and Access Croydon - Reduction in line management	Saving	(2.0)	(0.087)	(0.008)	0.000	(0.095)
HWA Sav 18	Restructure in Gateway Services	Saving	(2.0)	(0.114)	(0.021)	0.000	(0.135)
HWA Sav 19	Savings on care provision - ASC Older People	Saving	0.0	(2.599)	(3.195)	(3.019)	(8.814)
HWA Sav 22	Income from Care UK Beds released to self- funders	Saving	0.0	(0.254)	(0.264)	(0.275)	(0.793)
HWA Sav 24	Savings on TfL Freedom Pass due to reduction in usage	Saving	0.0	(2.375)	0.000	0.000	(2.375)
HWA Sav 25	Increase in Homelessness Prevention Grant	Saving	0.0	(1.679)	0.000	0.000	(1.679)
HWA Sav 23	Staffing Review	Saving	0.0	(3.558)	0.000	0.000	(3.558)
Total Savings			(12.0)	(17.494)	(10.745)	(9.505)	(37.743)
HWA Gro 02	Growth to fund current Activity/Run Rate	Growth	0.0	19.048	0.000	0.000	19.048
HWA Gro 06	Growth to fund Cost Inflation in Care UK Contract	Growth	0.0	0.254	0.264	0.275	0.793
HWA Gro 07/	Growth to fund care packages/placements projected demographic and cost Pressures	Growth	0.0	5.221	5.209	5.065	15.495
HWA Gro 05	Emergency/Temporary Accommodation Officers	Growth	7.0	0.311	0.000	0.000	0.311
HWA Gro 10	Care package/placements inflation above Corporate Allowance	Growth	0.0	0.000	1.387	1.479	2.866
HWA Gro 11	Progression Team	Growth	0.0	0.360	0.000	0.000	0.360
HWA Gro xx	Rebase income from Health Budget	Growth	0.0	4.000	0.000	0.000	4.000
HWA Gro xxx	Growth to fund demographic and inflation pressures in Community Equipment Service	Growth	0.0	0.057	0.059	0.061	0.176
Total Growth			7.0	29.251	6.919	6.880	43.049
Total For Health, Wellbeing, Adults Department			(5.0)	11.757	(3.826)	(2.625)	5.306

Place

Proposal Ref	Proposal Name:	Savings/Income and Growth	2021/22	2021/22	2022/23	2023/24	TOTAL 2021/24
			FTE	£ m	£ m	£ m	£m
PLA Sav 03	Closure of Libraries Buildings	Saving	7.7	0.009	(0.404)	0.000	(0.395)
PLA Sav 20	Closure of South Norwood Library	Saving	2.0	0.000	(0.100)	0.000	(0.100)
PLA Sav 21	Combining posts across Museum and Libraries	Saving	0.1	(0.073)	0.000	0.000	(0.073)
PLA Sav 05	Economic Development Team Streamlined Service	Saving	(5.6)	(0.208)	(0.052)	0.000	(0.260)
PLA Sav 06	Move to Streamlined Regeneration Team	Saving	(3.0)	(0.153)	(0.051)	0.000	(0.204)
PLA Sav 18	Economy & Jobs - Remove pressure from general fund	Saving	(1.3)	(0.066)	0.000	0.000	(0.066)
PLA Sav 26	Savings on Building Closures / Disposals	Saving	0.0	(0.126)	(0.452)	(0.112)	(0.690)
PLA Sav 25	Savings on Facilities Management	Saving	0.0	(0.333)	0.000	0.000	(0.333)
PLA Sav 19	Merge parks and green spaces	Saving	(2.0)	(0.369)	(0.080)	0.000	(0.449)
PLA Sav 07	Reduce Spatial Planning (Local Plan Team and Place Making Team)	Saving	0.0	0.000	(0.484)	0.000	(0.484)
PLA Sav 11	Cease Specialist Nursery Transport	Saving	0.0	(0.113)	(0.057)	0.000	(0.170)
PLA Sav 10	ANPR camera enforcement	Saving	0.0	(5.025)	(3.180)	(3.401)	(11.606)
PLA Sav 24	Parking Charges Increases	Saving	0.0	(3.014)	0.000	0.000	(3.014)
PLA Sav 08	Public Realm - Staffing Review	Saving	8.0	(0.270)	(0.090)	0.000	(0.360)
PLA Sav 23	Providers' Savings Proposals	Saving	0.0	(0.166)	0.000	0.000	(0.166)
PLA Sav 12	Revised Landlord Licensing Scheme	Saving	0.0	1.500	(2.300)	0.000	(0.800)
PLA Sav 13	Night Time Noise Reduction Service	Saving	(2.0)	(0.085)	(0.028)	0.000	(0.113)
PLA Sav 22	Re-introduce bulky waste charges	Saving	0.0	(0.307)	0.000	0.000	(0.307)
PLA Sav 09	Reviewing provision of Household Reuse and Recycling Centres (HRRCs)	Saving	0.0	(0.011)	(0.100)	0.000	(0.111)
PLA Sav 01	Reduce the Antisocial Behaviour Team	Saving	0.0	(0.080)	0.000	0.000	(0.080)
PLA Sav 04	Reduce Functions and Team in the Violence Reduction Unit	Saving	0.0	(0.204)	0.000	0.000	(0.204)
PLA Sav 27	15% Immediate Measures Staffing Savings	Saving	0.0	(3.665)	0.000	0.000	(3.665)
Total Savings			3.9	(12.759)	(7.378)	(3.513)	(23.650)
PLA Gro 06	Unachievable FM Staff Savings	Growth	0.0	0.100	0.000	0.000	0.100
PLA Gro 09	Reduction of recharges of revenue costs to capital	Growth	0.0	1.360	0.000	0.000	1.360
PLA Gro 05	Highways Maintenance Growth	Growth	0.0	0.400	1.000	1.000	2.400
PLA Gro 10	Active Lives PH Funding	Growth	0.0	0.418	0.000	0.000	0.418
PLA Gro 01	Violence Reduction Management - Sufficient Revenue Costs	Growth	0.0	0.082	0.000	0.000	0.082
PLA Gro 07	Investment Property Income Decline	Growth	0.0	6.445	(0.150)	0.000	6.295
PLA Gro 08	Landlords Rent Growth	Growth	0.0	1.297	(0.050)	0.000	1.247
Removed	Building Control	Growth	0.0	0.000	0.000	0.000	0.000
Total Growth			0.0	10.102	0.800	1.000	11.902

Total For Place Department		3.9	(2.657)	(6.578)	(2.513)	(11.748)

Resources

Proposal Ref	Proposal Name:	Savings/Income and Growth	2021/22	2021/22	2022/23	2023/24	TOTAL 2021/24
			FTE	£ m	£ m	£ m	£m
RES Sav 11	Voluntary Community Services Small Grants	Saving	0.0	(0.100)	0.000	0.000	(0.100)
RES Sav 10	Rent Subsidy	Saving	0.0	(0.244)	0.000	0.000	(0.244)
RES Sav 09	Policy Team Reduction	Saving	(2.0)	(0.110)	0.000	0.000	(0.110)
RES Sav 07	Communities Team Reduction	Saving	(2.0)	(0.123)	0.000	0.000	(0.123)
RES Sav 20	Community Safety Fund Reduction	Saving	0.0	0.000	(0.400)	0.000	(0.400)
RES Sav 29	Stop Your Croydon publication	Saving	0.0	(0.050)	0.000	0.000	(0.050)
RES Sav 13	Reduction to the Communications Team	Saving	(7.6)	(0.218)	0.000	0.000	(0.218)
RES Sav 27	Removal of campaigns and stop campaigns budget	Saving	0.0	(0.050)	0.000	0.000	(0.050)
REV Sav 26	Restructure of Croydon Digital Services to provide a reduced service for support and maintenance of core ICT for staff	Saving	0.0	(0.175)	(0.030)	0.000	(0.205)
RES Sav 24	Croydon Digital Services Reduction in IT contract costs due to smaller workforce	Saving	0.0	(0.050)	(0.100)	0.000	(0.150)
RES Sav 23	Extensions or procurements of core IT contracts	Saving	0.0	(0.340)	(0.150)	(0.250)	(0.740)
RES Sav 25	Rent out LBC capacity to Brent	Saving	0.0	(0.072)	0.000	0.000	(0.072)
RES Sav 22	Croydon Digital Services Large Format Digital Advertising	Saving	0.0	0.000	(0.045)	(0.150)	(0.195)
RES Sav 16	Reduce staffing in Mayor's Office	Saving	0.0	(0.098)	0.000	0.000	(0.098)
RES Sav 15	Deliver governance Review in cost neutral way	Saving	0.0	(0.250)	0.000	0.000	(0.250)
RES Sav 18	Scale back members special responsibility allowances	Saving	0.0	(0.303)	0.000	0.000	(0.303)
RES Sav 04	Deletion of legacy oracle financials	Saving	0.0	0.000	0.000	(0.060)	(0.060)
RES Sav 03	Reduce Learning and Organisational Development service	Saving	0.0	0.000	0.000	(0.135)	(0.135)
RES Sav 05	Redesign core teams within the human resources service based on workflow assessment	Saving	0.0	0.000	0.000	(0.200)	(0.200)
RES Sav 06	HR Management Team Reorganisation	Saving	0.0	0.000	0.000	(0.210)	(0.210)
RES Sav 01	Deletion of Learning and Development manager post	Saving	0.0	(0.080)	0.000	0.000	(0.080)
RES Sav 30	Consolidation of Training Spend	Saving	0.0	(0.200)	0.000	0.000	(0.200)
RES Sav 12	HWA contract reductions	Saving	0.0	(0.242)	(0.110)	(0.075)	(0.427)
RES Sav 32	Community Equipment Service Income Generation	Saving	0.0	(0.075)	0.000	(0.050)	(0.125)
RES Sav 31	Business intelligence	Saving	(1.0)	(0.065)	0.000	0.000	(0.065)
RES Sav 33	Review of staffing portfolio across C&P services (Procurement, HWA, Place, CFE and P&B)	Saving	(5.0)	(0.260)	(0.175)	(0.100)	(0.535)

RES Sav 36	Consolidate debt collection	Saving	0.0	0.000	(0.060)	0.000	(0.060)	
RES Sav 37	Simpler Council Tax Support Scheme	Saving	0.0	0.000	(0.250)	0.000	(0.250)	
RES Sav 38	Automation Of Revenue Processes	Saving	(1.0)	(0.050)	(0.100)	0.000	(0.150)	
RES Sav 39	Digital by default for billing	Saving	0.0	0.000	(0.120)	0.000	(0.120)	
RES Sav 40	ICT savings	Saving	0.0	(0.010)	(0.153)	(0.047)	(0.210)	
RES Sav 41	15% Immediate Measures Staffing Savings	Saving	0.0	(1.817)	0.000	0.000	(1.817)	
Total Savings				(18.6)	(4.982)	(1.693)	(1.277)	(7.952)
RES Gro 07	Agency rebate internal model	Growth	0.0	3.610	0.000	0.000	3.610	
RES Gro 12	Croydon Equipment Service Pension Cost Shortfall	Growth	0.0	0.308	0.000	0.000	0.308	
RES Gro 11	Business Intelligence Team - permanent resource	Growth	3.0	0.212	0.000	0.000	0.212	
RES Gro 04	Correction of reliance on capital funding for business as usual works	Growth	0.0	4.054	(0.325)	(0.355)	3.374	
Seth A	Cost of May 2022 Election (Net of Reserve)	Growth	0.0	0.000	0.250	(0.250)	0.000	
Seth A	Cost of Directly Elected Mayor Referendum	Growth	0.0	0.650	(0.650)	0.000	0.000	
RES Gro 05	Build resilience for the finance team	Growth	10.0	1.000	0.000	0.000	1.000	
RES Gro 03	Corporate Programme Management Office	Growth	4.0	0.480	0.000	0.000	0.480	
RES Gro 09	Unachieved 20/21 Saving - Recharges to HRA	Growth	0.0	2.000	0.000	0.000	2.000	
RES Gro 08	Unachieved 20/21 Saving - Recharges to Capital	Growth	0.0	0.500	0.000	0.000	0.500	
RES Gro 14	Removal of Gateway Income Virement Pressure	Growth	0.0	0.218	0.000	0.000	0.218	
RES Gro 13	Growth to remove unachievable parking permits saving	Growth	0.0	0.300	0.000	0.000	0.300	
RES Gro x	Additional HR Capacity to Support Organisational Change	Growth	0.0	0.253	0.005	(0.258)	0.000	
Total Growth				17.0	13.585	(0.720)	(0.863)	12.002
Total For Resources Department				(1.6)	8.603	(2.413)	(2.140)	4.050
TOTAL FOR ALL DEPARTMENTS				(2.7)	28.703	(17.426)	(9.497)	1.780

Corporate Items

Proposal Ref	Proposal Name:	Savings/Income and Growth	2021/22	2021/22	2022/23	2023/24	TOTAL 2021/24
			FTE	£ m	£ m	£ m	£m
COR Gro 05	Bad Debt Provision	Saving	0.0	0.100	0.000	0.000	0.100
COR Sav 05	Pension Contribution	Saving	0.0	(0.589)	(0.589)	0.000	(1.178)
COR Sav 06	Increased social Care Grant	Saving	0.0	(0.405)	0.000	0.000	(0.405)
COR Sav 07	Lower Tier Services Grant	Saving	0.0	(0.634)	0.000	0.000	(0.634)

COR Sav 17	Fees and Charges	Saving	0.0	(1.000)	(0.200)	(0.200)	(1.400)
COR Sav 14	Use of NNDR Smoothing Risk Reserve	Saving	0.0	(7.000)	7.000		0.000
COR Gro 22	Business Rates s31 Grant Funding	Saving	0.0	(18.072)	24.199		6.127
COR Gro 19	Interest Payable	Saving	0.0	(0.077)	(0.490)	(2.569)	(3.136)
Total Savings			0.0	(27.677)	29.920	(2.769)	(0.526)
COR Gro 03	New Homes Bonus	Growth	0.0	2.161	3.400	1.768	7.329
COR Gro 06	Contingency Provision	Growth	0.0	5.000	5.000	5.000	15.000
COR Gro 09	Precepts and Levies	Growth	0.0	0.030	0.031	0.031	0.092
COR Gro 24	Asylum Seekers Budget Correction	Growth	0.0	2.137	0.000	0.000	2.137
COR Gro 20	Cessation of Flexible Homelessness Support Grant	Growth		1.100	0.000	0.000	1.100
COR Gro 27	Improvement Costs	Growth		1.000	0.000	0.000	1.000
	Recharges to the HRA	Growth		2.000			2.000
COR Gro 17	Interest on Brick by Brick Loans	Growth		4.592	6.908	0.000	11.500
COR Gro 18	Dividend on Brick by Brick Investment	Growth		5.200	0.000	0.000	5.200
COR Gro 25	Other Interest Receivable	Growth		1.871			1.871
COR Gro 26	Minimum Revenue Provision Charges	Growth		0.949	1.461	0.584	2.994
COR Gro 10	Transformation Fund	Growth		5.000	0.000	0.000	5.000
	Pension Deficit Costs	Growth		3.500			
COR Gro 11	Contribution to GF Balances	Growth		5.000	5.000	5.000	15.000
COR Gro 04	Collection Fund (Surplus) / Deficit - Council Tax	Growth		2.451	0.052	0.000	2.503
COR Sav 15	Local Council Tax Income Guarantee 20/21 Grant	Growth		(4.536)	4.536		0.000
COR Sav 16	LCIG 20/21 Grant Transfer To/(From) Earmarked Reserve	Growth		3.024	(4.536)		(1.512)
COR Gro 23	Business Rates s31 Grant Smoothing Reserve	Growth		17.649	(17.649)		0.000
COR Sav 13	Collection Fund (Surplus) / Deficit - NNDR	Growth		0.185	(1.910)	0.000	(1.725)
COR Gro 21	NNDR Collection Fund 20-21 Deficit - Spreading Cost	Growth		0.797	0.000	0.000	0.797
Total Growth			0.0	59.110	2.293	12.383	70.286
Total For Corporate items			0.0	31.433	32.213	9.614	69.760