

Appendix B1: 2025-29 Budget Setting - Details of New Savings and Growth Proposals - DRAFT										
Saving/ Growth	Directorate	Service	Reference	Title	Description	Staffing Impact	Incremental			
							2025-26 New Proposal (£m)	2026-27 New Proposal (£m)	2027-28 New Proposal (£m)	2028-29 New Proposal (£m)
Saving	ASCH	Adult Social Care	2025-29 SAV ASCH 001	Croydon Community Equipment Service	Implementation of the new model for the Croydon Community Equipment Service (CES). A contract was awarded for the delivery vehicle of an employee owned mutual over a term of seven years with the option to extend for a further three years. Decision notice: https://democracy.croydon.gov.uk/ieDecisionDetails.aspx?ID=2295	This would involve TUPE transfer arrangements.	(0.005)	(0.194)	(0.132)	(0.124)
Saving	ACE	Directorate wide	2025-29 SAV ACE 001	Review of contracts	Review of contracts across the directorate to ensure contracts remain appropriate, best value and reduced cost, including any shared/collaborative procurement opportunities. Saving based on 1% average saving on contracted expenditure.	None.	(0.179)			
Saving	ACE	Strategy and Policy	2025-29 SAV ACE 002	Restructure of Strategy and Policy service	The permanent recruitment of a Head of Service role in Strategy and Policy means the previous structure can be reviewed and streamlined to reduce management costs in sub-teams.	Reduction of 2 FTE.	(0.129)			
Saving	ACE	Human Resources and Organisation Development	2025-29 SAV ACE 003	Redesign of the HR & OD function	Redesign the function to improve the service, including to support the organisation's future transformation requirements.	Reduction of 1 FTE.	(0.050)			
Saving	ACE	Human Resources and Organisation Development	2025-29 SAV ACE 004	Impact of Oracle improvements	Efficiency savings from Oracle enhancements including automated talent management, learning management, time and labour systems (timesheet and allowances processing), improved self service capability and implement artificial intelligence (AI) solution in the applicant tracking system.	Review of staffing role requirements following the Oracle improvements.		(0.050)		
Saving	ACE	Directorate wide	2025-29 SAV ACE 005	Recruitment drag periods of staffing vacancy	Application of a 3% vacancy factor to staffing budgets across the directorate to take account of business as usual periods of vacancy (recruitment drag).	None.	(0.536)			
Saving	CYPE	Directorate Wide	2025-29 SAV CYPE 001	Strategic delivery partner savings	CYPE have engaged a Strategic Delivery Partner to help deliver significant savings over the next 3 years, through a thorough review of the CYPE directorate. The amplified analysis work will identify key strands to focus on such as enhancing income from health, valuing care approach and a review of early help. As these take shape we will model how and when savings can be achieved.	Unknown at this stage.	(3.000)	(3.000)	(4.000)	
Saving	CYPE	Children's Social Care	2025-29 SAV CYPE 002	Angel Lodge - placement cost savings	This saving is based on the children's social care placement reduced cost by utilising the property to provide regulated residential care placements (with the Council owning the property and care provided by an external provider). The unit cost for these placements will be lower than current provision for children with this level of need.	None.	(0.125)	(0.125)		
Saving	CYPE	Quality, Commissioning and Performance Improvement	2025-29 SAV CYPE 003	Restructure of Quality, Commissioning and Performance Improvement	Staffing efficiencies arising from the principles emerging through the work on the Target Operating Model to reconfigure functions and release capacity.	Reduction of 2 FTE (1 of which is a vacant post).	(0.235)			
Saving	CYPE	Education (General Fund)	2025-29 SAV CYPE 004	Review of funding sources for staffing and review of the well-being team	A review of funding has identified a proportion of the salaries of three officers in the early years and admissions team which should be funded through capital grant. The well-being team will also be reviewed to identify substitute funding sources or reduce costs.	Potential reorganisation of the well-being team.	(0.130)	(0.060)		
Saving	Housing	Housing (General Fund)	2025-29 SAV HSG 001	Service review (phase 2) - staffing	Restructure of the remaining parts of the housing general needs service, to take account of the new ways of working of the service and to realise benefits from the improved IT system and processes.	Reduction of 2 FTE.	(0.045)	(0.045)		
Saving	Resources	Property	2025-29 SAV RES 001	Rental income - Bernard Weatherill House	Increased rental income from renting out floor space in Bernard Weatherill House to third party organisations.	None.	(0.500)	(0.650)		
Saving	Resources	Property	2025-29 SAV RES 002	Service charge income - Bernard Weatherill House	Increased service charge income relating to space rented out in Bernard Weatherill House to third party organisations.	None.	(0.350)	(0.350)		
Saving	Resources	Property	2025-29 SAV RES 003	Full recovery of non-General Fund water bills	Improved recharging to third party organisations for water rates.	None.	(0.100)			
Saving	Resources	Property	2025-29 SAV RES 004	Outsource property management and maintenance services on an intelligent client basis	Review of which property management and maintenance services are more efficiently and effectively provided through contract managed external providers.	A redesign of staff roles, potential TUPE transfers, potential redundancies from reduced number of posts, job sharing and job amalgamation.		(0.200)		
Saving	Resources	Procurement	2025-29 SAV RES 005	Efficiencies in procurement from the Oracle improvement project	Efficiency savings from Oracle enhancements. Please refer to the Oracle Improvement Programme Business Case reported to the Cabinet meeting on 27/3/24: https://democracy.croydon.gov.uk/documents/s54791/Appendix%20A%20Oracle%20Improvement%20Programme%20Business%20Case%20v1.2.pdf	Review of staffing role requirements following the Oracle improvements.	(0.250)			
Saving	Resources	Finance	2025-29 SAV RES 006	Efficiencies in finance from the Oracle improvement project	Efficiency savings from Oracle enhancements. Also wider Target Operating Model changes which may include the centralisation of finance related roles (eg. payments and income) from services to improve efficiency and reduce duplication of functions. Please refer to the Oracle Improvement Programme Business Case reported to the Cabinet meeting on 27/3/24: https://democracy.croydon.gov.uk/documents/s54791/Appendix%20A%20Oracle%20Improvement%20Programme%20Business%20Case%20v1.2.pdf .	Review of staffing role requirements following the Oracle improvements. Potential restructure of functions/teams/posts between Council service areas.		(0.500)		
Saving	Resources	Finance	2025-29 SAV RES 007	Increased court cost income	An increase of the court costs income budget for Council Tax and Business Rates from £1.830m to match the £2.3m income achievement in 2023-24.	None.	(0.470)			
Saving	Resources	Legal	2025-29 SAV RES 008	Reduction in legal demand including reduced use of external legal advice	The legal teams are working in partnership with service directorates to reduce initial legal demand, reduce downstream protracted legal & court actions and to reduce the use of expensive external legal advice.	Potential increase in inhouse legal staff as part of the ongoing reduced reliance on external legal advice.	(0.300)	(0.500)		
Saving	SCRER	Directorate Wide	2025-29 SAV SCRER 001	Realignment of staffing budgets	The SCRER directorate consistently demonstrates an underspend against staffing budgets owing to vacancies and periods of vacancy across the services. This proposal is to identify vacant posts which can be permanently deleted from the staffing establishment.	Deletion of vacant posts.	(0.600)	(0.300)		

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Saving	SCRER	Directorate Wide	2025-29 SAV SCRER 002	Community Infrastructure Levy / Local Meaningful Proportion - substitution of general fund infrastructure related costs	Funding of eligible infrastructure costs through the Community Infrastructure Levy / Local Meaningful Proportion funding streams.	None.	(0.200)			
Saving	SCRER	Directorate Wide	2025-29 SAV SCRER 003	Digital transformation of planning, building control and regulatory services through the reprocurement of Uniform	A transformation project has commenced which is currently in diagnostic phase and will be considered alongside wider digital transformation across the Council. The savings are indicative at this stage and will be updated as part of the 2026-27 budget setting process.	To be determined following the transformation work.		(0.250)		
Saving	SCRER	Environmental Health, Trading Standards & Licensing	2025-29 SAV SCRER 004	Street based enforcement - spend to save	Increased unlicensed highways matters & environmental infringement income and licence application fees through an additional enforcement officer post (net income saving above cost of post). This would provide service improvements and benefit the borough street scene.	Increase of 1 FTE enforcement officer post.	(0.050)	(0.050)		
Saving	SCRER	Streets & Environment	2025-29 SAV SCRER 005	Proactive marketing & use of council maintained green spaces for public events	The Council has 127 parks and open green spaces across the borough. If the availability of these spaces was marketed to professional external event organisers more proactively and favourably, greater income would be generated. This saving assumes additional income of £200k per annum, less the cost of an Events Officer (£60k).	Increase of 1 FTE events officer post.	(0.140)			
Saving	SCRER	Streets & Environment	2025-29 SAV SCRER 006	Reduction in general household waste sent to energy recovery facility	The Council has a statutory duty to collect all domestic household waste. Current waste analysis has illustrated that c25% of our residual (general) waste is food waste. This one-off saving in 2025-26 is achieved through an increase in the level of participation in the Council's weekly food waste service which will generate a reduction on overall general waste cost. This will be supported by an engagement and education programme of workstreams promoting foods along with the provision of new communal food waste containers for our Housing Estates (externally funded by DEFRA). Note: No impact on the collection of waste and residents would not be impacted by this proposal. This is a one-off saving in 2025-26 owing to increased overall waste forecast owing to projected population increase in future years.	None.	(0.100)	0.100		
Saving	SCRER	Streets & Environment	2025-29 SAV SCRER 007	Staff reorganisation in parking and other services	1. Deletion of School Crossing Patrol Service operating for six schools. Three of these schools now have a Healthy School Streets programme in place. 102 other primary schools across the borough do not have a School Crossing Patrol. 2. The capital programme to remove the 683 parking Pay & Display machines across the borough has completed and, therefore, the three maintenance engineer posts are no longer required. 3. Deletion of vacant posts, including posts originally introduced to deal with the rise in PCNs when the new ANPR schemes were introduced in November 2023 and no longer required in 2025-26.	Re-organisation of the parking service, including deletion of vacant posts.	(0.500)			
Saving	SCRER	Environment and Neighbourhood Operations	2025-29 SAV SCRER 008	Review of Council maintained bowling greens	The Council currently supports the provision of 7 non-statutory bowling greens, including grounds maintenance. This excludes those which are leased out to third parties. This saving relates to a review of the Council maintained bowling greens, including options to upgrade the quality of greens back to competition standard to support the visitor economy and create cost savings.	None.	(0.060)			
Saving	SCRER	Development Management	2025-29 SAV SCRER 009	Planning - increased income through streamlined working, including together with legal services	For many planning application cases where only 1 or 2 matters are being secured, such as removal of rights to Parking Permits and Sustainable Transport Contributions, the legal agreements can be relatively simple and standardised. There are opportunities for streamlining this process with the use of published templates which can be provided online, so that they can be submitted when a planning application is submitted and then checked by the Council. This would help streamline the process and could support the reduction in overall timescale for the determination of a planning application.	None.	-	(0.050)		
Saving	SCRER	Development Management	2025-29 SAV SCRER 010	Planning - enhanced marketing and review of pre-application fees	The Council's Development Management Service offers pre application service to all types of developers from those proposing householder extensions to large scale redevelopment/regeneration projects. As part of the planning transformation process there is an opportunity to review, refocus and relaunch the pre application process, with the aim of realising further fee income.	None.	(0.060)			
Saving	SCRER	Spatial Planning, Growth Zone and Regeneration	2025-29 SAV SCRER 011	External funding of the District Centre Regeneration Team	Proposed deletion of the General Fund budget for the District Centre Regeneration Team (as part of the Spatial Planning, Regeneration and Growth Zone Service), being 1 Senior Regeneration Manager, 2 Regeneration Managers and a Business Support Officer. The Council would use the existing team to make external bids and to explore and utilise other funding streams to maintain this service.	None.	-	(0.369)		
Saving	SCRER	Culture, Leisure and Libraries	2025-29 SAV SCRER 012	Leisure services contract saving - profit sharing arrangement	Increased income from profit sharing arrangement with the contract provider Greenwich Leisure Limited.	None.	(0.050)			
Saving	SCRER	Culture, Leisure and Libraries	2025-29 SAV SCRER 013	Leisure services contract saving - move to agency commission model	Following a high court case in 2023-24, it was ruled that directly run local authority (LA) leisure providers were not liable for VAT payments on membership and entrance fees to leisure centres. This immediately generated large additional cash income for all directly run leisure centres. Following this ruling, the main consortium providers of local authority leisure centres have been working with tax lawyers and HMRC to implement the same ruling for contracted out LA leisure centres. This would require changing the nature of contracts between providers and councils, and is a significant piece of work that is still ongoing between the sector and HMRC. This saving is predicated on that tax relief being delivered and the appropriate contract changes being put into place. This would not have any impact on users or membership fees. It is purely related to the VAT paid by Greenwich Leisure Limited.	None.	-	(0.200)		

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Saving	SCRER	Emergency Planning	2025-29 SAV SCRER 014	Removal of Emergency Planning growth	This saving proposes the deletion of 1 FTE vacant Apprentice post within the Emergency Planning Team. The £30k budget for this post was provided as growth agreed in 2024-25 budget setting through growth bid 2024-28 GRO SCRER 001. This saving does not reverse the £2k growth provided to increase the amount of money on call emergency response volunteers receive when performing their duties. Response relies heavily on volunteers, and under the Resilience Standards for London, we are expected to deliver an effective response to major incidents from within our own staff before requesting mutual aid for 48 hours (based on 8 hour shifts).	Deletion of 1 FTE Apprentice vacant post.	(0.030)			
Saving	Corporate	Corporate	2025-29 SAV CORP 001	Pension Fund triennial revaluation - reduced employer's contribution	This saving relates to an estimated reduction in the Council's contribution as an employer into the Local Government Pension Scheme (LGPS). Recent performance in the Pension Fund and current market conditions show that the Pension Fund is funded in assets above the future liabilities of pension payments. The next triennial revaluation will occur prior to the 2026-27 financial year. The current estimate is that the employer's contribution percentage can be reduced from 2026-27.	None.		(3.000)		
Total New Savings Proposals							(8.194)	(9.793)	(4.132)	(0.124)
Growth	ACE	Croydon Digital	2025-29 GRO ACE 001	Oracle finance system improvements - changes to licence, support and archiving costs	This proposal for growth is to cover the increased cost of Oracle Cloud Fusion licences and technical support (including for new modules adopted). Also to fund the increase in the final year of the One Oracle Archiving Solution. This archiving solution is then ended (owing to the statutory retention period of seven years ending on 31 March 2026) creating an ongoing cost reduction from 2026-27. One Oracle was the finance application used for all of Croydon's revenue and capital accounting, monitoring and forecasting before the transfer to Oracle Fusion (My Resources).	None.	0.348	(0.140)		
Growth	CYPE	Children's Social Care	2025-29 GRO CYPE 001	Children's Social Care demographic growth and market price pressures	Whilst the number of children looked after (CLA) has remained relatively static through effective demand management, the risk profile and level of need has increased. Providers in the market are increasingly risk adverse and this is contributing to increasing unit costs, compounding inflationary pressures. For example, the average weekly unit cost for semi-independent placements has increased by 78% from August 2022 to August 2024, and residential placements average weekly cost by 38% over the same period.	None.	15.138	9.312		
Growth	Housing	Homelessness	2025-29 GRO HSG 001	Nightly let accommodation - demand and market price pressures	Growth bid to take account of increases in nightly let accommodation owing to increased homelessness presentations (despite low new placement rate, units have increased by 240), reduced supply (handbacks from private sector landlords of 236 units), scarcity of larger accommodation (managed by splitting households into two or more units has meant 124 new units), increased average cost per placement (15.3% increase from August 2023 to July 2024) and insufficient funding (primarily the freeze in housing benefit subsidy still based on 90% of 2011 Local Housing Allowance).	None.	15.100			
Growth	Resources	Local Land Charges and Address Management	2025-29 GRO RES 001	Reduction in Local Land Charges and Street Naming & Numbering income	The local land charges register is being migrated to HM Land Registry over the 2024-25 year. The Council remains responsible for updating the registry but HM Land Registry will now receive income for information searches, with the Council no longer in receipt of the £35 fee. The level of Local Land Charges and Street Naming & Numbering income has also been affected by a decrease in property development and sales.	None.	0.470			
Growth	Resources	Insurance	2025-29 GRO RES 002	Self Insurance Fund - insurance claim costs	The Self Insurance Fund covers the financial liability for claims made against the Council for death/personal injury involving staff and third parties, loss or destruction of the Council's assets and risks associated with running a motor fleet. The Council self insures the first £500k on each claim against it. The Aon cashflow projection for 2025-26 demonstrates that growth of £1.15m is required to ensure a prudent approach to funding self insured losses.	None.	1.150			
Growth	SCRER	Culture and Community Safety	2025-29 SCRER GRO 001	Public Mortuary Winter Plan provision	Croydon Council has a statutory duty to provide mortuary services to the borough, storing bodies before the Senior Coroner can agree a death certificate and prior to them being released to funeral homes. This duty is discharged through a contract with Croydon University Hospital. Deaths in the borough are highly seasonal, and during winter months the number of bodies that require storage is significantly increased. Exceeding our capacity to store bodies results in significant degradation of the bodies, making the Council liable to the Senior Coroner and the Coroner's Court for failure to provide its statutory service. This can result in legal judgements and significant penalties against the Council. Based on current estimates and the past two years performance, we anticipate CUH running out of storage space in November and this lasting through to March 2024. The large majority of the bodies stored at CUH are deaths in the community which is the Council's statutory duty, and thus the overcrowding is primarily a result of the Council using CUH as a contracted mortuary provider. This proposal is to secure funding to purchase additional mortuary space at the two main other local hospitals in and near the borough - St. Heliers and Princess Trust. Both have already supported CUH and the mortuary provision over the last year, but given the pressures winter places on every mortuary provision we need to secure this space and facility in advance in order to guarantee it is available. 2024-25 additional costs will be covered through reserves, and this proposal is to secure the permanent funding needed to ensure this legal duty can be met on an annual basis.	None.	0.250			
Growth	SCRER	Development Management	2025-29 SCRER GRO 002	Planning income pressure from fewer major applications	In the last three years the Local Planning Authority (LPA) has seen a downturn in the number of major planning applications submitted to the Council. It is the major planning applications which are accompanied by substantial fees which help cover the cost of the service. This downturn can be attributed to, the slowing of the market and economic conditions following the covid pandemic, uncertainty over the requirements and timings for the introduction of the Building Safety Bill and more recently uncertainty regarding national politics. The Government did increase planning application fees in December 2023 for the first time since 2017. However, the fee increase has not negated the loss of fee income relating to major applications.	None.	0.450			

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Growth	SCRER	Spatial Planning, Growth Zone and Regeneration	2025-29 SCRER GRO 003	Reverse Saving (Ref: PLA Sav 07 - 2022/23) - Reduce Spatial Planning (Local Plan Team and Place Making Team)	<p>The cost of providing the Council's plan making statutory function has been met through a dedicated earmarked reserve. The function includes the delivery of the Local Plan Review and other statutory planning documents outlined in the Cabinet approved Local Development Scheme (public plan making work programme). Delivery of the Local Plan Review is a key component of the Mayor's Delivery Plan 2022-26. This component sits alongside the wider planning transformation as outlined in the Mayor's Delivery Plan 2022-26 and part of the Council's transformation plan. The Local Plan Review is scheduled to be adopted in late 2025 and the current Local Development Scheme takes the work programme to 2026-27.</p> <p>Successive governments, including the current government as expressed by the draft National Planning Policy Framework (NPPF), have set in legislation plan making as a statutory function. Recent changes have introduced statutory 5 year Local Plan Reviews. It should be noted that the current and draft NPPF includes additional burdens, such as design codes and guidance that will be required post adoption of the Local Plan review. The plan making function also includes the Council's research and monitoring function, supporting development management with observations on planning applications and engages with the London Plan Review and the Council's response to government legislation. Engagement will be essential to ensure the Council's position is conveyed and influences for example housing numbers.</p> <p>On the adoption of the next London Plan a replacement Local Plan will be required to achieve conformity with the London Plan and the statutory five year review requirement.</p>	Increase of circa 6 FTE posts.	0.484			
Growth	SCRER	Highways	2025-29 SCRER GRO 004	New Roads and Street Works Act - reduced income	<p>The Council has responsibilities under the New Road and Street Works Act 1991 (NRSWA) and the Traffic Management Act 2004 to manage and coordinate works on the road network. Section 72 of the NRSWA empowers highway authorities to carry out investigatory works to check whether an undertaker has complied with the duties placed on it in respect of site safety and the reinstatement of street.</p> <p>Income through fees and charges is guided by legislation that sets the upper limit in each case. The Permit and Temporary Traffic Regulation (TTRO) fees and charges have been reviewed and are at the upper limit compared to other neighbouring highways authorities.</p> <p>Owing to the downturn in the economy resulting in less investment in infrastructure of developments, there is evidence of fewer permit applications and this pattern is consistent with other neighbouring highway authorities. Contractors and their traffic management operatives are also becoming more competent on their practices and are self-enforcing their activities, reducing the number of S74 charges for overrunning and/or fixed penalty notices.</p>	None.	0.409			
Growth	SCRER	Independent Travel	2025-29 SCRER GRO 005	SEND Transport demographic growth and market price pressures	<p>Education, Health & Care Plan (EHCP) numbers have been increasingly steadily over the last 5 years. However, over the last 2 years have seen an increase of over 30%. Over the same time period, the numbers of students on transport has increased by 21%. In addition, expenditure has experienced significant inflationary pressures in the market.</p> <p>Based on the number of travel applications received, the number of students is anticipated to continue to increase on Special Educational Needs and Disabilities (SEND) Travel as the applications so far this year are already at 1,000 (circa 20% higher than the same time last year). This trend is also demonstrated nationally.</p> <p>As a Key Performance Indicator (KPI), the service is currently transporting 38% of all students with an EHCP, which is in line with other similar authorities.</p> <p>The growth request accounts for existing 2024-25 costs and 10% anticipated growth over the rest of 2024-25. Also a further 10% growth and 3% cost inflation for 2025-26.</p>	None.	8.601			
				Total New Growth Proposals			42.400	9.172	-	-