

CABINET MEETING – 11 FEBRUARY 2015

EXECUTIVE SUMMARY SHEET – PART I

Title of Report:

Revenue Budget and Proposed Council Tax for 2015/2016 and Medium Term Financial Strategy 2015/2016 to 2019/2020

Authors:

Chief Executive and Director of Finance

Purpose of Report:

To report:

- the overall revenue budget position for 2015/2016;
- the projected balances position as at 31st March, 2015 and 31st March, 2016 and advise on their level;
- a risk analysis of the Revenue Budget 2015/2016;
- a summary of the emerging medium term financial position facing the Council from 2016/2017 to 2019/2020;
- any views received from the North East Chamber of Commerce and Trade Unions.

Description of Decision:

Members are requested to:

- recommend to Council the proposed Revenue Budget for 2015/2016 set out at Appendix K;
- note the Medium Term Financial Strategy 2015/2016 to 2019/2020 as set out in Appendix H
- recommend to Council the proposed Council Tax for 2015/2016 at Appendix G (paper to be tabled);
- note the views, if any, expressed by the North East Chamber of Commerce and Trade Unions.

Is the decision consistent with the Budget/Policy Framework? No – this report is integral in reviewing and amending the Budget and Policy Framework.

If not, Council approval is required to change the Budget/Policy Framework

Suggested reason(s) for Decision:

To comply with statutory requirements.

Alternative options to be considered and recommended to be rejected:

There are no alternative options recommended for approval as the budget has been developed on the basis of an agreed framework with consultation carried out throughout the process.

Impacts analysed:

Equality ☒ Privacy ☒ Sustainability ☒ Crime and Disorder ☒

Is this a “Key Decision” as defined in the Constitution? Yes	Scrutiny Committee
Is it included in the 28 Day Notice? Yes	

Revenue Budget and Proposed Council Tax for 2015/2016 and Medium Term Financial Strategy 2015/2016 to 2019/2020

Report of the Chief Executive and Director of Finance

1. Purpose of Report

1.1 To report:

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- the projected balances position as at 31st March, 2015 and 31st March, 2016 and advise on their level;
- a risk analysis of the Revenue Budget 2015/2016;
- a summary of the emerging medium term financial position facing the Council from 2016/2017 to 2019/2020;
- any views received from the North East Chamber of Commerce and Trade Unions.

2. Description of Decision

2.1 Members are requested to:

- recommend to Council the proposed Revenue Budget for 2015/2016 set out at Appendix K;
- note the medium term financial strategy 2015/2016 to 2019/2020 as set out in Appendix H;
- recommend to Council the proposed Council Tax for 2015/2016 at Appendix G (paper to be tabled);
- note the views, expressed by the North East Chamber of Commerce and Trade Unions.

3. Introduction

3.1 Cabinet will be aware that it approved budget proposals for the purposes of on-going budget consultation at its January 2015 meeting. At that stage there were a number of uncertainties still to be resolved, primarily:

- transitional costs in relation to the implementation of savings proposals;
- the outcome of workforce transformation;
- the outcome of the final Local Government Revenue Support Grant Settlement for 2015/2016 and related grant announcements;
- the forecast Income from Business Rates;
- the final Collection Fund position for both Council Tax and Business Rates.

3.2 In presenting the Revenue Budget 2015/2016 this report covers the following areas:

- Current Overall Position 2015/2016 to 2019/2020;
- Final position February 2015;
- Spending Pressures and Commitments;
- Overall Position / Meeting the Budget Gap;
- Proposals To Meet Funding Gap;
- Medium Term Financial Position;
- Outcome of Budget Consultation;
- Equality and the Budget Proposals;
- Balances and Reserves;
- Detailed Revenue Budget.

3.3 Taking account of the above, Cabinet is asked to consider the final budget proposals and detailed revenue budget as set out in Appendix K, including the proposed use of balances and the position in relation to major reserves, for recommendation to Council.

4. Current Overall Position 2015/2016 to 2019/2020

4.1 The January Cabinet report set out the provisional settlement for the Authority and confirmed that when cost pressures were taken into account there was a funding gap £39.83 million in 2015/2016. The report also referred to progress at that stage in relation to proposals to address the funding gap.

The final settlement was not announced at the time of writing this report, but it is not anticipated there will be any change to the position set out in the January Cabinet report, whereby reductions of circa £149m are estimated to be required over the five years 2015/2016 to 2019/2020 as shown below. This is in addition to the £171m required for the period 2010/2011 to 2014/2015.

	2015/16	2016/17*	2017/18*	2018/19*	2019/20*	Total
	£'m	£'m	£'m	£'m	£m	£m
Government Grant Changes	25.77	25.27	13.11	8.84	5.68	78.67
Total Ongoing Spending Pressures	10.85	15.23	20.00	10.68	10.81	67.57
Total Pressures to be met from Reserves on One-Off Basis	3.21	0.00	0.00	0.00	0.00	3.21
Total Funding Gap	39.83	40.50	33.11	19.52	16.49	149.45

* high level assumptions at this stage

Paragraph 5 below sets out further information about the grant changes while paragraph 6 sets out the spending pressures and commitments.

5. Final Position February 2015

Collection Fund

- 5.1 The Collection Fund position is reported elsewhere on this agenda. The position is positive despite the challenging fiscal climate and the surplus available to the Council to be taken into account in the budget and council tax calculations has been estimated at £500,000.

Council Tax Base

- 5.2 The Council, at its meeting on 28th January, 2015, approved the Council Tax Base for the area covered by Hetton Town Council (£3,301) and the City Council area (£66,000).

Retained Business Rates

- 5.3 The NNDR1 form sets out the Business Rate income forecast for 2015/2016 and was submitted to Government on 31st January 2015 in accordance with regulations. This is attached at Appendix A for information. The amount of Business Rates to be retained by the Council for 2015/2016 is forecast to be £44.216m, including £0.508m in respect of a forecast surplus on the collection fund at 31st March 2015.

Final Local Government Finance Settlement

- 5.4 The final position on the Local Government Finance Settlement for 2015/2016 was not announced at the time of writing this report but it is not anticipated there will be any change to the position set out in the January Cabinet report.
- 5.5 Details of the final settlement will be circulated separately as Appendix B following the Government announcement. Based on the Indicative Settlement the key issues affecting Sunderland are set out below:
- The Councils Settlement Funding Assessment (SFA) level is £147.210m;
 - SFA includes Revenue Support Grant (RSG) of £69.274m in 2015/2016 representing a reduction of £27.093m (28.1%) compared to 2014/2015;
 - Sunderland's final baseline funding level is therefore £77.936m and within this the Government have assessed the level of Retained Business Rates income which the Council will collect and retain as £41.988m (however the Council must determine for itself the level of Business Rate income to take into account in setting its budget as set out at paragraph 5.3 above);
 - The Council will receive Government Top Up Grant of £35.948m representing an increase of £0.674m (1.91%) compared to 2014/2015;
 - The Safety Net Threshold, set by Government at 92.5% of a Council's baseline funding level, equates to £72.091m for Sunderland;
 - The position in respect of changes to other Government funding is set out at section 5.7 and 5.8;
 - The position in respect of schools funding is set out at section 5.9.

Council Tax

- 5.6 In accordance with the Localism Act the public have the right to approve or veto excessive council tax rises, making this a local decision rather than being dealt with through 'capping'. Government have proposed that a referendum principle will apply to all principal local authorities, Police and Crime Commissioner and Fire and Rescue Authorities. A limit of 2.0 % increase will apply, meaning any increase above this level will require a referendum to give the local electorate the opportunity to approve or veto the increase.

Changes to Grants from 2014/2015

- 5.7 The table below sets out the impact of changes to Council Revenue Spending Power Calculation which includes Revenue Support Grant and Core Grants compared to 2014/2015 following the final settlement. This shows the reduction to available Spending Power of £24.806m (-8.9%) **excluding** the Better Care Fund and indicative Council Tax Freeze grant 2015/2016, or a reduction of £12.243m (-4.2%) **including** Better Care Fund and Indicative Council Tax Freeze grant.

It is important to note that within this, Revenue Support Grant funding has reduced by £27.093m (-28.1%). This illustrates that the grant element within the funding system which is intended to recognise low income resources and high needs, has again been significantly cut, which is impacting to a greater extent on the more deprived areas of the country.

	2014/15		2015/16		Change	Change
	£m	Adjusted £m	£m	Final £m	£m	%
Government Assumed Council Tax excl Parish Precepts		76.564		76.799	0.235	0.3%
Top Up Grant	35.274		35.948		0.674	1.9%
Assumed business rates based on proportionate shares	41.201		41.989		0.788	1.9%
Revenue Support Grant	96.367		69.274		-27.093	-28.1%
Start Up Funding Assessment		172.842		147.211	-25.631	-14.8%
Section 31 Grant re Business Rates Cap		0.812		1.137	0.325	100.0%
Council tax support Funding to Parishes		-0.012		-0.012	0.000	0.0%
Inshore Fisheries Conservation		0.014		0.014	0.000	0.0%
Lead Local Flood Authorities		0.037		0.025	-0.012	-32.4%
Community Right To Challenge		0.009		0.000	-0.009	-100.0%
Community Right to Bid		0.008		0.000	-0.008	-100.0%
New Homes Bonus		2.226		3.171	0.945	42.5%
New Homes Bonus redistributed Topslice		0.257		0.254	-0.003	-1.2%
Council Tax Support & Housing Benefit Admin Subsidy		2.485		2.212	-0.273	-11.0%
Council Tax New Burdens Funding		0.180		0.075	-0.105	-58.3%
Department of Health Revenue Grant - Local Reform and Community Voices		0.283		0.211	-0.072	-25.4%
Adult Social Care New Burdens		1.404		1.404	0.000	0.0%
Public Health Grant (Ring Fenced)		21.234		21.036	-0.198	-0.9%
Revenue Spending Power exc. council tax freeze grant		278.343		253.537	-24.806	-8.9%
Better Care Fund		10.836		22.432	11.596	107.0%
Indicative Council Tax Freeze Grant 2015/16		0.000		0.967	0.967	100.0%
Revenue Spending Power		289.179		276.936	-12.243	-4.2%

In addition to changes in grants included in the Revenue Spending Power set out above, Extended Rights to Free Travel has been confirmed as £0.061m for 2015/2016 representing a reduction of £0.060m compared to 2014/2015.

Notification is outstanding in relation to the Education Services Grant however this is anticipated to decrease by £0.9m reflecting the transfer of maintained schools to academies.

Impact of Changes to Specific and Core Grant

5.8 In accordance with the budget planning framework and as reported to Cabinet in January, changes in specific and core grants have been addressed as follows:

- As part of the Autumn Statement the Government capped the annual increase on Business Rates at 2% for the second year instead of RPI. Additional Section 31 Grant estimated at £0.325m is to compensate Councils for the consequential shortfall in Business Rates Income.
- The New Homes Bonus Grant is being used to support the overall budget position in 2015/2016 in accordance with the Budget Planning framework with appropriate housing related investment factored into both revenue budget and capital programme proposals.
- The cessation of Community Right to Challenge and Community Right to Bid Funding of £0.017m has been built into planning assumptions.
- A reduction in Council Tax Support and Housing Benefit Administration grant of £0.273m and Council Tax Support new Burdens Funding of £0.105m has been built into the planning assumptions.
- Local Reform and Community Voices funding has reduced by £0.072m and has been built into the planning assumptions.
- The settlement includes £1.404m in respect of Adult Social Care New Burdens funding in relation to the implementation of the Care Act which has been built into the Budget Planning. However as set out in the January Budget Report to Cabinet, a further analysis tool is been developed to assess the impact of all potential activity and the associated financial consequences. This will provide a better indication as to the adequacy of this level of funding.
- The Public Health Grant has been confirmed at £21.036m which is as anticipated.
- The settlement figures for Sunderland for 2015/2016 confirm £22.432m of pooled Better Care funding. Plans are being developed with the CCG which will enable savings to be delivered in line with council wide savings requirements.
- Council Tax Freeze Grant 2015/2016 - The funding is offered to compensate those Authorities who decide not to increase their Council Tax in 2015/2016.

Schools Funding

5.9 Dedicated Schools Grant

Schools block funding has increased by a net £1.665m, to £159.536m reflecting a reduction in 40 pupil numbers, changes in respect of the carbon reduction commitment, and the inclusion of free schools funding in DSG on the same basis as academies.

The Government is to continue to apply a national protection arrangement for schools whereby no school will see a per pupil reduction compared to its 2014/2015 budget (excluding sixth form funding) of more than 1.5% before the pupil premium is applied.

Within the Early Years Block, initial participation funding for disadvantaged 2 year olds will be announced in June 2015, based on the number of eligible children as recorded in the January 2015 early years and schools census. Based on current participation levels this funding is estimated to be circa £2.5m.

5.10 Pupil Premium Funding

The Pupil Premium level of funding for 2015/2016 for Sunderland Schools and Academies is estimated to be £15.248m, based on January 2014 pupil numbers representing an increase of £0.146m compared to 2014/2015. The final allocation based on the January 2015 pupil census, will be confirmed in September 2015 by the Education Funding Agency.

6. Spending Pressures and Commitments

The following table summarises the estimated position concerning spending pressures and commitments:

6.1 Leader

6.1.1 Business and Investment

Members will be aware that Sunderland has been selected as one of three centres of activity under the national Digital Catapult which will see a range of activity to understand and explore the value of data across different sectors. As part of securing the Digital Catapult funds and enabling continued support to Sunderland Software City, the Council is currently evaluating opportunities to utilise existing resources as match funding for the project as well as acting as leverage for additional external resources. The position will be kept under review and the planning updated as required.

6.2 Cabinet Secretary

6.2.1 Pay, Prices and Other Inflationary Cost Pressures

Pay and Prices

The impact of the agreed pay award covering the period January 2015 to March 2016 has been factored into the planning for 2015/2016.

Pensions

The impact of the Actuarial review of the Local Government Pension Scheme 2013 covering three years to 2016/2017, the impact of the Pensions Act 2008 (pension scheme auto enrolment) and Pensions Act 2014 (abolition of NI contracted out rate) have been built into the MTFS.

Other Pressures

Other inflationary impacts have been provided for including those relating to payments to independent providers of adult and social care and utilities costs.

6.2.2 Capital Financing

Provision of £2.5m has been included to enable potential borrowing under the prudential framework for known investments and to enable strategic priorities of the Council to be addressed.

6.2.3 Replacement of One off Resources

Provision is included for the replacement of £0.5m one off resources utilised in setting the 2014/2015 budget.

6.2.4 Workforce Transformation and Workforce Planning

The financial implications of workforce transformation continue to be assessed and will be incorporated in the budget planning over the medium term with transitional resources set aside for this purpose to be utilised in 2015/2016. The position will be kept under review.

Financial implications of workforce planning arrangements arising as a result of the implementation of savings plans will be kept under review and accommodated from transitional resources set aside for this purpose.

6.3 Adults Health and Housing

6.3.1 Adult Services Demand / Demographic Issues

The increasing longevity of the national and specifically, the City's, population continues to place significant pressure on Adult Social Care budgets. In addition, client expectations and increasing demand to support clients with complex cases to enable clients to maintain independent living, is requiring reconfigured services and additional investment.

A sum of £2.29m for cost pressures have been factored into the 2015/2016 budget.

6.4 Children Services

6.4.1 People - Children's Services Demand Pressures

There continues to be increasing demand pressures in relation to safeguarding and specifically external placements. Additional one-off resource has been provided over the 2 year period 2014/2015 to 2015/2016 to implement the Safeguarding Improvement Plan.

In addition £5.1m of earmarked reserves are to be released for 2015/2016 to meet the on-going impact of the 2014/2015 safeguarding pressures which were reported in the Third Revenue Review report to Cabinet in January. This funding will be on an interim basis pending the full implementation of the Safeguarding Improvement Plan, with the residual on-going impact to be provided for within the Medium Term Planning.

6.5 Responsive Services and Customer Care

6.5.1 Intelligence Hub

As reported to Cabinet in June 2014 the on-going revenue costs of £0.500m arising from the implementation of the Intelligence Hub are to be met initially from earmarked transitional funding in 2015/2016 and provided for in the planning over the medium term from 2016/2017.

7. Overall Position / Meeting the Budget Gap

- 7.1 The overall estimated position is set out below taking into account government funding changes, cost pressures and proposals to meet the funding gap and shows a balanced budget position for 2015/2016.

	2015/16	2016/17
	£m	£m
Government Funding Changes and Spending Pressures	39.83	40.50
Total Savings Proposals	-35.65	-2.06
Net Funding Gap	4.18	38.44
Use of balances to meet pressures on one off basis	-3.21	0.00
Temporary Use of Balances/ Potential Grant	-0.97	0.00
NET POSITION	0.00	38.44

- 7.2 After taking account of total on-going programmed reductions and use of one off resources for 2015/2016 there remains a funding gap of £0.970m. At this stage it is proposed this gap be met from either council tax increase, acceptance of the council tax freeze grant or use of transitional funding held in balances on a temporary basis.
- 7.3 Further work is continuing to develop a full suite of proposals to meet the 2016/2017 funding gap of circa £38m as well as the further savings forecast to be required through to 2019/2020 through a review of all Council activities. The aim of the approach is to inform budget planning proposals over the medium term and enable Members to prioritise savings proposals as funding becomes clearer for each financial year.

Further updates will be provided to Cabinet in due course and the Medium Term Financial Strategy 2015-2020 will be refined and updated as this work progresses.

8. Proposals to meet the funding gap 2015/2016

- 8.1 As part of the Budget Planning Framework for 2015/2016 Cabinet agreed in October 2014 to meet the funding gap by progressing the existing savings programme and developing a further programme of activity based around the Council's Community Leadership approach including:
- Development of improved service and customer insight and intelligence to help target resources effectively;
 - Development of communities:
 - By enabling partners, businesses and residents to come together for future service delivery models and regeneration activity;
 - By working with communities and the voluntary sector to help support the delivery of services in the future;
 - Managing demand and facilitating those services which make a difference in the most effective way;
 - Continuing the focus on the CSN as the gateway of demand and supply for services with the aim of targeting resources to areas of greatest need, and encouraging and supporting self-help;
 - Continuing development of alternative models for service delivery;
 - Continuing the review of Strategic Services and Fixed Assets;
 - Integrating Commissioning to ensure services are commissioned in the most effective way;
 - Continuing to focus on progressing Regeneration, funding leverage and commercial opportunities.
- 8.2 The Council through its Community Leadership role will increasingly need to take a citywide approach with partners in health, education and the business sector together with communities to collectively reshape services to enable the best response for the city. This is evident in proposals for 2015/2016 which include re-commissioning services, reprioritising spend, maximising income, increased collaboration, use of alternative delivery models and maximising non front line savings.
- 8.3 It is clear that as more savings are required the ability to protect frontline services and deliver even statutory functions will become increasingly difficult. More radical change will be needed along with even more targeted use of the money available. The Council's role will increasingly need to shift from delivering services to enabling individuals, communities and other organisations in the public, private and voluntary sectors to work together to address the needs of the City in new ways and to encourage people to be more self-supporting.

Proposed Reductions 2015/2016 and 2016/2017

- 8.4 Proposed reductions are summarised in the following table together with an indication of plans for future years.

	2015/16	2016/17
	£'m	£'m
Ongoing Reduction Plans		
Strategic and Cross Cutting - Appendix C Section1	5.90	0.30
Place and Economy - Appendix C Section 2	5.82	1.21
People - Appendix C Section 3	23.93	0.55
Total Ongoing Reductions Plans	35.65	2.06
Use of One off Reduction		
Use of Balances to meet pressures on one off basis	3.21	0.00
Temporary Use of balances / potential grant	0.97	0.00
Total Proposals to meet the Gap	39.83	2.06

Further updates will be provided to Cabinet in due course and the Medium Term Financial Strategy 2015-20 will be refined and updated in parallel as this work progresses.

Further detail of the on-going proposals for reduction are set out at Appendix C.

- 8.5 In addition to on-going savings proposals set out at Appendix C, it is proposed to utilise £3.21m of one off funding on a one off basis to meet pressures identified at paragraph 6.
- 8.6 At this stage it is also anticipated some use of transitional resources will be required to allow for the lead in times in delivering a small number of the savings proposals in 2015/2016. It is therefore proposed to utilise £4.2m earmarked transitional funds in 2015/2016 for this purpose.

Medium Term Financial Position

- 8.7 In considering the Revenue Budget for 2015/2016 the latest information regarding reductions to public spending, and estimated pressures over the medium term were taken into account and summarised in this report. This position is subject to on-going update as information emerges. The latest updated Medium Term Financial Strategy 2015/2016 to 2019/2020 is set out at Appendix H.

9. Outcome of Budget Consultation

- 9.1 The Budget and Policy Framework procedure rules contained within the Constitution of the Council requires consultation on budget proposals to take place. In October 2014 Cabinet approved proposals regarding the consultation strategy and framework for the budget for 2015/2016 and proposed briefings to the following stakeholders:

- Trade Unions;
 - North East Chamber of Commerce / Representatives of Business Ratepayers;
 - Voluntary Sector;
 - Youth Parliament.
- 9.2 In addition to the above stakeholder consultation, a survey was undertaken to gain an understanding of views on the overall approaches to meeting the budget challenge.
- 9.3 To supplement the survey, a workshop was held, with Community Spirit panel members and representatives from the voluntary and community sector.
- 9.4 Budget consultation with these groups has concentrated on the overall approaches to meeting the budget challenge to gain views. Further detailed consultation in relation to each of the proposals will be undertaken as each proposal is developed.
- 9.5 At each stage in the budget preparation process Scrutiny Committee is being consulted.
- 9.6 In general, the findings demonstrate continuing support for the Council's overall approach to meeting the budget challenge and indicate broad agreement with plans for further transformation of services. More details of the findings of the consultation are included in Appendix E.
- 9.7 All of the feedback from the various consultations has been considered in bringing together the budget proposals in this report.
- 9.8 The Revenue Budget Report to January Cabinet formed the basis for second stage consultation. The notes of the meetings with the representatives of business ratepayers and trades unions to meet statutory obligations to consult on the proposed budget will be tabled at the meeting as Appendix F.

10. Equality and the Budget Proposals

- 10.1 The Equality Act 2010 places a specific duty on Local Authorities through the Public Sector Equality Duty. The Act requires Local Authorities to give 'due regard' to the three aims of the duty to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act; advance equality of opportunity between people who share a protected characteristic and those who do not; and to foster good relations between people who share a protected characteristic and those who do not. Understanding the effect of decisions on people with different protected characteristics is an important part of complying with the general equality duty.
- 10.2 The Council continues to seek to meet its obligations in relation to equality and diversity and has procedures in place at both a general and budget specific level to incorporate equality and diversity issues into decision making processes and the assessment of proposals.

10.3 Each Directorate has considered the Equality Analysis of their budget proposals. Where it is timely and appropriate an Equality Analysis (EA) has been completed (this is the Council's adopted approach to analysing and recording Equality Analysis). The detail of the analysis is dependent on the nature of the proposal and its stage of development. For those proposals which are not sufficiently detailed to undertake a full Equality Analysis at the present time, an initial consideration of the impacts has been undertaken. In these cases full analysis will be carried out when the proposals are further developed.

10.4 Attached at Appendix C is a position statement in respect of the Equality Analysis for each proposal. The full Equality Analyses that have been undertaken can be found at

<http://www.sunderland.gov.uk/committees/cm5/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/8424/Committee/1771/Default.aspx>

Members must read these documents as having regard to them will assist members in complying with the public sector equality duty when considering the proposals. Copies have also been deposited in the members' group rooms.

10.5 Further detail on the approach to Equality Analysis and a breakdown of the judgements made against the reduction proposals are set out at Appendix D.

10.6 Individual proposals for additional savings are currently at different stages of equality analysis depending on the stage of the development of the proposal. The summary of impacts, by directorate, is outlined below:

	Strategic and Cross Cutting Proposals Appendix C section 1	Place and Economy Proposals Appendix C section 2	People Proposals Appendix C section 3
Positive impact identified or anticipated	0	2	2
Neutral impact identified or anticipated	0	11	1
Negative impact identified or anticipated	0	4	1
Both positive and negative impacts identified or anticipated	0	2	5
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	1	4	2
No Equality Analysis needed	5	6	2

Note 1: Where the current draft of the Equality Analysis does identify potential negative impacts, the services will be considering how these impacts can be mitigated as far as possible during the development of detailed proposals.

Note 2: The number of impacts is greater than the number of proposals due to more than one implication within a proposal (e.g. a service review with staffing implications)

- 10.7 Across the three directorates the judgements against the budget proposals are encouraging, with:
- Four proposals considered positive
 - Twelve considered neutral
 - Five considered negative
 - Seven considered to have both positive and negative outcomes.
 - Seven focussed on staffing changes.
 - Thirteen are considered to need no Equality Analysis. This is largely because the proposal has no service provision or external impact, or due to proposals focussing on income generation / commercial opportunities.
- 10.8 Actions arising from the equality analysis carried out to date will be taken forward by directorates.

11. General Fund Balances and Position in Relation to Major Reserves

- 11.1 In considering the level of general balances as part of budget preparation decisions, regard is given to:
- known commitments against balances in future years;
 - financial risks faced by the Council and the measures in place to mitigate them or meet them financially.
- 11.2 The estimated level of general balances as at 31st March, 2015 and 31st March, 2016 will be circulated separately at the Cabinet with the General Summary Page and proposed contingencies. This takes into account estimated savings arising in 2014/2015 in relation to Interest on Balances and Debt Charges savings previously reported.
- 11.3 As agreed previously these will be used to support the overall 2014/2015 position and transitional costs arising from the 2015/2016 budget setting process. Any further savings arising from contingency under spending and other measures will also be earmarked for this purpose and reported to Cabinet as part of revenue budget monitoring reporting as appropriate.
- 11.4 In accordance with best practice an analysis of the major financial risks has been undertaken in order to inform the level of balances deemed necessary. These are detailed at Appendix I.
- 11.5 The Council has a range of earmarked reserves e.g. the Strategic Investment Reserve. The major earmarked reserves are set out at Appendix Ji) for information.
- 11.6 A review of Reserves held has been undertaken to ensure both the adequacy of the reserves held and identify any which can be released to support the budget for 2015/2016. As a result of the review it is proposed a number of specific purpose reserves as detailed at Appendix Jii) be released on a permanent basis to support the 2015/2016 budget.

- 11.7 In accordance with Part 2 of the Local Government Act 2003 there is a requirement for the Chief Financial Officer (CFO) to report upon the robustness of the estimates and the level of reserves. In making the statement, the CFO places reliance on information provided to her by other officers of the Council as part of the budget setting process. This process involves reasonable checks and other verification, which is undertaken in accordance with the overall system of internal control to validate the information provided.
- 11.8 Based upon the information used in determining this Revenue Budget 2015/2016 report, including specifically:
- the Medium Term Financial Position;
 - the outcome of budget consultation set out at Appendix E;
 - the Statement of General Balances (to be tabled);
 - the Risk Analysis set out in Appendix I;
 - the Major Reserves set out in Appendix J;

The Revenue Budget is considered robust and the level of reserves considered to be adequate for 2015/2016 after an assessment of the financial risks and future plans of the Council have been taken into account. The underlying level of General Fund Balances at £7.570m to the end of 2015/2016 are in accordance with the existing policy and are considered prudent and robust given the overall level of reserves.

12. Detailed Budget 2015/2016

- 12.1 As set out above since the initial budget proposals were formulated, consideration has been given to the outcome of the budget consultation, the final settlement, the collection fund position, the council tax base, the Business Rates income and government guidance in relation to council tax levels.
- 12.2 The Total Budget Requirement to be approved by the Council is funded through:
- Revenue Support Grant
 - Retained Business Rates
 - Top Up Grant
 - any projected surplus on the Collection Fund and
 - Council Tax.
- 12.3 The General Summary page of the Revenue Budget together with details of the proposed contingency will be circulated separately at the meeting of Cabinet on the 11th February, 2015.
- 12.4 The formal decisions of the major precepting bodies are awaited regarding their precept proposals for 2015/2016. Consequently, the Proposed Council Tax for 2015/2016 will be tabled as Appendix G to this report at the Cabinet meeting on 11th February 2015.

General

- 12.5 Appendix K sets out the detailed Revenue Budget 2015/2016 for each Portfolio. All changes with the exception of the adjustments relating to final considerations of council tax level, have been incorporated into the Budget.

Service Reporting Code of Practice

- 12.6 The presentation of the budget book shows the full cost of services, including an appropriate share of support service costs. As such support services are shown with a zero budget having been charged out to service users. This approach is consistent with the Service Reporting Code of Practice (SeRCoP) published by CIPFA which must be applied to all Local Government returns and external financial reporting.
- 12.7 It should be noted that variations between the budget for 2014/2015 and 2015/2016 have arisen as a result of:
- the implementation of the budget reductions referred to in the report;
 - a review of charging for central support services - while having no overall impact on the Council budget position, charges to individual services have been realigned;
 - technical adjustments in relation to IAS19 pensions accounting and the impact of revaluation of assets.

Members will appreciate that these changes, where applied, do not enable a valid year on year comparison, and some significant variations between years may be apparent.

Revised Estimates

- 12.8 Quarterly budget reports have been reported to Cabinet during the year. The revised estimates reflect changes notified within those reports. In addition the revised estimate reflects the revised position in respect of central support costs referred to above and a number of technical adjustments e.g. contingency transfers.

13. Suggested Reason for Decision

- 13.1 To comply with statutory requirements.

14. Alternative options to be considered and recommended to be rejected

- 14.1 There are no alternative options recommended for approval as the budget has been developed on the basis of an agreed framework with consultation carried out throughout the process.

Background Papers

Cabinet Reports 14th January 2015

- Revenue Budget 2015/2016 Proposals and Revenue Support Settlement 2015/2016
- Council Tax Base 2015/2016
- Business Rate Income Forecast 2015/16 and Projected Business Rates Income Outturn 2014/2015

Appendix A

Business Rates Income Forecast 2015/2016 and Projected Business Rates Income Outturn 2014/2015 - Final NNDR Form 1

NATIONAL NON-DOMESTIC RATES RETURN - NNDR1

2015-16

Please e-mail to: nndr.statistics@communities.gsi.gov.uk by no later than 31 January 2015.
In addition, a certified copy of the form should be returned by no later than 31 January 2015 to the same email address

All figures must be entered in whole £

Please check the Validation tab and answer the validation queries that need to be answered

Select your local authority's name from this list:

Suffolk Coastal
Sunderland
Surrey Heath
Sutton
Swale
Swindon

Authority Name
E-code
Local authority contact name
Local authority contact number
Local authority e-mail address

Sunderland
E4505

Ver 1.1a

Local Authority : Sunderland

Ver 1.1a

PART 1B: PAYMENTS

This page is for information only; please do not amend any of the figures

The payments to be made, during the course of 2105-16 to:

- the Secretary of State in accordance with Regulation 4 of the Non-Domestic Rating (Rates Retention) Regulations 2013;
- major precepting authorities in accordance with Regulations 5, 6 and 7; and to be
- transferred by the billing authority from its Collection Fund to its General Fund,

are set out below

	Column 1 Central Government	Column 2 Sunderland	Column 3	Column 4 Tyne and Wear Fire	Column 5 Total
Retained NNDR shares	£	£	£	£	£
13. % of non-domestic rating income to be allocated to each authority	50%	49%	0%	1%	100%
Non-Domestic Rating Income for 2015-16					
14. Non-domestic rating income from rates retention scheme	43,550,003	42,679,003	0	871,000	87,100,006
15. (less) qualifying relief in Enterprise Zones	34,510	0	0	0	34,510
16 TOTAL:	43,515,493	42,679,003	0	871,000	87,065,496
Other Income for 2015-16					
17. add: cost of collection allowance		337,431			337,431
18. add: amounts retained in respect of Designated Areas		657,508			657,508
19. add: amounts retained in respect of renewable energy schemes		0	0		0
20. add: qualifying relief in Enterprise Zones		34,510	0	0	34,510
21. add: City of London Offset : Not applicable for your authority		0			0
Estimated Surplus/Deficit on Collection Fund	£	£	£	£	£
22. Estimated Surplus/Deficit at end of 2014-15	517,961	507,602	0	10,359	1,035,922
TOTAL FOR THE YEAR	£	£	£	£	£
23. Total amount due to authorities	44,033,454	44,216,054	0	881,359	89,130,867

Certificate of Chief Financial Officer / Section 151 Officer

I confirm that the entries in this form are the best I can make on the information available to me and amounts are calculated in accordance with regulations made under Schedule 7B to the Local Government Act 1988. I also confirm that the authority has acted diligently in relation to the collection of non-domestic rates.

Name of Chief Financial Officer
or Section 151 Officer : _____

Signature : _____

Date : _____

Final Settlement 2015/2016

To be circulated following Government announcement

Proposals for Reductions 2015/2016 and 2016/2017 including position in respect of Equality Analysis

Strategic and Cross Cutting Proposals for Reductions 2015/2016

1. Strategic and Cross Cutting (Saving - £5.904m 2015/16 and £0.300m 2016/17)

1.1 ICT Rationalisation (Saving - £0.450m in 2015/16 and £0.300m 2016/17)

Proposal put forward as part of the 2014/2015 budget setting, but now re-phased with some savings delayed into 2016/2017.

The ICT Unit will continue the consolidation of applications and associated licences, reducing the external spend on application support. This will be coupled with service re-design that will focus on demand management through increased self-service and improved service delivery processes.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: It is considered that no equality analysis is required since this efficiency will be achieved through rationalisation of systems and better contract management. If future service redesign requires consideration of impacts on the workforce, this will be done through existing workforce planning arrangements.	

Strategic and Cross Cutting Proposals for Reductions 2015/2016

1.2 Various Corporate Allocations – Contingencies / Business Rates Safety Net (Saving - £1.958m in 2015/16)

Continuous review of all central resources and reserves has identified further capacity to release some corporate contingencies, primarily in respect of winter maintenance and general contingency.

The proposals also reflect a reduction in the Business Rates Safety Net budget, based on greater awareness and assurance of the level of Business rates income and specifically the level of appeals likely to arise in the year.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency has no service provision or internal workforce impact and as such no equality analysis is deemed necessary.	

Appendix C (continued)

Strategic and Cross Cutting Proposals for Reductions 2015/2016

1.3 Business Rates, Council Tax and New Home Bonus Grant Income (Saving - £1.836m in 2015/16)

These savings will arise through the achievement of increased local funding opportunities, specifically;

- Anticipated growth in Business Rates local share over and above RPI, through new developments within the city
- Increase in the Council Tax base position
- Anticipated funding through New Homes Bonus reflecting the increased council tax base position

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency has no service provision or internal workforce impact and as such no equality analysis is deemed necessary.	

Appendix C (continued)

Strategic and Cross Cutting Proposals for Reductions 2015/2016

1.4 NECA – ITA Levy Reduction (Saving - £0.310m in 2015/16)

This saving will arise through the proposed reduction to the Tyne and Wear Transport Levy for Sunderland in 2015/2016.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency has no service provision or internal workforce impact and as such no equality analysis is deemed necessary.	

Appendix C (continued)

1.5 Maximisation of Income – Income Review, (Saving - £0.250m in 2015/16)

Proposal put forward as part of the 2014/2015 budget setting.

Increased income opportunities arising from two reviews undertaken around advertising arrangements and general fees and charges. This will seek to generate additional income opportunities including from outdoor advertising within the city.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The income generated through this proposal is primarily to be achieved through commercial business opportunities, with increases to fees and charges only where appropriate.	

Strategic and Cross Cutting Proposals for Reductions 2015/2016

1.6 Strategic and Shared Services / CSN / Revenues and Benefits (Saving - £1.100m in 2015/16)

Proposal put forward as part of the 2014/2015 budget setting.

It is proposed to continue the review and reconfiguration of strategic and shared services to ensure those services meet the future requirements of the council. All strategic and shared service areas will deliver a proportionate share of the savings and a proportion of the savings have already been achieved through staffing departures.

In addition, a review of CSN and Revenues and Benefits is currently being undertaken which will deliver process savings by reviewing all customer contact, delivering greater accessibility via the web and deepening the customer process to reduce demand.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: It is likely that a significant proportion of this saving will be achieved through natural turnover. However, where proposals require developing, suitable consideration will be given as part of workforce planning arrangements and relevant consultation will take place.	

Place and Economy Proposals for Reductions 2015/2016

2. Place and Economy (Saving - £5.823m 2015/2016, and £1.207m 2016/2017)

2.1 Business Investment and Business Development – review of operational costs and income generation (Saving - £0.235m in 2015/16)

A review of the external grants programme will be undertaken to deliver more targeted allocations at a reduced cost to the council whilst still delivering on priority outcomes. A review of the current and anticipated tenant occupancy levels at the Evolve Centre at Rainton Bridge has identified the opportunity to generate additional income. Additionally, a service redesign will allow the removal of vacant posts within the service.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal relates to service redesign including the removal of vacant posts, a reduction in the financial incentives scheme budget and the introduction of income targets at Evolve. Equality Analysis has been undertaken in relation to the proposal and it is felt that there will be a neutral impact. We will continue to develop a more focused financial incentives offer, directed at stimulating growth and job creation in agreed priority sectors. We will also look at opportunities to identify appropriate external funding which can assist the Council in providing financial support to businesses. We will strengthen relationships with colleagues internally and externally to maximise the potential for all Sunderland residents to be able to take up job opportunities that are created.	

Place and Economy Proposals for Reductions 2015/2016

2.2 Design Services and Property – review of operational costs and income generation (Saving - £0.600m in 2015/16, £0.010m 2016/17)

The maximisation of income earning opportunities will be delivered, with the emphasis on project management and building management, to a range of clients including through increased charges to the capital programme and schools. A review of Security Services has identified additional income in respect of arrangements at the waste transfer station at Jack Crawford House where SITA have agreed to meet part of security costs at the site as part of the new delivery arrangements for waste management as well as the deletion of a post in that service. Further reductions are planned in Security Services and Building Services where redesign of those services will allow the removal of posts with no impact on income generation.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓ (3)
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓ (1)
No Equality Analysis Required	✓ (2)
Additional Comment: 1) A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project. 2) A review of income earning potential has been undertaken in Design Services which has revealed that income can be increased through a greater emphasis on project management and building management, to a range of clients including through increased charges to the capital programme and schools. This element of proposal does not affect any front line service users therefore no Equality Analysis is required. 3) An Equality Analysis has been undertaken in relation to charging arrangements for a contribution from SITA to the costs of security arrangements at the Jack Crawford House facility. This reveals a neutral impact as it does not affect front line service delivery.	

Appendix C (continued)

2.3 Redesign of Business Delivery arrangements (Saving - £0.095m in 2015/16)

The redesign of business delivery arrangements will include reviewing services such as delivery of payslips, transporting of cheques from Moorside to Civic and transport of mail.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A review of driving arrangements across the Council has been undertaken which identified scope for a reduction in the number of people required to carry out the activity by introducing changes to employment conditions for drivers and also working with service areas to develop routines that mitigate the loss of this service. The proposals do not have an impact on front line services and therefore no Equality Analysis is required.	

Place and Economy Proposals for Reductions 2015/2016

2.4 Independent review of property and land assets (incl. Smarter Working) (Saving - £0.816m in 2015/16)

An independent review of assets, post LABV, will be undertaken to ensure that the council is getting maximum value in operational and revenue terms from its property and land portfolio. Specific areas of review will include space let to business, business centres that are retained, current use of properties (administration, depots etc.) linked to Smarter Working, considering the market for disposal of assets, land and buildings leased by and to the council, any development potential in surplus land, operational council property. Specific opportunities to increase property rental will also continue to be undertaken, for example, a rent review of the Bridges which will generate a capital receipt, backdated rent and an increased annual rent until the next review in 2039.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓1
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	✓3
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓2
Additional Comment 1) It is proposed that a full review of assets will be undertaken with the aim of ensuring the Council maximises the value it obtains from each asset either in terms of occupancy, rental income, disposal value or opportunistic development. Until a full range of options are developed as a result of the review, it is not possible to identify the likely level of impact at this point therefore it is proposed that further Equality Analysis will be undertaken against the main options at the appropriate time. Although the Council will always seek to obtain best value from rental income for its assets, tenants have the opportunity to influence this through a series of negotiations therefore a neutral impact is anticipated. 2) The Council's Cash In Transit service will seek to expand its client base, however as this service is aimed at commercial organisations and does not directly impact on the public an Equality Analysis is not required. 3) A review of arrangements relating to tenant disrepair inspections has been undertaken and will result in the CSN acting as a triage for dealing with landlords minor disrepair notifications whilst the Housing Renewal Team will focus on addressing major disrepair items. This means that less people will receive a personal visit and it is possible that Landlords may take longer to address minor disrepair items. However, the new arrangements will enable the service to focus on the more serious disrepair items and it has been recommended that the CSN take vulnerabilities into account when designing and implementing the triage system. A tenant call back system will be put in place to further mitigate against the possible impact of Landlords who do not take timely action. The Equality analysis therefore shows both positive and negative impacts.	

2.5 Building and Development Control to maximise trading position (Saving - £0.277m in 2015/16)

The maximisation of income opportunities recognises the comparative upturn in the economy leading to an increase in planning and building control work. The proposal also includes redesign of function to enable the removal of a minor staffing reduction.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The proposed additional income is to be secured through a general uplift in service activity levels in both Building Control and Development Control as a result of a predicted overall improvement in local economic conditions. No changes are proposed to service levels or how specific customer groups receive their service from BC and DC therefore no Equality Analysis is required. Applications for operations or development that are for the purposes of addressing the specific needs of a disabled person(s) in their home or in a building or premises to which the public are admitted are already and will continue to be exempt from the payment of fees.	

2.6 Energy Efficiency invest to save initiative (Saving - £0.500m in 2015/16)

Delivery of significant savings on energy cost through the proposed upgrade to LED street lighting in residential areas, which equates to around half of the street lighting stock. This follows an independent review commissioned by the service that confirmed that it is an appropriate time to consider such an investment following recent advancements in LED technology.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	✓
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal is to replace approximately 20000 lighting columns in residential areas with energy efficient LED lighting over an 18 month period which will result in lower energy costs and lower carbon emissions. Residents and visitors to areas where the new lighting installed should be impacted upon positively as the new LED lighting actually provides a white light source with better night-time colour recognition and concentrates the light onto the road and footway where it is needed, with less light pollution into homes and gardens. However, feedback from previous schemes implemented in other parts of the country indicate that it may take time for people to adjust to the change of the lack of light spread which can be perceived as making an area away from the highway less well-lit, which in turn could lead to a number of protected characteristic groups potentially having a greater 'fear of crime'. This will be negated by consulting residents before works commence.	

Place and Economy Proposals for Reductions 2015/2016

2.7 Review of operational arrangements for Waste Collection and Disposal (Saving - £0.631m in 2015/16, £0.712m 2016/17)

A range of measures are proposed to maximise income from waste collection, including through reviewing existing charges and introducing new charges where appropriate. Specific proposals include charging charities for waste collection, where a subsidised rate will be applied that is similar to the approach used for schools.

The introduction of charges for replacement bins, unless proof of being stolen, is an approach that is consistent with neighbouring authorities and is intended to reduce demand by encouraging householders to take care of their bins, avoiding financial and operational burdens on the Council.

Reducing demand to enable the reduction of staff through natural turnover and workforce planning.

A review of Trade Waste will deliver a reduction through increasing charges by 6%, which is less than the previous annual rises due to landfill tax, and reviewing contracts in relation to size of bins and number of collections for c.80 customers across the city.

Reduction in the cost of Waste Disposal will be realised through improved recycling, funded via investment from the Weekly Collection grant, where it is anticipated that the tonnage of waste disposed of will reduce by an additional 2,400 tonnes in 2015/16. Actions include communications awareness programmes and incentive schemes for residents. Other actions include the introduction of city centre trade waste recycling with an estimated reduction of a further c.600 tonnes waste disposed of and waste currently collected from depots, in future, being delivered direct to transfer stations thus reducing collection costs.

Place and Economy Proposals for Reductions 2015/2016

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓1
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	✓2, 3,
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓5
No Equality Analysis Required	✓4
Additional Comment: 1) Charging Charities – The Council currently collects waste from approximately 150 properties used by registered charities. It is proposed that a charge for trade waste be levied which will affect approximately 125 of these organisations. These affected properties are primarily offices, shops and other organisations that trade with the public in operating their service, and which produce business waste. Any portion of the waste that may reasonably be described as household waste will not be charged for if identified. Community Associations who are registered charities and are provided with a service will continue to receive a free of charge refuse collection service to the existing limits, on the basis that waste collected from such locations is household waste. Whilst the introduction of charges could be perceived as a negative impact, most of the affected organisations are corporate bodies, using premises for administration work therefore the introduction of charges for what is a utility service to these business related premises will be so small there is no grounds to conclude that the direct services to their clients would be affected. 2) Replacement Bins – The Council provides around 8,500 replacement wheel bins per annum which costs the Council in the region of £180,000. Currently there are no limits on the number of times a resident can request a replacement bin. This avoids the householder placing any value on the service and equipment thus there is no responsibility on them to take care of their bin. It is proposed that charges for replacement bins will be implemented equally across all of the protected characteristics. It is possible that a small number of people may be disadvantaged financially. These incidents will be addressed on a case by case basis and in cases where the bin wears out beyond economical repair, is damaged by the collection crew or when stolen / affected by arson, the Council will provide a replacement bin free of charge. 3) Garden Waste Collection – The Council collects garden waste from approximately 80,000 residential households on a fortnightly basis. It is proposed that residents will have the option to pay an annual fee to continue with the service or they can opt out of the service but will be able to use either alternative free recycling services (self-serve delivery) or use their green residual waste bin which will continue to be collected free of charge. Assisted collections for aged and infirm residents in relation to garden waste will continue and refuse collection frequencies will not change. 4) Other Waste Collection initiatives– A number of initiatives do not require Equality Analysis as they are either back office functions, changes to existing work practices to extract more value across the board price increase for existing trade waste customers, including: • Increased recycling by improved investment in waste communications • Increased contribution from South Tyne and Wear Waste Management Partnership spend to our MTFS targets • More trade waste recycling and trade waste collection annual price increase • More in house waste skip reductions 5) A small element of the above savings relates to staffing changes arising from demand management activity which will be considered as part of the Workforce Planning Project.	

Place and Economy Proposals for Reductions 2015/2016

2.8 Transport and Fleet review (Saving - £0.600m in 2015/16)

The continuation of the Transport and Fleet Review will further rationalise and reduce the scale of the Council's fleet, reflecting the contraction of the services throughout the Council. A review will also consider the strategic direction for this service.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The Transport and Fleet Review proposes a continuation of the rationalisation of the number of vehicles the Council operates, by ensuring that excess vehicle capacity is eradicated. Equality Analysis has taken place in relation to this and indicates a neutral equality impact. Discussions with Executive directors identified significant cross over with the Personalisation agenda which has resulted in those budgets relating to Personal care being retained in the appropriate directorate to ensure that personal transport remains part of the move towards personalisation. Where directorates come up with specific proposals which could impact on service users or staff, these will be subject to a further Equality Analysis at the appropriate time.	

Place and Economy Proposals for Reductions 2015/2016

2.9 Bereavement and Registrars Service income (Saving - £0.180m in 2015/16, £0.130m 2016/17)

Increased income from the Bereavement Service will be realised by increasing charges at 7.5% for 2015/16. Analysis of neighbouring authorities charges highlights that charges will be comparable after this increase. An increase in non-statutory Registrars birth and marriage fees of 10% to generate additional income, these fees being optional extras.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓ 1,2
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Bereavement and Registration Fees have been Equality Analysed and although any cost increases will impact on everyone who uses the service, it has been deemed that there is a neutral impact as it does not have a disproportionate impact on any of the protected characteristic groups. Bereavement Services will continue to provide for Contract Funerals, with dedicated times established daily in the cremation and burial diaries to accommodate such requests. In order to alleviate the financial pressures of funerals, the Dignity group currently hold the Contract Funeral contract, and DWP will continue to make provision in the form of a bereavement payment to families who are deemed to be in hardship and qualify for the allowance. Many of the fees and charges levied by the Registration Service are statutory fees determined by central government legislation. Fees for birth, death, marriage and civil partnership certified copy certificates are set by statute at £10.00 per copy. Other statutory fees include the notice of marriage / civil partnership fee at £35.00 per person and the statutory marriage / civil partnership fee of £45.00 for Register Office ceremonies. Many customers who use the Registration Service require a statutory service, and are therefore charged accordingly. The proposed increases are on fees that are optional to customers, ie non statutory for which the customer can chose not to take up the offer.	

Place and Economy Proposals for Reductions 2015/2016

2.10 Review Highways and Transportation and Network Management (incl. maintenance) (Saving - £0.553m in 2015/16)

Relates to a review and reduction of maintenance programmes on highways, footpaths, public rights of way, coastal protection, bridges and structures as well as the rationalisation of the highways inspection process when the Highways Asset Management Plan is in place. Also includes the recovery of the cost of repairing damage to highways etc. following a road traffic accident, which is currently only partially recovered from the relevant insurance companies with the remainder is met by the council.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	✓ 1,2
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal is based predominantly upon reducing the revenue funding for highways maintenance and mitigating the impact of this by taking a more focussed approach to the prioritisation of work in order to maintain service levels as much as possible within the constraints of the funding. Equality Analysis has identified that whilst all road and footpath users will be affected, there may be an increased likelihood of a negative impact on the elderly, very young, disabled, pregnant people and parents with pushchairs as the volume of maintenance and repairs decreases. The Impact of this however will be offset to a certain extent by maximising benefits derived from capital investment and schemes.	

Place and Economy Proposals for Reductions 2015/2016

2.11 Car Parking – review of operational arrangements) (Saving - £0.351m in 2015/16, £0.005m 2016/17)

Implementation of initiatives identified through the Parking Strategy, including developing further parking management schemes, a restructure of the Enforcement section, and other options to achieve additional income from parking activity including charging for seafront on and off-street parking. An increase of 10p per hour will be levied for off-street and on-street parking.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	✓
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: 1) The Parking Strategy 2014 to 2020 identifies the approach that the Council will take to parking provision and management during the course of the next 12 years. It identifies guiding principles and policies that inform the approach to parking management arising from the changing need brought about by the City's economic development and regeneration plans. An Equality Analysis which evaluates the draft Parking Strategy as regards its potential impact on future parking provision and management in the City has been undertaken and has identified the following positive impacts: • All age groups will benefit from delivery of priorities that support improvements in road safety arising from effective enforcement activity. • Disabled persons, pregnant people and parents using pushchairs are likely to benefit from effective enforcement that reduces obstructions caused by parked vehicles to pavements. Further more specific Equality Analysis will be undertaken where necessary as options for implementation continue to be firmed up.	

Place and Economy Proposals for Reductions 2015/2016

2.12 Review of Public Protection and Regulatory Services (Saving - £0.074m in 2015/16)

Proposal is to “stop doing” health promotion activity directly within Streetscene and replace with informing Public Health Activity, where a number of commercial providers are able to deliver this service. Also proposed to “stop doing” in respect of the consumer advice service, which is not currently a statutory responsibility, with customers being signposted to the National Consumer Protection Service and Citizens Advice Bureau

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓1,2
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The Council currently directly provides a health promotion and consumer advice services, neither of which are a statutory requirement. 1. In relation to health promotion it is proposed that the Council will stop delivering the service and instead signpost future service users to a range of commercial providers for health promotion requests. Care homes will continue to receive inspection visits from PPRS personnel in order to ensure that good standards of hygiene and health and safety are maintained. Food hygiene training will continue to be available to City businesses from private sector providers. Statutory enforcement work with regard to tobacco will continue to be undertaken by PPRS personnel and smoking cessation work will continue to be undertaken by other agencies. As such, the impact is assessed as neutral. 2. In relation to Consumer Advice residents will continue to be able to obtain advice from the Citizens' Advice helpline and their website which contains written information. As users of this service will still be able to access advice and support, the Equality Analysis indicates a neutral impact.	

Place and Economy Proposals for Reductions 2015/2016

2.13 Review of operational arrangements for Responsive Local Services, to reduce demand (Saving - £0.390m in 2015/16, £0.350 2016/17)

A service redesign has been undertaken and will continue to be implemented that reduces the cost of operational supervision with staff released through workforce planning with fixed-term staff and apprentices integrated into core to facilitate continuity of service. Coupled with operational savings, the Intelligence Hub's 'Community Clean Up' early adopter is a planned continual reduction and transfer of responsibility to the community / community organisations focussed on horticultural activity.

New routes and the implementation of new operational and supervisory arrangements will also reduce the cost of Winter Maintenance.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	✓2
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓3
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓1
No Equality Analysis Required	
Additional Comment: 1) A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project. 2) As part of the Intelligence Hub early adopter projects, it is proposed that the current Community Clean Up Programme will cease. Equality Analysis has been undertaken and it is felt that the impact of this will be more than offset by greater use of more focussed intelligence arising from the Intelligence Hub and creating stronger links with communities and the Voluntary and Community Sector in order to better understand aspirations, synergise efforts and transfer responsibility for activity where appropriate. 3) A review of Winter Maintenance is proposed which will consider route efficiency, process efficiency and supervisory arrangements going forward. As it is felt that the overall level of service will not diminish, the Equality Analysis shows a neutral impact.	

Place and Economy Proposals for Reductions 2015/2016

2.14 Sunderland Live – continued implementation of Business Plan (Saving - £0.102m in 2015/16)

The Business Plan for Sunderland Live reflects a reduction in the annual management fee payable by the council to Sunderland Live, and this budget reduction reflects the saving to the council for year 3 of operation. This reduction is targeted to be delivered, primarily, through income growth by generating additional income from existing events activity such as the Airshow and widening the opportunity for income generation through service diversification and third party trading.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The saving is purely as a result of a contractual arrangement with Sunderland Live in which it was already predetermined that the management fee payable to Sunderland Live would reduce over a 3 year period as the organisation expanded its income earning potential therefore no Equality Analysis is required.	

Place and Economy Proposals for Reductions 2015/2016

2.15 Cross-cutting, including review of senior staffing arrangements and general cost reduction (Saving - £0.419m in 2015/16)

A review of senior staff in Place and Economy will be undertaken together with general cost reductions.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓2
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓1
Additional Comment: 1) A significant element of the above savings relates to staffing changes arising from a review of senior staff serving the Place and Economy priorities which will be considered as part of the Workforce Planning Project. 2) Equality Analysis will be carried out in relation to further stop doing and general cost reduction initiatives as the options are firmed up.	

People Proposals for Reductions 2015/2016

3. People (Saving - £23.934m 2015/2016 and £0.553m 2016/2017)

3.1 Full Year Impact of previous year's decisions (Saving - £7.430m in 2015/16, £0.553m 2016/17)

As part of the 2014/15 budget proposals a number of proposals were agreed that delivered efficiencies over a 2 year period. These include implementation of the LATC Business Plan; Personalisation improvements and demand management; and Restructure proposals to align to locality teams

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The bulk of these proposals relate to the Full Year Impact of reductions agreed as part of 2014/15 budget setting as referred to in the February 2014 cabinet report. Additionally reductions are recorded here that relate to additional government grant received to maintain current levels of service delivery and as such an equality analysis is deemed unnecessary.	

People Proposals for Reductions 2015/2016

3.2 Review of Integrated Teams – Development of multi-disciplinary teams to support social care customer journey and pathways (Saving - £1.500m in 2015/16)

Integrate services working directly with children and families whilst children remain in the family. The review will look at the points of intervention with families across a range of services and consider areas of duplication or where better integrated working would offer better outcomes for the family. It will be based on a single assessment of need and a better coordinated response to identified needs and will provide the basis for greater multi-agency integrated working in the future.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: A new model will mean a more streamlined delivery with continuous and seamless transfer between services which will have a positive impact on service users. The service will retain a range of support from universal delivery through to specialist support and will therefore be equally accessible to all for universal provision however some existing and future service users could be affected if, as expected, the service becomes more targeted to those with identified need. A preliminary Equality Assessment has been undertaken to identify potential impacts on groups within the protected characteristics, and it is recognised that the intelligence gathering process is an important and on-going part of this review. The equality implications will continue to be assessed as part of this.	

People Proposals for Reductions 2015/2016

3.3 Looked After Strategy – Review and develop a more localised offer to respond to increases in older children and number of external placements (Saving - £0.500m in 2015/16)

Plans are in place to review, develop and implement a more localised offer to respond to both the increases in older children and the number of external placements. A root and branch review will be carried out of our needs, the existing options that exist with an emphasis on developing a more local offer that meets the diverse needs that are presented. The review will involve engaging with staff and children and also looking at best practice elsewhere.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	✓
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The review will develop and implement a more localised offer to respond to both the increases in older children and the number of external placements.	

People Proposals for Reductions 2015/2016

3.4 Home to School Transport – Review of commissioning arrangements, eligibility criteria and an offer to parents of personalised budgets where appropriate (Saving - £0.450 in 2015/16)

Review of statutory transport in respect of children and young people with special educational needs. Including commissioning arrangements, eligibility criteria, and move to personalised budgets where appropriate. Policy change and consultation will be necessary to achieve the 25% budget reduction.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	✓
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Proposals to introduce Direct Travel Payments will be done so on a voluntary basis. It is anticipated that these will be taken up by families who see a positive benefit in transporting children to school themselves rather than relying upon pre-arranged transport. Under these proposals, parents of post-16 young people with SEN will be asked to make a contribution to the cost of transport to school from September 2016. However low income families will not be asked to make a contribution thereby mitigating the negative impact to some extent.	

People Proposals for Reductions 2015/2016

3.5 Youth Provision – Review of provision and commissioned contracts (Saving - £0.540m in 2015/16)

A full review of the Youth Offer is to be undertaken in 2015/16 that will seek to take advantage of wider opportunities and look to learn from successful delivery elsewhere. This would include appropriate consideration of other strategic priorities including Community Resilience, specifically ASB and the increased involvement of the community in service delivery and the Activity Strategy which evidences the benefits of regular participation in activity on physical and mental health and wellbeing, skills development and levels of attainment.

Current commissioned contracts are due to end in March 2015 but there is the provision to extend these contracts for up to 2 years. Negotiations are ongoing with the existing providers to consider how savings can be achieved in the interim pending the outcome of the full review.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	✓ (1)
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓ (2)
Additional Comment: 1) This review will consider the fundamental questions of what outcomes we are seeking to achieve from youth delivery in the longer-term and determine the most appropriate way to achieve those outcomes. In the shorter term, this particular efficiency impacts on existing delivery pending the review. It has been agreed to cease direct delivery of the BME contract and instead adopt an approach which focuses on integration. Whilst evidence from young people from the BME community shows support for this, there is a risk that there will be a reduction in recorded and accredited outcomes for this group. More widely there will be reduced requirements across all contracts hence there will likely be a reduction in recorded and accredited outcomes for young people generally. Some historic arrangements for support groups delivering activities will end and there may be a risk to continued delivery by those organisations. The Equality Analysis will inform the wider review of youth services. 2) An EIA is not required as alternative funding has been identified to maintain current delivery for 2 years from April 2015.	

People Proposals for Reductions 2015/2016

3.6 Housing and Community Living – Review of the service and the benefits of collaboration with key partners (Saving - £0.100m in 2015/16)

Review of the service and explore the benefits of collaboration with key partners.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: No change to service delivery, review of staffing following staff severance.	

People Proposals for Reductions 2015/2016

3.7 Personalisation – Implement national eligibility criteria as required by Care Act prescribed by central government (Saving - £2.314m in 2015/16)

The Care Act 2014 replaces the Fair Access to Care Services (FACS) eligibility criteria with new national minimum eligibility criteria, prescribed by Central Government.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	✓
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The council is required to implement the Care Act in two phases, April 2015 and April 2016. The work is governed by a programme board with seven separate workstreams. The Act is intended to promote individual well-being and prevent and delay the need for long term care and increase the amount of support available for carer's. Positive local aspects of the Act will include less people needing long term support, better integrated services between health and social care, reduced lifetime costs for care. A potential negative aspect is the adoption of the new national eligibility criteria which all current customers will need to be reviewed against. This may mean that some customers they may not meet the new eligibility criteria.. However the council's commitment to early intervention and prevention will ensure that people still receive the support they need through different types of provision such as reablement and better information, advice and guidance services.	

People Proposals for Reductions 2015/2016

3.8 Better Care Fund – Review all services provided and funded by the LA and CCG to realign with BCF outcomes. (Saving - £2.000m in 2015/16)

Review of all services provided by and funded by the Local Authority and the CCG to realign with Better Care Fund outcomes. Proposals include a review of Intermediate care / reablement to consider the outcomes delivered and opportunities to realign funding appropriately

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	✓
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Work is centred on review of the intermediate care and Time to Think Services in the City alongside Sunderland Clinical Commissioning Group which is being co-ordinated by the Out of Hospital Board. The impact of the new pathways has been modelled in relation to the long term demand for home care and admissions to hospital. The proposed way forward will have a positive impact in that it will reduce the number of people who develop a long term reliance on health and social care and allow more people to live independently.	

People Proposals for Reductions 2015/2016

3.9 Better Care Fund – Work is on-going with the CCG to identify further savings relating to reductions in admissions to hospital and to residential/Nursing Care (Saving - £3.111m in 2015/16)

As part of the Better Care Fund arrangements plans are being developed with the CCG, GPs, Hospitals and other Health Organisations, around integrated working which will achieve additional savings to those which have already been identified by the Local Authority.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Ongoing discussions with the CCG to identify further savings relating to reduction in admissions to hospital and to residential/nursing care	

People Proposals for Reductions 2015/2016

3.10 Learning Disabilities – Review of service offer including a review of day centre and support living offer and support for people with complex needs. (Saving - £2.889m in 2015/16)

A series of benchmarking reviews have highlighted that the Local Authority is in the upper quartile for spend on Learning Disabilities. The current service offer is being reviewed to eliminate duplication, this will lead to a managed transition from block payments to cost per client/attendance and include a review of the day centre and support living offer for the City.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	✓
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Review involves a range of initiatives to look at service offer for people with learning disabilities alongside Sunderland Clinical Commissioning Group. Positive impacts included an improved process for meeting individuals housing needs and increasing opportunities for long term employment. Potential negative impacts were consideration of the need to move customers to different providers or alternative accommodation which would require the close involvement of individuals and their families.	

People Proposals for Reductions 2015/2016

3.11 Sport and Leisure. Development of Joint Venture, competitive dialogue is progressing with interested parties (Saving - £2.600m in 2015/16)

The procurement process for a joint venture partner using the competitive dialogue procedure has now concluded. A report is to be presented to Cabinet on 11th February 2015 recommending the appointment of a preferred bidder for the management and operation of the Council's leisure facilities.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment The outcome from the October 2013 Cabinet report (and Equality Analysis) was that a Joint Venture was the preferred alternative delivery option. The procurement process is on-going and has included a comprehensive dialogue process with interested parties, who have extensive portfolios and experience of operating local authority and other leisure facilities. This process built in specific reference to equalities to ensure that a neutral impact continues to be identified.	

People Proposals for Reductions 2015/2016

3.12 People Directorate – Review of all support functions (Saving - £0.500m in 2015/16)

The review will consider all areas of the Directorate to realise benefits from the creation of a People Services Directorate.

Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment It is likely that a significant proportion of this saving will be achieved through natural turnover. However, where proposals require developing, suitable consideration will be given as part of workforce planning arrangements and relevant consultation will take place.	

Equality and the Budget Proposals

1 Equality in Decision Making

The Equality Act 2010 places a specific duty on Local Authorities through the Public Sector Equality Duty. The three aims of the equality duty are to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Public authorities are required to give 'due regard' to the three aims of the duty when making decisions. Understanding the effect of decisions on people with different protected characteristics is an important part of complying with the general equality duty. Due regard means:

- consider the need to remove or minimise disadvantage or to meet particular needs
- think about how to encourage participation in public life
- tackle prejudice and promote understanding.

2 How equality has been considered in the budget-setting process

Each Directorate has considered the Equality Analysis of their proposals. This information is included at Appendix C. Where it is timely and appropriate an Equality Analysis has been completed (this is the Council's adopted approach to analysing and recording Equality Analysis). The detail of the analysis is dependent on the nature of the proposal and its stage of development. For those proposals which are not sufficiently detailed to undertake a full Equality Analysis at the present time, an initial consideration of the impacts has been undertaken. In these cases full analysis will be carried out when the proposals are further developed.

3 Key Messages

The summary of impacts, by directorate, is outlined below:

	Strategic and Cross Cutting Proposals Appendix C section 1	Place and Economy Proposals Appendix C section 2	People Proposals Appendix C section 3
Positive impact identified or anticipated	0	2	2
Neutral impact identified or anticipated	0	11	1
Negative impact identified or anticipated	0	4	1
Both positive and negative impacts identified or anticipated	0	2	5
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	1	4	2
No Equality Analysis needed	5	6	2

Appendix D (continued)

Note 1: Where the current draft of the Equality Analysis does identify potential negative impacts, the services will be considering how these impacts can be mitigated as far as possible during the development of detailed proposals.

Note 2: The number of impacts is greater than the number of proposals due to more than one element within a proposal (e.g. a service review with staffing implications)

3.1 Strategic and Cross-Cutting Proposals

There are a total of six corporate and cross cutting proposals. Within these there are five judgements identified as having no impact on the service user or on employees (including one that was looking to exploit commercial opportunities), and so it was concluded that no full Equality Analysis was needed.

One judgement is linked with staffing changes, and therefore are to be part of the considerations of Workforce Planning arrangements.

3.2 Place and Economy

There are a total of fifteen Place and Economy proposals. A number of these proposals have more than one element and therefore there are twenty-nine judgements. Of these two identified a positive impact, and eleven neutral. Four identify negative impacts relating to the financial implications of new charges being introduced. Two proposals have identified both positive and negative impacts. For the negative impacts identified recommendations have been given, or actions are planned to minimise the impacts. Finally, six proposals are judged not to require Equality Analyses because they are changing working practices in a way that does not affect front-line services, maximise/generate income, or they reflect changes due to contractual arrangements.

Four judgements are linked with staffing changes, and therefore are to be part of the considerations of Workforce Planning arrangements.

3.3 People

There are twelve People proposals, with a total of thirteen separate elements. Of these two are judged to have a positive impact, and one neutral. One identifies a negative impact. Five proposals identify both positive and negative impacts. This includes acknowledgement that some people are likely to have less access to services as they become more targeted and needs based. Where the negative impact is related to cost implications, there is consideration of mitigation for people on low incomes. There is an acknowledgement that where services are under review, more work will need to be undertaken to ensure further considerations can be made.

Two elements are judged not to need an Equality Analysis and two have staffing impacts and therefore will be part of larger Workforce Planning considerations.

4 Conclusions

It is clear that the Council continues to seek to meet its obligations in relation to equality and diversity. It has transparent procedures in place at both a general and budget specific level to incorporate equality and diversity issues into decision making processes and the assessment of proposals.

Where analysis does highlight some equality implications, services and directorates are responsible for assessing how these can be mitigated during the development of the detailed proposals. Where a proposal includes a review of services a full and/or updated version of the equality analysis will be undertaken and presented to decision makers as proposals are shaped.

Budget Consultation Results

1. Introduction

The Budget Consultation for 2015/2016 was undertaken within the context of further public spending reductions and the need for the Council to achieve an additional £36 million in savings during 2015/2016. The Budget Consultation process therefore had the following objectives:

- To improve people's knowledge and understanding of the savings achieved since 2010 through the Council's improvement programme and the current budget position
- To gain people's views on the acceptability of different approaches to providing Council services in the future
- To understand the priorities of local people and their thoughts about what they can do to make a difference
- To explore views on what the Council is doing/planning to do, what else it can do to meet the budget challenge and areas for improvement.

2. Background

The annual budget consultation took place during October/December 2014, comprising a survey and a workshop.

Presentations on the financial context of the budget were made to a range of stakeholder groups in accordance with the approach to Budget Consultation agreed by Cabinet in October 2014, and feedback was noted.

The following stakeholder groups were also consulted:

- Trade Unions;
- North East Chamber of Commerce;
- Youth Parliament;

In addition, members of Sunderland's citizens' panel and the voluntary and community sector (VCS) were invited to take part in a self-completion survey to ascertain residents' views on the issues set out in section 1 above. The survey was available in paper and online and promoted to the general public through the Council's consultation web portal and the State of the City event.

3. The survey

A total of 322 respondents completed the survey.

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4. Workshop

A workshop was held with Community Spirit panel members and representatives from the VCS at the Civic Centre on 25th November 2014. The workshop comprised:

- A presentation on the financial context for the 2015/2016 budget and the proposed approach moving forward
- Discussion groups facilitated by Council officers to discuss the following areas:
 - o People based services
 - o Place and the economy based services
 - o The Council Tax Support Scheme.

A total of 16 panellists, including representatives from the VCS, participated in the workshop. The discussion groups provided participants with an opportunity to speak directly with Heads of Service and express their views on current activity and proposals for securing future savings.

5. The findings

Findings of the survey and discussions at the workshop are summarised below. In general, the findings demonstrate continuing support for the Council's overall approach to meeting the budget challenge and indicate broad agreement with its plans for further transformation of services, including alternative service delivery models and greater community participation and partner engagement in making savings.

5.1 Importance of maintaining quality of services

The survey asked respondents to consider 20 services provided by the Council across the Council's People, Place & Economy priorities. They were asked to rate the importance of maintaining the quality of these services bearing in mind the significant and on-going budget challenge faced by the Council.

The survey findings were scored on a scale of 1 to 5, where 5 is critically important and 1 is not important at all. The table below shows the mean score for each service:

Appendix E (continued)

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Rank	Service	Average Score of Importance
1	Education (Including Schools)	4.60
2	Refuse collection	4.55
3	Social care services for children and disabled and vulnerable adults	4.54
4	Maintenance of roads, pavements and cycle ways	4.43
5	Street Cleaning	4.41
6	Recycling services e.g. household and garden waste	4.24
7	Economic Growth, Business Development and Investment	4.18
8	Street Lighting	4.15
9	Neighbourhood relations e.g. anti-social behaviour	4.15
10	Parks and open spaces	3.99
11	Environmental protection services including environmental health, trading standards and pest control	3.97
12	Facilities and activities for children e.g. children centres, playgrounds	3.94
13	Sport and leisure activities	3.87
14	Registrars and cemetery and crematoria services	3.87
15	Homelessness and housing advice services	3.86
16	Libraries	3.83
17	Culture, Museums and heritage	3.72
18	Facilities and activities for young people e.g. skate parks, youth villages	3.70
19	Tourism and events across the city	3.67
20	Car parking	3.64

As can be noted, respondents have identified a mix of People, Place and Economy services as being of greatest importance. For the People priority, services provided to children and vulnerable people are perceived to be the most important when maintaining quality; refuse collection and a number of Street Scene services are considered to be most important for the Place and Economy priority. These findings strongly reflect the views expressed by residents in last years' budget consultation.

5.2 Different approaches to providing Council services in the future

Survey respondents were asked where they thought different approaches to delivering services might be acceptable. The different delivery options were:

- Focus the service on those most in need
- Reduce standard of service provided
- Introduce/increase charges
- Other providers delivering services on behalf of the Council
- More community involvement in making savings.

They were also asked for any additional comments or further suggestions to help meet the budget challenge. In addition participants at the workshops were asked for their views on what the Council is doing and suggestions as to what else we can do to meet the budget challenge.

The sections below provide feedback in respect of these questions.

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5.2.1 People services

The acceptability of different options in respect of People services is shown below.

The option of focusing the service on those most in need is the most commonly selected option for the majority of these services. The table below clearly shows that respondents strongly favoured this option for four of the six services used in the survey. The two services remaining are 'Facilities and activities for children and young people' and 'Sport and leisure activities '. For the former views were split evenly between focussing on those in need and more community involvement in making savings. For the latter respondents felt that introducing or increasing charges was the best approach to take, though by contrast this was the second least popular option for all of the other services. Reducing the standard of service provided is not seen as acceptable for any of the services with this option receiving the least support across each of the services.

Service	Focus on those most in need	Reduce standard of service provided	Introduce/ increase charges	Other providers delivering services on behalf of Council	More community involvement in making savings
Facilities and activities for children and young people	30.4%	4.6%	11.3%	22.4%	31.3%
Transport for children and young people with special educational needs	43.9%	4.9%	12.8%	21.8%	16.6%
Support to vulnerable children and families	53.7%	5.4%	5.4%	18.6%	16.9%
Support to people with physical and learning disabilities	51.7%	3.0%	5.9%	21.8%	17.6%
Support to older people	50.1%	3.0%	7.6%	16.7%	22.6%
Sport and leisure activities	13.3%	6.6%	32.3%	23.3%	24.5%

The questionnaire also asked respondents to describe their three biggest priorities or the three most important things facing them in their daily life. By a significant margin respondents highlighted the 'cost of living' as the most important thing that they need to tackle on a daily basis. This was followed closely by their 'personal health and that of their family members', then somewhat further behind 'family' was seen as being most important. It is noticeable that there are no service related issues placed in the top three, instead these comprise all of the other issues that respondents raised (with the exception of jobs which featured fifth).

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A further question posed in the questionnaire was, based on the respondents own experiences how can the Council, GP's and hospitals work together to improve health and social care while reducing costs. 74% of respondents felt that the best approach to improving health and social care was through service Integration and reducing duplication, including multiple visits to people once they leave hospital. There were seven other suggested options but these were put forward by a very small number of respondents.

In overall terms, feedback from the workshop and survey was positive and many helpful and constructive comments were received about the progress to date and future plans. The importance of children's and adult social care and the need to protect/focus on the young, old and vulnerable/most in need are recognised and there is support for the Council approach of affording social care services high priority.

The most popular topics arising in workshop discussions and qualitative survey comments relate to:

- Ensuring resources are targeted at those who need help
- Identifying which services can be integrated to provide both cost savings and better services
- Identifying how best to build sustainable neighbourhoods that support all ages and encourage neighbourliness
- The approach taken to the Children Centres review and the need to consider this in the context of an integrated approach to early intervention and social care
- The need to consider how everyone can work together to provide activities (for young people) in the community
- The reinvigoration of community centres so that they focus on contributing to the needs of the community and community life
- The valuable contribution of VCS organisations and their potential to support the wider Strengthening Families agenda and health and social care integration
- The implications of increasing volunteers' participation in service delivery, and focussing the potential of volunteers in specific areas e.g. integrated care
- The need to make integration across health and social care work.

How are we responding?

In general terms, the feedback suggests the Council is on the right track with regards to early intervention and integration as an approach, better targeting of services and more integrated delivery arrangements. The Council is currently:

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- Introducing integrated approaches around early intervention and social care, internally and with partners, to safeguard the city's most vulnerable children
- Focussing on ensuring that all of the city's children get the best start in life, particularly the very youngest children from pregnancy to two years
- Reviewing activities for children and young people from eight onwards which will have a broad focus and which will be shaped by the needs of communities
- Embedding a "Strengthening Families" approach with partners which supports children and families as early as possible and at different levels to deal with difficulties and reduce reliance on our services and more costly specialist interventions
- Building upon previous strategies to encourage and recruit more people to think about adopting or becoming foster carers for Sunderland children
- Encouraging more people to get involved in their local communities through volunteering and other opportunities to help develop and deliver local services
- Looking at new ways to deliver services more effectively and efficiently including:
 - Providing more short term intensive packages of care to keep people more independent for longer
 - Working closely with the Clinical Commissioning Group to join up services at a locality level
 - Managing the care that people receive to make sure that we don't continue to deliver higher levels of care to people who no longer need it because their circumstances have improved.
- Ensuring that when people contact the Council for advice or help with social care needs they are given the information they need in the first call, signposted to the correct agency or referred directly into a service which can resolve their issue at the earliest possible stage, wherever possible avoiding lengthy assessments which may not be needed and preventing any unnecessary delays
- Looking at whether some Council buildings such as day centres and extra care schemes can become community resource centres
- Looking at how alternative models of delivery can be used to improve and maintain services, including enabling greater choice of social care services in the local market.

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5.2.2 Place services - Streetscene services

The acceptability of different options in respect of Streetscene services is shown below. Respondents felt strongly that both neighbourhood services and parks and open spaces should involve the community more in identifying where to make savings. However when it came to, road, pavement and cycleway maintenance, refuse collection, street cleaning and street lighting, respondents felt that focussing on those most in need was most appropriate. For the remaining services opinion is split quite evenly across two or more options. Respondents felt that recycling services could be focussed on those most in need, have other providers deliver the service, or have the standard of service reduced. Car parking received strong support for both introducing/increasing charges and having other providers deliver the service. For environmental protection and registrars, cemetery and crematoria services respondents favoured focussing these on those most in need, however this was closely followed by having other providers deliver the service and introducing/increasing charges respectively.

	Focus the service on those most in need	Reduce standard of service provided	Introduce/ Increase charges	Other providers deliver service on behalf of Council	More community involvement in making savings
Neighbourhood services – e.g. litter picking, graffiti removal, bulb planting	15.8%	9.8%	8.0%	23.4%	43.0%
Parks and open spaces	16.9%	15.8%	7.5%	22.3%	37.5%
Refuse collection	31.7%	19.7%	8.6%	25.2%	14.8%
Recycling services e.g. household and garden waste	24.8%	20.2%	9.7%	27.5%	17.8%
Maintenance of roads, pavements and cycle ways	46.1%	11.0%	6.3%	29.0%	7.6%
Car parking	19.6%	19.9%	26.8%	27.1%	6.6%
Street Cleaning	33.8%	14.0%	5.3%	26.7%	20.2%
Street lighting	35.6%	26.7%	3.9%	26.9%	6.9%
Environmental protection services inc environmental health, trading standards and pest control	32.0%	11.4%	17.7%	27.2%	11.7%
Registrars and cemetery and crematoria services	29.9%	10.7%	25.0%	20.6%	13.8%

In terms of feedback from the workshops and qualitative survey comments, the most popular aspects arising relate to:

- The opportunity for less frequent refuse collections where appropriate, with strong support for moving refuse collections to once a fortnight
- People will need to be educated about what to put in each bin and so leaflets with pictures rather than words should be used

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- The potential to reduce and dim street lights on major roads or switch to street lights that come on when people walk past
- That the move should be made to white street lights that have a more intense quality.

How are we responding?

- The introduction of a four day week (Tuesday to Friday) for refuse and recycling collections in 2014, has reduced the disruption to collection days caused by bank holiday Mondays and cut the cost of having to collect on additional Saturdays
- The Council is investing in a programme to raise awareness of recycling in areas where participation is lower to help increase the City's overall recycling performance
- The Council is working with Aurora, its street lighting partner, to explore if energy costs can be reduced by replacing traditional lamps with LED lamps
- The implementation of a shared service with South Tyneside and Gateshead Councils for organising the technical elements of waste management which is less costly than the three Councils operating separately
- The introduction of the new energy from waste plant in Teesside began operation in April 2014 which means that the Council sends less than 5% of waste to landfill, avoiding future increased costs from landfill tax as well as being better for the environment
- The implementation of a parking plan designed to increase both patronage and income through a combination of parking incentives and reviewing charges.

5.2.3 Economy

Business growth and regeneration comprised one of the three topic areas for discussion at the workshop.

In terms of feedback from the workshop, the most popular aspects arising relate to the sea front and City Centre:

- The gradual disappearance of shops on the sea front to the point where only restaurants remained
- Insufficient quality shops in the City Centre and an increasing number of fast food outlets and cafes.

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How are we responding?

City Centre:

- Working with City Centre businesses, the Council has helped to establish the Sunderland Business Improvement District which will provide a substantial economic boost for the city centre. Working together, the City Council, Sunderland Live and the BID team have implemented a range of activities to develop a busier city centre, a more vibrant evening economy, improved marketing and promotion and hosted a range of events and initiatives to attract more people to the City Centre. Activities that took place in 2014 include:
 - o African Festival at Sunderland Minster
 - o Sunderland PRIDE
 - o East Durham Artists' Network exhibition
 - o Small Business Workshop
 - o Summer Concerts - a full programme of music throughout the city centre to compliment the Stadium of Light main event
 - o BID Action Teams established.
- As well as these activities, the City Council has committed to a range of capital investments to improve the City Centre in order to revitalise and regenerate these locations and attract new investment. Infrastructure works around Keel Square and St Marys Way will support the growth of the city centre as a whole, as will the development of Sunderland Station. Already, the development of Keel Square has secured private investment in the area to enhance the Cities evening economy offer.
- A new joint venture agreement to regenerate and develop major sites across Sunderland has now been signed. The innovative joint-venture company, branded as Siglion, will redevelop key areas across Sunderland in an ambitious, long-term initiative. It has acquired an investment portfolio of industrial, retail and office property across the city from Sunderland City Council. These will be actively managed by Siglion to increase their value, job opportunities and economic return to the city and wider region. It is anticipated there will be at least £100 million of development by Siglion over the first eight years
- A new Sunderland College campus is to be located in the City Centre that will help to make the City Centre a busier and more vibrant place. This will see a new 11,500 square metre development built on the land opposite Park Lane Transport Interchange, and will accommodate up to 2,000 students and over 120 staff. The development will provide a significant boost for the city centre with students and staff bringing significant footfall and additional spending power into the city centre.

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Sea Front:

- The Council fully appreciates the value and importance of the sea front and displayed practical leadership in support of this by engaging with residents, businesses and other interested parties in the development of the Sea Front Strategy. Since the development of the strategy the Council has been working with many other groups and interests to focus major investment on events, public realm improvements, business engagement and other key aspects of the Strategy.
- Included in the first wave of activity to be undertaken by the aforementioned Siglion joint-venture company, is a major mixed-use redevelopment focused around the Seaburn Centre and environs. As well as this the Council's capital programme this year, together with Coastal communities Fund input, is specifically focused upon increasing visitor numbers and spending power along the Sea Front by opening events sites such as Cliff Park and Recreation Park to more year-round events and attractions. Discussions to engage the business community to create further opportunities are also on-going.
- Recent investment in the Seafront, has been designed to support existing and new businesses at the seafront including the Whitburn Road improvements and Roker Pier and Lighthouse.

As hoped, private investment has now started to follow the public investment. The development of the Pier Point scheme at Roker which includes new food and drink outlets, as well as the commencement of the Seaburn Shelter development demonstrates that the public investment has started to improve the fortunes of the seafront. Meanwhile existing businesses have reported an increase in turnover following the improvement works and an increase in visitor numbers. The Council continues to seek further funding to continue this investment, including a Heritage Lottery Fund bid, which if successful will see the pier and lighthouse opened up as a visitor attraction.

- Sunderland has been chosen as the UK home port for the prestigious "Tall Ships Races" in 2018. Being selected for the event reflects the importance of Sunderland as a port. Over recent years the Sunderland seafront and riverside have undergone extensive regeneration works and is becoming more and more popular. The event will further develop this asset and provide a range of local economic opportunities.

Appendix F

Consultation Responses - State of the City, Trade Unions and Chamber of Commerce

To be circulated separately

Proposed Council Tax for 2015/2016

Paper to be tabled

Medium Term Financial Strategy 2015/2016 – 2019/2020

Report of the Director of Finance

1 Purpose of the MTFS

1.1 The MTFS is a key part of the Council's Budget Policy framework which aims to ensure that significantly reduced resources are aligned to ensure that the residents of Sunderland are offered the best possible public services in future through the development of the Community Leadership approach. The MTFS sets out the strategic financial position and financial direction of the Council over the next five years taking into account council policy objectives, government funding levels, other resources and service pressures. It is regularly updated to reflect the dynamic changes in local government finance. The key objectives of the strategy are:

- To ensure the continued strong financial resilience of the authority
- To identify and draw together strands of activity that will meet the reductions requirement
- To continue to facilitate investment in alternative forms of service delivery and key priorities.

This summary draws out the current financial position and underpinning strategies and actions being followed to address the budget challenge.

2 National Funding Position

2.1 Deficit Reduction Plan

2.1.1 The Government confirmed in the Autumn Statement that the economy is growing but that it intends to continue to address the deficit by following its deficit reduction plan. The Office of Budget Responsibility is predicting a £4bn surplus in 2018/2019 and a £23.1bn surplus in 2019/2020.

2.1.2 The autumn statement has provided only limited insight into the funding position to 2017/2018 with no information beyond that. However it is clear that local government funding will continue to be under sustained significant cuts.

2.2 Funding

The key funding elements to support the Council revenue budget under the Business Rates Retention mechanism are:

2.2.1 Start-up Funding / Settlement Funding Assessment (SFA)

At the outset of the Business Rates Retention mechanism Government allocated the total funding available to councils as their Start-up Funding Assessment using the following components:

Appendix H (continued)

- Relative Needs Assessment
- Relative Resources Assessment;
- Central Allocation - a fixed amount per head of population;
- Floor Damping
- Grants Previously Rolled in to Revenue Support Grant and new grants rolled in for 2015/16

This forms the baseline for apportionment of resources to councils for future years now known as the Settlement Funding Assessment, through to 2020 when the baseline is to be reviewed.

All councils therefore bear a share of reductions in total funding in direct proportion to their original Start-up Funding Assessment. Therefore those councils originally assessed with a higher needs / low relative resources assessment (such as Sunderland) bear a greater funding reduction than those with lower needs / higher relative resources.

The Settlement Funding Assessment allocated to individual councils comprises:

- Revenue Support Grant
Government redistribute their 50% of retained business rates to Councils in the form of Revenue Support Grant.

The amount of Revenue Support grant to be received by Sunderland is reducing by 28.1% in 2015/2016. A similar trajectory of RSG reduction has been assumed for the purposes of the MTFS given government indications that reductions in funding are to continue through to 2019/2020 on a similar trajectory.

- Business rates
The expected local income from business rates is divided between the central and local share
 - 50% of business rates are paid to Central Government as the national 'central' share to be redistributed to pay Revenue Support Grant and police funding;
 - 50% is retained locally. Of this 50% the Council must distribute 2% to the Tyne and Wear Fire and Rescue Authority.

The Council must determine for itself the level of forecast Business Rate income to take into account in setting its budget taking account of the latest information available.

- Top Up Grant / Tariff
A system of Top Up grant and Tariffs has been established to allow locally retained Business Rates to be redistributed from high business yield authorities to low yield authorities.

Sunderland is a Top Up council. Top Up grant is increased annually by RPI.

Appendix H (continued)

- **Section 31 Grant - Cap on Business Rates RPI increase**
The government has placed a cap on the annual increase in Business Rates at 2% for a second year in 2015/2016. They will reimburse councils for the consequential shortfall in income through a section 31 grant which is estimated at £1.137m for Sunderland for 2015/2016. At this stage there is no indication of whether this approach is to continue in future years.

2.2.2 Other Core Grant and Revenue Funding

The significant core and revenue grants include, Public Health Grant; Pooled Better Care Fund; Adult Social Care New Burdens, New Homes Bonus, Council Tax Support and Housing Benefit Administration Subsidy and Education Support Services Grant.

At this stage no indications have been provided as to the level of funding beyond 2015/2016, however the following is noted:

- **Public Health Grant**
From 2016/2017 the government has indicated Public Health allocations will be moved towards a distribution based on population needs. The fair shares formula would be based on advice from the Advisory Committee on Resource Allocation (ACRA). ACRA plan to run an engagement exercise on overall changes to the public health grant formula early in 2015. The Council will consider the impacts of the proposals once further detail is available and respond to the consultation as necessary and update the Medium Term Planning as necessary.
- **Pooled Better Care Fund**
The settlement figures for Sunderland for 2015/2016 confirm £22.4m of pooled Better Care funding. Plans are being developed with the CCG which will enable savings to be delivered in line with council wide savings requirements. For the purposes of medium term planning no changes are assumed to the level of pooled Better Care funding as the funding is ringfenced for the purposes of Health and Social Care commitments.
- **Adult Social Care New Burdens**
The settlement includes confirmation of £1.404m in relation to the Care Act for 2015/2016. While initial modelling indicates the allocation is sufficient to cover the potential costs, this does not take account of all potential activity. A separate tool is being developed to provide an updated position on the potential financial impact. The position will be kept under review and the Medium Term Plan updated as appropriate.

Appendix H (continued)

- **Independent Living Fund**

At this stage no allocations have been received in respect of responsibilities relating to the Independent Living Fund which will transfer to Local Authorities from 1 July 2015.

The funding transfer, estimated at £1m per year, is to be based on the actual cost incurred per claimant which should result in a nil impact on the council budget from 2015/2016. However individual reviews of claimants needs will be undertaken against the council's eligibility criteria and this will ultimately inform the costs incurred and whether funding is sufficient.

- **New Homes Bonus**

The New Homes Bonus grant funding arrangement was introduced in 2011/2012 to cover a six year cycle which plateaus after 2016/2017. In addition the longer term sustainability of the scheme which is funded via a top-slice of a diminishing Revenue Support Grant is questionable. Therefore no additional cash benefit is anticipated within the MTFS beyond 2016/2017.

- **Housing and Council Tax Benefit Administration and Local Council Tax Support Administration Grant**

Provision for a further reduction in funding of 10% has included within the planning for 2016/2017 in line with reductions experienced in recent years.

- **Education Support Services Grant**

A reduction in Education Support Services Grant to reflect the forecast transfer of maintained schools to academies has been reflected in the Medium Term Planning.

2.2.3 Council Tax

- **Council Tax Freeze Grant**

Government have indicated that Council Tax Freeze grant for both 2014/2015 and 2015/2016 will be rolled into SFA. However it is unclear whether the funding will be available / protected beyond 2015/2016.

- **Council Tax Referendum**

Government have proposed a referendum principle of 2% will apply to all principal local authorities for 2015/2016, meaning any increase above this level will require a referendum to give the local electorate the opportunity to approve or veto the increase.

2.2.4 Impact of the General Election

It is unlikely any firm detail on funding for Local Government will now emerge prior to the General Election in May 2015. It is clear from current political party rhetoric on the economy and deficit position that there is unlikely to be a relaxation of the overall spending position over the medium term.

Appendix H (continued)

It is likely the incoming government would, regardless of party, quickly carry out a Spending Review taking into account available resources to assess its spending plan options in light of its key policies. However the long term prognosis is for public sector cuts to continue on a similar trajectory to 2015/2016 irrespective of the outcome of the election.

3.0 Local Position

Government Funding

- 3.1 Taking into account the above, the overall position for government grant income changes for Sunderland are set out below:

	2015/16	2016/17*	2017/18*	2018/19*	2019/20*	Total
	£'m	£'m	£'m	£'m	£m	£m
Government Grant Changes	25.77	25.27	13.11	8.84	5.68	78.67

* High Level Assumptions

Spending Pressures and Commitments

- 3.2 A summary of the financial implications of spending pressures and commitments is set out below

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'m	£'m	£'m	£'m	£'m
Spending Pressures					
Pay, Prices and Other Pressures (including Pensions Actuarial Review 2017/18)	5.56	5.24	6.89	5.67	5.80
NI - End of Contracted-out Rate		3.50			
Pensions Automatic Enrolment			2.60		
People - Adults Demand Pressures	2.29	2.49	3.01	3.01	3.01
People - Children's Demand Pressures External Placements			4.00		
People - Care Act		0.50	1.50		
Intelligence Hub		0.50			
Living Wage and Workforce Transformation		2.00			
Capital Financing	2.50	1.00	2.00	2.00	2.00
Replacement of 2014/15 Use of One Off Resource	0.50				
Total Estimated Ongoing Pressures and Grant Reductions	10.85	15.23	20.00	10.68	10.81
Pressures to be met from Balances on one off basis					
People - Children's Safeguarding	1.21				
Living Wage and Workforce Transformation	2.00				
Total Pressures to be met from Balances on One-Off Basis	3.21	0.00	0.00	0.00	0.00

The detail in relation to spending pressures is included in section 6 of the main Cabinet report.

3.3 Overall Local Position 2015/2016 to 2019/2020

The Local Government Finance settlement for 2015/2016 confirmed an on-going savings requirement of £36m for 2015/2016 when spending pressures are taken into account. Based on high level assumptions the five year savings requirement for 2015/2016 to 2019/2020 is likely to be in the region of £149million. However, this position may change as the government provide further updated information.

The settlement only covered the period 2015/2016 therefore best estimates have been made for 2016/2017 and beyond based on high level data.

	2015/16	2016/17*	2017/18*	2018/19*	2019/20*	Total
	£'m	£'m	£'m	£'m	£m	£m
Government Grant Changes	25.77	25.27	13.11	8.84	5.68	78.67
Total Ongoing Spending Pressures	10.85	15.23	20.00	10.68	10.81	67.57
Total Pressures to be met from Reserves on One-Off Basis	3.21	0.00	0.00	0.00	0.00	3.21
Total Funding Gap	39.83	40.50	33.11	19.52	16.49	149.45

** high level assumptions at this stage*

4.0 Strategy for meeting the Funding Gap

4.1 As part of the Budget Planning Framework for 2015/2016 Cabinet agreed in October 2014 to meet the funding gap by progressing the existing savings programme and developing a further programme of activity based around the Councils Community Leadership approach including:

- Development of improved service and customer insight and intelligence to help target resources effectively;
- Development of communities:
 - By enabling partners, business and residents to come together for future service delivery models and regeneration activity;
 - By working with communities and the voluntary sector to help support the delivery of services in the future;
- Managing demand and facilitating those services which make a difference in the most effective way;
- Continuing the focus on the CSN as the gateway of demand and supply for services with the aim of targeting resources to areas of greatest need, and encouraging and supporting self-help;
- Continuing development of alternative models for service delivery;
- Continuing the review of Strategic Services and Fixed Assets;
- Integrating Commissioning to ensure services are commissioned in the most effective way;
- Continuing to focus on progressing Regeneration, funding leverage and commercial opportunities.

4.2 Proposed reductions are summarised in the following table together with an indication of plans for future years.

Appendix H (continued)

	2015/16	2016/17
	£'m	£'m
Ongoing Reduction Plans		
Strategic and Cross Cutting - Appendix C Section1	5.90	0.30
Place and Economy - Appendix C Section 2	5.82	1.21
People - Appendix C Section 3	23.93	0.55
Total Ongoing Reductions Plans	35.65	2.06
 Use of One off Reduction		
Use of Balances to meet pressures on one off basi	3.21	0.00
Temporary Use of balances / potential grant	0.97	0.00
	4.18	0.00
Total Proposals to meet the Gap	39.83	2.06

- 4.3 Further work is continuing to develop a full suite of proposals to meet the 2016/2017 funding gap of circa £38m as well as the further savings forecast to be required through to 2019/2020 through a review of all Council activities. The aim of the approach is to inform budget planning proposals over the medium term and enable Members to prioritise savings proposals as funding becomes clearer for each financial year.

Further updates will be provided to Cabinet in due course and the Medium Term Financial Strategy 2015-2020 will be refined and updated as this work progresses.

5.0 Strategy for Maximising Income Levels

In addition to pursuing strategies to meet the budget requirement, focus needs to be made on maximising income levels given the significant risks inherent in the Retained Business Rates system of funding for local government.

5.1 Retained Business Rates

- 5.1.1 Under the Retained Business Rates mechanism for funding local Government, the Government makes assumptions about the level of Business Rates which will be achieved and retained by a Local Authority in determining its Settlement Funding Assessment. However the Council must determine for itself the anticipated level of Business Rate Income collection. The Business Rate income for 2015/2016 to be retained by the Council is forecast to be £44.216m including £0.508m in respect of a forecast surplus on the collection fund at 31st March 2015.
- 5.1.2 Focus on monitoring and management of the various strands that impact on levels of income collection are continuing and involves collaboration across the Council to gain intelligence about potential growth or reduction in the business rate base, performance and trends in terms of collection as well as gaining external intelligence from the Valuation office.

Appendix H (continued)

- 5.1.3 The report to Cabinet in January 2015 referred to the fact that the outcome of valuation appeals continues to be a difficult area to forecast, with a significant number of lodged appeals remaining outstanding with the Valuation office. Appeals can be backdated to the start of the 2010 valuation list which results in a refund for prior years in addition to an adjustment for the current year. Successful appeals reduce the base income collectable position for future years. The Council loses income to the value of 49% of the value of successful appeals.
- 5.1.4 While the Chancellor set out measures in the Autumn statement to limit the backdating of new appeals lodged after 1st April 2015, at the time of preparing this report details of these arrangements are yet to be confirmed and as such this remains a risk within the forecast position.
- 5.1.5 The Government will only fund losses on business rate collection through the Safety Net mechanism after a certain level of loss has been incurred. Based on our assumptions on business rate income collection, income retained by the Council could fall by up to £8.788m in 2015/2016 before the Government will provide 100% safety net funding. This means that business rates collected would have to fall by £17.935m before the threshold is triggered and the Council receives any safety net funding.
- 5.1.6 The Chancellor also announced in his Autumn statement that Business Rates is to be reviewed in time for the 2016 Budget. Any changes are to be fiscally neutral but as Business Rates income is now the key funding source for local government it will be essential to understand the scope of the review and potential impact locally of any proposed changes.
- 5.1.7 In addition a review of the valuation list is scheduled to take effect from 2017. The impact of this review and how it is reflected through any baseline adjustment is not yet clear and potentially represents a significant risk to the council's financial position.

5.2 Fees and Charges

A review of all fees and charges takes place on an annual basis to ensure that opportunities to maximise resources are followed through. An independent review undertaken in October 2013 concluded that the council is in the top quartile in terms of income recovered against expenditure in most areas when compared to other councils nationally. This indicates that there is limited scope for generating additional income from fees and charges.

The review exercise did identify some limited opportunities for future growth, which have been factored into the MTFS process.

Opportunities for new charges continue to be actively pursued by Directors as part of the improvement planning process.

5.3 Trading Operations

5.3.1 Port

The Port continues to operate, alongside the other ports on the North East coast, within a challenging and competitive market. The proposed revenue budget for 2015/2016 and medium term reflects this position and that the Port will continue to operate at a surplus. The capital investment in the Port over recent years has increased the capacity of the Port to handle increasing cargo volumes and ranges of cargos in support of its operations and profitability. Opportunities for continued business growth will continue to be explored and the medium term planning position kept under review.

5.3.2 Local Authority Trading Companies

The Council established two Local Authority trading companies in 2013 as part of its transformational approach to service delivery.

- Sunderland Care and Support Ltd successfully delivered significant savings in its first year of operation to support the council's savings targets.
- 2015/2016 is the third year of operation for Sunderland Live Ltd with income growth assisting in reducing the management fee to the council and supporting delivery of the councils savings targets.

Both companies continue to seek new opportunities for operational savings and business growth to further support the Council in delivering savings plans going forward.

5.4 Council Tax

Government have offered Council Tax Freeze Grant funding at a rate of 1% to compensate those councils who decide not to increase their Council tax in 2015/2016. There is no indication as to the availability of this funding beyond 2015/2016.

5.5 Leverage of Other External Funding

Despite more limited levels of public expenditure being available under the government's current framework, the Council continues to maximise external funding opportunities to support its economic regeneration and other priorities.

The Council has secured significant levels of grant under the 2007-2013 European Regional Development Fund (ERDF) Competitiveness and Employment programme, the Regional Growth Fund, Growing Places Fund, and the Coastal Communities Fund, as well as securing contributions towards projects from the Skills Funding Agency, Heritage Lottery Fund, Sport England, Arts Council, Department for Communities and Local Government, and Department of Energy and Climate Change.

Appendix H (continued)

The development of the North East Local Enterprise Partnership's Strategic Economic Plan (SEP) and the European Structural and Investment (ESI) Fund strategy signify two major external funding opportunities for the NELEP area, from 2015/16 to 2021/22. The allocation to the NELEP area under the ESI Fund programme is £460.1m, with the programme due to be operational from 2015/16 until 2022/23. The key priorities for investment will be: Innovation, research and development (£53.2m); Business Growth (£120.1m); Low Carbon (£75.5m); Employability and inclusion (£97.7m); and Skills (£113.6m). The programme will need to leverage additional match funding for at least the same value.

The SEP will set the strategic economic framework for both ESI Funds and the Local Growth Fund (LGF), the latter of which will come into effect from April 2015. The North East LEP area has been awarded an allocation of £289.3m towards a range of economic development and transport projects from 2015-2021 including the Council's Low Carbon Enterprise Zone site and a provisional £40.5m for Phase 3 of the Sunderland Strategic Transport Corridor. Future rounds of LGF will offer further opportunities for the Council and partners to pursue their economic regeneration priorities, including the International Advanced Manufacturing Park.

It is anticipated there will be further opportunities to secure external funds from a variety of sources including Government departments and Lottery funding distributors on a competitive basis. Other sources of European transnational funding will also be explored, working with local partners where appropriate, in order to maximise external funds for the Council and its partners.

5.6 Other Options for Future Funding

The reduction in both revenue and capital funding requires the Council to focus on new and existing opportunities for funding for example:

- Capital Funding - Bonds, TIF, asset backed partnerships, European support
- Trading opportunities
- Alternatives to revenue funding

This will be used as a checklist for the Council and services to maximise opportunities for funding priority spending. Some avenues have already been explored and implemented for example the formation of Care and Support Sunderland Limited, a local authority trading company and the formation of a Local Asset Backed Vehicle (Siglion) to bring forward and develop priority regeneration sites. Other opportunities will continue to be explored and proactively developed as part of improvement planning activity in order to enable the Council to meet the on-going challenges.

6 Capital and Prudential Borrowing

- 6.1 The revenue implications of the Council's Capital Programme are considered as part of the process for setting the Capital Programme. The revenue impact of the Capital Programme is reflected in the MTFS, in particular the costs associated with the level of prudential borrowing required to deliver the Capital Programme.
- 6.2 The four year Capital Programme for 2015/2016 to 2018/2019 was set to take account of the reductions in available external funding and the increased pressure on the Council's resources.
- 6.3 A number of proposed capital schemes are currently being considered to ensure that the Council continues to achieve and promote economic regeneration and other key priorities. The borrowing strategy sets out parameters to ensure VFM considerations are safeguarded.

7 Reserves and Balances

The Local Government Finance Act 1992 requires local authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

In establishing reserves, the Council must comply with the Code of Practice on Local Authority Accounting in the United Kingdom. The Director of Finance is required, as part of the budget setting process, to provide a statement on the adequacy of reserves.

7.1 Reserves Policy

The Council's policy on reserves is as follows:

- The Council will maintain its general reserve at a minimum of £7m to cover any major unforeseen expenditure. The Council will aim to balance its revenue budget over the period of the MTFS without reliance on the use of the general reserve.
- The Council will maintain earmarked reserves for specific purposes which are consistent with achieving its key priorities. The use of earmarked reserves will be in line with the principles set out in the MTFS and reviewed annually.

All reserves are earmarked for specific purposes.

A general reserve of £7.6m is held to provide a level of contingency and meet any unforeseen expenditure and support the budget as planned as set out in Annex 1. A full analysis of reserves is included annually in the Statement of Accounts.

8 Budget Consultation and Equality Analysis

- 8.1 The annual budget consultation commenced during October / November 2014 comprising a survey and workshop. In general, the findings demonstrate continuing support for the Council's overall approach to meeting the budget challenge and indicate broad agreement with plans for further transformation of services.
- 8.2 The Council continues to fully consider the impact of its plans by following a robust approach to equalities analysis. The Council continues to seek to meet its obligations in relation to equality and diversity and has procedures in place at both a general and budget specific level to incorporate equality and diversity issues into decision making processes and the assessment of proposals.

9 Risk Assessment

A comprehensive financial risk assessment is undertaken for the Revenue and Capital Budget setting process to ensure that all risks and uncertainties affecting the Council's financial position are identified. These are reviewed each year as part of the refresh of the MTFS. The key strategic financial risks to be considered in developing the MTFS are as set out at Annex 1.

10 Conclusion

- 10.1 The Government has announced funding levels for 2015/2016, however there is no indicative information provided beyond this. The Autumn Statement has provided only limited insight into the funding position although the Chancellor indicated reductions will continue on a similar trajectory to that experienced since 2010/2011. If the percentage reductions demonstrated in core funding demonstrated in the 2015/2016 provisional settlement continue into 2016/2017 and beyond, then at this stage the five year savings requirement for 2015/2016 to 2019/2020 is likely to be in the region of £149m. This is in addition to the £171m savings already achieved in the period 2010/2011 to 2014/2015.
- 10.2 The Government's intention to eliminate the public sector spending deficit by 2018/2019 and run a budget surplus means it is clear that local government funding will continue to be under sustained significant cuts. This results in extremely challenging funding cuts for the Council while seeking to ensure delivery of priorities for the City.
- 10.3 In addition to reductions in revenue funding, Government and regional support for capital investment will also be more restricted over the life of the MTFS. If the Council wants to continue to invest in capital projects to deliver priorities it will need to be even more self-sufficient and raise income or reduce service costs to support borrowing. There will be an increased focus on use of alternative funding models to support priorities and future service provision.
- 10.4 It is clear that as more savings are required the ability to protect frontline services and deliver even statutory functions will become increasingly difficult. More radical change will be needed along with even more targeted use of the money available. The Councils role will increasingly need to shift from

delivering services to enabling individuals, communities and other organisations in the public, private and voluntary sectors to work together to address the needs of the city in new ways and to encourage people to be more self-supporting.

- 10.5 In the short term, all funding options, including budget savings and council tax levels, will be considered to allow a balanced and sustainable budget to be considered by Council on 4 March 2015.

MTFS 2013/2014 to 2019/2020 Risk Assessment

Risk	Likelihood	Impact	Risk Management
1. Future available resources less than notified. Beyond 2015/16 there is no detailed information. This is likely to be impacted upon by future Government announcements	Likely	High	Settlement confirms funding for 2015/16. Assumptions beyond 2015/16 based on best information available and will be updated regularly for government announcements. Annual review of reserves and reserves policy to identify available future resources.
2. Changes to Government and/or policy.	Likely	High	Source alternative funding options including short term use of reserves. Pressures factored into MTFS. Latest funding cut indications reflected in MTFS
3. Pay Awards and price inflation higher than assumed.	Possible	Low	Pay award affecting 2015/2016 agreed and government have indicated continued limitation to public sector pay increases. Central contingency budget for pay and price increases set on the basis of the best available evidence.
4. Future spending plans underestimated.	Possible	Medium	Service planning process identifies future budget pressures. Operational Reviews modelling delivery linked to Council priorities.
5. Anticipated savings/efficiencies not achieved.	Possible	High	Regular monitoring and reporting take place but the size of the funding cuts increase the likelihood of this risk into the future. None achievement of savings would require compensating reductions in planned spending within services. Principles to maintain General Reserve at £7.5m. Availability of Transitional Funding
6. Revenue implications of capital programmes not fully anticipated.	Unlikely	Low	Revenue impacts are considered in framing the capital programme approvals. Given reduced availability of funding new projects are primarily invest to save. Capital programme links to council priorities

Risk	Likelihood	Impact	Risk Management
7. Income Targets for Business Rates and Council Tax not achieved	Possible	High	Prudent approach taken in setting the forecast income levels. Rigorous monitoring processes in place to identify forecast shortfall and remedial action will be taken. Provision exists to meet any shortfall in business rates business rate income above the safety net threshold.
8. Other Miscellaneous Income targets not achieved	Possible	Medium	Economic climate potential impact, mitigated by planned short term use of reserves. Regular monitoring and reporting and full review of fees and charges undertaken.
9. Budget monitoring not effective	Unlikely	High	Regular monitoring and reporting in line with corporate framework. Action plans developed to address problem areas.
10. Exit strategies for external funding ceasing/tapering not met.	Possible	Medium	Regular monitoring and reporting. Government policy to remove ring fencing provides greater flexibility. External Funding Strategy in place.
11. Loss of principal deposit.	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which focus on security of deposit rather than returns. Impact limited due to the strategy of a diverse portfolio and top rated institutions and greater use of low risk debt management approach
12. Interest rates lower than expected.	Unlikely	Low	Regular review, monitoring and reporting on interest rates. Prudent assumptions on likely interest rates for 2015/16 onwards have been incorporated into the MTFS.
13. All MTFS risks not adequately identified.	Unlikely	Low	Council's Risk Management Profile ensures all operational and strategic risks are identified as part of the annual service planning process.

General Balances – Financial Risk Analysis

Inflation

Risk is that pay and price increases may exceed the levels provided for within the budget.

This is very unlikely to occur due to the realistic prudent provisions made:

- the Government has indicated that public sector pay restraint will continued until at least 2018;
- CPI fell to 0.5% and RPI to 1.6% in December 2014. Both are anticipated to remain low for some time;
- appropriate provision for price increases has been included in the budget including a prudent provision for increases in contract prices and additional provision for fees for independent providers of care services;
- expenditure in respect of most of the budget heads can be either influenced or controlled;
- separate provision has been made for fuel and utility costs, which have been subject to significant price fluctuations over recent years. Council procurement officers continuously monitor price changes in order to take advantage of any purchasing opportunities that may arise.

Debt Charges

Risk is that Debt Charges will be greater than budgeted.

This is very unlikely to arise due to:

- a prudent provision has been made to enable potential borrowing under the prudential framework with some limited headroom for unplanned borrowing;
- the market consensus regarding the economic outlook for the year ahead is reflected in planning for debt charges;
- a contingency exists for any additional new borrowing costing more than forecast.

Investment Interest

Risk is that income generated will not match budget provision.

This is unlikely to arise as the base budget has been adjusted and a prudent rate of return has been estimated and included in the budget, which reflects the investments made to date, the prevailing market conditions and the economic forecasts for the year ahead.

Contingencies

Risk is that the contingency provision will be insufficient to meet the needs identified.

This is unlikely to occur due to:

- prudent estimates being included in respect of each category of contingency provision and specific contingencies have been created for all known spending pressures in 2015/2016;
- the total contingency provision is deemed sufficient in the context of the net revenue budget.

Risk Management

Risk is that all risks have not been identified and that major financial consequences may result.

This is very unlikely to occur due to:

- existence of Bellwin Scheme;
- the Council has a corporate risk profile in place, which is regularly and formally reviewed, and action is taken to mitigate and manage risks;
- corporate and directorate risk management action plans are maintained;
- comprehensive self and external insurance arrangements are in place;
- adequate self-insurance funds including both provisions and reserves;
- risk management practices have been subject to external assessment and found to be robust and highly rated.

Financial Planning

Risk is that a major liability or commitment is currently known but has not been taken into account in the financial planning of the Council.

This is unlikely to arise due to:

- the existence of a comprehensive Medium Term Financial Strategy process with regular updates during the year;
- benchmarking and networking with other senior finance staff in other authorities who are likely to identify similar liabilities.

Revenue Budget - Budgetary Control

Risk is that the budget will be overspent in the year.

Whilst the scale of changes in the budget and levels of savings are significant compared to previous years, robust monitoring arrangements are in place to deal with the increased risks associated with this including;

- monthly budget monitoring is in place in all Directorates;
- exception reporting to the Leader, Portfolio-holders and Executive Management Team, with corrective action agreed or set in train;
- quarterly Council-wide Revenue Budget Budgetary Control reviews are undertaken, reported to Cabinet and corrective action agreed or set in train;
- Financial Procedure Rules relating to delegated budgets provide for virement and carry forward of under / over spending to be used / met the following financial year;
- clear budget management responsibilities are in place and recorded within the Revenue Budget and Capital Programme.

Capital Programme Implications

Risk is that funding will not be available as planned or that over spending may occur.

This is unlikely to happen due to:

- project sponsors are identified for each capital programme project and recorded within the Capital Programme;
- quarterly Council-wide Capital Programme Budgetary Control reviews are undertaken, reported to Cabinet and corrective action agreed or set in train;
- budgeted revenue contributions to fund capital expenditure and the Prudential Borrowing regime gives added flexibility in terms of financing the Capital Programme.

Reductions to the Revenue Budget

Risk is that planned reductions to the Revenue Budget will not occur or are unachievable.

This is unlikely to occur due to:

- the budgetary control processes that are in place fully integrate monitoring of delivery of budget reduction plans which will identify any shortfall and remedial action will be taken;
- exception reporting to the Leader, Portfolio-holders and Executive Management Team, with corrective action agreed or set in train;
- contingencies / transitional funds exist to safeguard against the non - realisation or temporary delay of some of the budget reductions.

Income from Business Rates and Council Tax

Risk is that forecast levels of income from Business Rates and Council Tax are not achieved

This is unlikely to occur due to:

- a prudent approach taken in setting the forecast income levels;
- the establishment of enhanced monitoring processes to identify any shortfall and remedial action will be taken;
- provision exists to meet any shortfall in business rates income above the safety net threshold.

Availability of Other Funds

Risk is that the Council could not call on any other funds to meet unforeseen liabilities.

This is very unlikely as the Council has a range of other funds which whilst earmarked are not wholly committed in 2015/2016.

Major Earmarked Reserves - Position Statement

Title and Purpose of Earmarked Reserve	Opening Balance 1/4/2014 £'000	Movement during 2014/2015 £'000	Closing Balance 31/3/2015 £'000
Strategic Investment Reserve A reserve established to address some of the Council's key developments, strategic priorities and address other major liabilities	49,344	(1,403)	47,941
Schools Delegated Budget Surpluses These are the financial reserves held by schools under School Finance Regulations.	8,325	(328)	7,997
Insurance Reserve This reserve has been established to provide for potential claims associated with the housing stock transfer; future claims increases, and the Port and risk management funds. The Reserve is also intended to cover the excess element of any significant claims in relation to Fire Insurance and Official and Professional Indemnity liability claims should they arise in future	5,142	(40)	5,102
Street Lighting PFI Smoothing Reserve The reserve was established in order to smooth the financial impact of the Street Lighting PFI contract across the 25 years of the contract life.	6,010	(389)	5,621
Unutilised RCCO Reserve This reserve consists of unutilised direct revenue financing and is fully earmarked to fund capital projects previously approved.	2,636	(1,417)	1,219
Strategic Investment Plan Reserve A reserve to fund the Council's contribution to its Strategic Investment Plan approved by Council in April, 2008.	7,153	(1,553)	5,600
HCA Transfer Reserve The reserve was established to fund on-going maintenance of Homes and Communities Agency Land Transferred to the Council, including the recent Stadium park transfer.	14,759	(126)	14,633
Sandhill View PFI Smoothing Reserve The reserve was established in order to smooth the financial impact of the Sandhill View PFI contract across the 25 years of the contract life.	2,590	(75)	2,515
Business Rates Safety Net Reserve This reserve was established to address any potential impact arising from the increased risk and uncertainty within the new Business Rates Retention Scheme.	6,097	3,341	9,438
External Placements Reserve A reserve to fund the financial impact of increased, but variable demand in relation to Children Looked After.	2,887	84	2,971
School Redundancy Reserve The reserve was established to meet future redundancy costs which may arise in Local Authority maintained schools.	2,532	(300)	2,232

Reserves to be released to support 2015/2016 Budget

Reserve Title	Original Reserve Purpose	£	Safeguarding pressures 2015/2016 £	Intelligence Hub 2015/2016 £
External Placements Reserve	Reserve held to meet future costs of external placements in	2,659,638	2,659,638	
Transition Enablement (Procurement)	Established to meet cost of future organisational change Established to protect the Council against future energy price volatility	1,037,193	537,193	500,000
Utilities		1,043,000	1,043,000	
Other Earmarked - Sap development	Established to meet the cost of SAP system development costs	260,426	260,426	
Other Earmarked- Economic Development	Established to meet specific economic development activity	150,000	150,000	
Other earmarked - Council Tax / Benefits Staffing	To support service delivery pressures	449,743	449,743	
Total to be released to support 2015/2016 Budget		5,600,000	5,100,000	500,000



REVENUE BUDGET 2015/2016

REVENUE BUDGET 2015/2016 LEADER

ROLES AND RESPONSIBILITIES

The Leader Portfolio provides Executive leadership to the council on all matters and particularly all major strategic, corporate and cross-cutting, reputationally and commercially sensitive issues, and the Budget and Capital Programme. The Portfolio also provides community leadership for partners, residents and other interests in order to improve the quality of life and satisfaction in the City. The Portfolio is responsible in ensuring that the Council's approach to economic, social and physical regeneration of the City is integrated, enabling and effective.

The Portfolio has specific responsibility for the following activities and functions:

- Strategic and policy overview
- Communications, Reputation and Influencing
- Strategic economic development and Inward Investment
- Strategic partnerships
- Sunderland Way of Working and strategic improvement programmes
- International Strategy and Programmes
- Regional and sub-regional governance
- Housing Strategy
- Environmental Policy
- Carbon Management
- Seafront Strategy

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	ACE	0	Corporate and Strategic Management	0
2	ACE	0	Local Strategic Partnership	0
3	HoBI	2,584,359	Business and Investment	2,252,323
4	DoCA&C	0	Corporate Affairs and Communications	0
5	HoC&CM	0	Business Development	0
6	HoCLP	0	Community Leadership Programme	0
7	ACE	655,358	Local Enterprise Partnership	657,508
8	HoS&P	218,613	Strategy, Policy and Performance Management	191,477
		3,458,330	Total Office of the Chief Executive	3,101,308
Commercial and Corporate Services				
9	HoLG	4,040,659	Democratic Core	3,882,474
10	HTCT	0	Transformational Change Team	0
		4,040,659	Total Commercial and Corporate Services	3,882,474
		7,498,989	TOTAL BUDGET	6,983,782

REVENUE BUDGET 2015/2016 LEADER

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible.

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In addition to the corporate and cross cutting budget reductions that the portfolio is leading on, in 2015/2016 savings of £0.626m are anticipated with plans being implemented in the following areas:

Strategic and Shared Services

Significant savings have already been delivered through reductions in back-office support, and further savings will be achieved for Support and Shared Services for 2015/2016 through a continuous approach of refining and standardising ways of delivering support across services such as the Corporate Affairs and Communications service and Transformational Change Team. Savings are masked in these support services by the impact of recharging the net costs to their client service areas.

Economic Development

A review of the external grants programme will be undertaken by the Business Investment Team to deliver more targeted allocations at a reduced cost to the council whilst still delivering on priority outcomes. A review of the current and anticipated occupancy levels at the Evolve Centre at Rainton Bridge has also identified the opportunity to generate additional income.

Service redesign will allow the removal of vacant posts within the Business Investment and Business Development teams and will also facilitate other minor reductions.

A key focus of the Portfolio continues to be the delivery of economic regeneration including the physical development of the city centre, in order to revitalise and regenerate these locations and attract new investment. Infrastructure works around Keel Square and St Mary's Way will support the growth of the city centre as a whole as will the development of Sunderland Station. The new Sunderland College campus to be located in the City Centre will help to make the City Centre a busier and more vibrant place. Outside the city centre, the City Deal will enable the development of an International Advanced manufacturing Park predicted over time to attract £300m of private sector investment and create 5,200 new jobs. Improvements to the A19 will help facilitate this development.

Underpinning the Council wide approach to improvement is a programme of activity based around the Council's Community Leadership approach which is led by this Portfolio. This is helping to deliver savings by:

- Promoting transformation of the Council's overall approach to managing the demands it faces including development of alternative means of delivering services and new ways of working between the Council and main partners
- Working with major partners to explore new opportunities to expand the asset base available to meet priority needs
- Strengthening the Council's drive to make more services more responsive to the needs of our communities by continuing to devolve influence and decision-making on important front line services to local areas
- Transforming the Council's capacity to reach and engage with its communities productively
- Strengthening the community leadership contribution of local Councillors and refresh the support available to them to deliver this key role
- Strengthening the Council's position within influential national networks including Key Cities and the Co-operative Council's innovation Network

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
HoBI	Head of Business Investment
DoCA&C	Director of Corporate Affairs and Communications
HoC&CM	Head of Commissioning and Change Management
HoCLP	Head of Community Leadership Programmes
HoS&P	Head of Strategy and Performance
HoLG	Head of Law and Governance
HTCT	Head of Transformational Change Team

**REVENUE BUDGET 2015/2016
DEPUTY LEADER**

ROLES AND RESPONSIBILITIES

The Deputy Leader deputises for the Leader and has lead responsibility for matters relating to the 'Place' theme within the Council's outcome framework with specific strategic leadership responsibility for the following Portfolios:

- City Services
- Responsive Service and Customer Care

The Deputy Leader Portfolio has overall responsibility for the efficient, coordinated management and use of the Council's human and ICT resources.

The Portfolio has specific responsibility for the following activities and functions:

- Corporate human resource matters
- Corporate apprenticeships
- Corporate ICT matters
- E-government Champion, Digital Challenge and e-inclusion
- Law and Governance services
- Transactional shared services
- Elections
- Equality and diversity
- Scrutiny liaison

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	ACE	230,389	Equalities and Integration	214,099
2	DoHR&OD	0	Strategic and Operational HR	0
3	HoES	755,233	Electoral Services	764,104
		985,622	Total Office of the Chief Executive	978,203
Commercial and Corporate Services				
4	HoCSD	0	ICT	0
5	HoLG	0	Governance Services	0
6	HoLG	(9,530)	Information Governance	(48,006)
7	HoLG	0	Legal Services	0
8	HoTS	0	Administration and PA Support	0
9	HoTS	2,553,820	Benefits, Council Tax and Business Rates	3,390,648
10	HoTS	1,644,520	Benefits Payments	1,644,520
11	HoTS	0	Transactional Finance	0
12	HoTS	0	Local Welfare Provision Schemes	250,000
		4,188,810	Total Commercial and Corporate Services	5,237,162
		5,174,432	TOTAL BUDGET	6,215,365

**REVENUE BUDGET 2015/2016
DEPUTY LEADER**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2015/2016 £1.111m of savings are anticipated with plans being implemented in the following areas:

Strategic and Shared Services

Significant savings have already been delivered through reductions in back-office support, and further savings will be achieved for Support and Shared Services for 2015/2016 through a continuous approach of refining and standardising ways of delivering support across services such as Strategic and Operational HR, Legal and Governance Services, Administration and PA Support and Transactional Services to reflect the future business needs of the Council. Savings are masked in these support services by the impact of recharging the net costs to their client service areas.

A review of the Customer Services Network and Revenues and Benefits is currently being undertaken that will deliver process savings by reviewing all customer contact, delivering greater accessibility via the web and deepening the customer process to reduce demand.

ICT Rationalisation and Income Opportunities

The ICT Unit will continue the consolidation of applications and associated licences, reducing the external spend on application support. This will be coupled with service redesign that will focus on demand management through increased self-service and improved delivery processes.

A significant element of the councils savings plans are dependent upon implementation of workforce planning arrangements which continue to be implemented and are being led by this Portfolio.

The Portfolio continues to robustly monitor and manage risks associated with Business Rates and Council Tax income levels given their significance within current funding arrangements for Local Government.

PORTFOLIO GLOSSARY

ACE	Assistant Chief Executive
DoHR&OD	Director of Human Resources and Organisational Development
HoES	Head of Electoral Services
HoCSD	Head of Customer Service Development
HoLG	Head of Law and Governance
HoTS	Head of Transactional Services

**REVENUE BUDGET 2015/2016
CABINET SECRETARY**

ROLES AND RESPONSIBILITIES

The Cabinet Secretary provides support and assistance to the Leader with responsibility for all matters relating to the 'People' theme within the Council's outcomes framework and has specific strategic leadership responsibility for the following Portfolios:

- Children and Families
- Health
- Adult Social Care and Housing

The Cabinet Secretary Portfolio has overall responsibility for the efficient, coordinated management and use of all of the Council's financial resources and assets

The Portfolio has specific responsibility for the following activities and functions:

- Budgetary and financial affairs
- Strategic management of council land and buildings
- Port of Sunderland
- Strategic Procurement Champion
- Efficiency Champion
- Risk Management Champion
- Performance management
- Emergency Planning
- Strategic cultural developments

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	DSM	0	Asset Management	0
2	IHoP	252,618	Building Control	133,019
3	HSS	203,863	Civil Contingencies	208,455
4	IHoP	359,250	Development Control	186,068
5	EVM	(869,100)	Miscellaneous Land, Property and Industrial Estates	(447,024)
6	EVM	2,303,055	Planning Implementation	2,234,550
7	DSM	0	Repairs and Renewals	0
8	EVM	(170,268)	Retail Market	(168,871)
9	HSS	172,489	Security Services	187,238
10	PD	(300,000)	Port of Sunderland	(300,000)
		1,951,907	Total Office of the Chief Executive	2,033,435
Commercial and Corporate Services				
11	HCAP	0	Audit, Risk and Assurance	0
12	HCAP	0	Procurement	0
13	DoF	0	Financial Resources	0
14	DoF	177,387	Strategic External Funding Unit	182,438
15	DoF	4,705,665	Corporate Management	4,678,381
16	DoF	621,030	Non Distributable Costs	580,097
		5,504,082	Total Commercial and Corporate Services	5,440,916
		7,455,989	TOTAL BUDGET	7,474,351

**REVENUE BUDGET 2015/2016
CABINET SECRETARY**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and to provide services in the most effective way possible. In addition to the corporate and cross cutting budget reductions that the portfolio is leading on, £1.763m savings are anticipated in 2015/2016 with plans being implemented in the following areas:

Strategic and Shared Services

Significant savings have already been delivered through reductions in back-office support, and further savings will be achieved from Support and Shared Services for 2015/2016 through a continuous approach of refining and standardising ways of delivering support across services such as Audit, Risk and Assurance and Financial Resources. Savings are masked in these support services by the impact of recharging the net costs to their client service areas.

Review of Property and Land Assets

An independent review of assets will be undertaken to ensure that the council is getting maximum value in operational and revenue terms from its property and land portfolio. Specific areas of review will include space let to business, business centres that are retained, current use of properties (administration, depots etc.) linked to Smarter Working, considering the market for disposal of assets, land and buildings leased by and to the council, any development potential in surplus land, operational council property. Specific opportunities to increase property rental will also continue to be undertaken, for example, a rent review of the Bridges that will generate backdated rent and an increased annual rent until the next review in 2039.

Building and Development Control

The maximisation of income opportunities recognises the comparative upturn in the economy leading to an increase in planning and building control work. The proposal also includes redesign of function to enable the removal of a minor staffing reduction.

Land and Property

Design and Property Services has identified a number of proposals aimed at increasing income, with the emphasis on project management and building management. A review of Security Services has identified additional income in respect of arrangements at the waste transfer station. Further reductions are planned in Security Services and Building Services where redesign of those services will allow the removal of posts with no impact on income generation.

Redesign of Business Delivery Arrangements

The redesign of business delivery arrangements will include reviewing services such as delivery of payslips, transporting of cheques from Moorside to the Civic Centre and transport of mail.

The Portfolio continues to explore wider commercial opportunities for the council that will assist with the economic regeneration and prosperity of the city. The Council reached contract finalisation and formed a Local Asset Backed Vehicle (Siglion) with Carillion (Maple Oak) Ltd in November 2014. Igloo Regeneration Limited will provide development management and strategic asset management services to Siglion. Siglion's early development focus will be on developing the three priority regeneration sites of the former Vaux brewery, Chapelgarth and Seaburn as well as managing the investment property portfolio. The Portfolio will also continue to assist in maximising external income and developing opportunities for alternative service delivery across the Council.

The Port continues to deliver an operating surplus, assisted by the investment in recent years in the Port's infrastructure, warehousing capacity, plant and machinery which has enabled the Port to improve its commercial offering to the market thereby increasing both the volumes and range of cargos that can be handled. Alongside the other ports on the North East coast, the market in which the Port operates continues to be challenging and competitive

While the government have announced funding levels for 2015/2016, there is no detailed information beyond this. However it is clear it is unlikely there will be any relaxation of the overall spending position over the medium term. Current plans to eliminate the public sector spending deficit by 2018/2019 and run a budget surplus means it is clear that public sector and local government funding will continue to be under sustained significant cuts. This results in extremely challenging funding cuts for the Council while seeking to ensure delivery of priorities for the City. The Council continues to seek to proactively influence the Government to establish a fairer and more equitable approach to the allocation of funding cuts. In addition the impact of the global and national economies is continually monitored. The medium term financial strategy will be continually updated as details emerge.

**REVENUE BUDGET 2015/2016
CABINET SECRETARY**

PORTFOLIO GLOSSARY

DSM	Design Services Manager
IHoP	Interim Head of Planning
HSS	Head of Security Services
EVM	Estates and Valuation Manager
HCAP	Head of Corporate Assurance and Procurement
DoF	Director of Finance
PD	Port Director

**REVENUE BUDGET 2015/2016
CHILDREN'S SERVICES**

ROLES AND RESPONSIBILITIES

The Children's Services Portfolio provides leadership to improve the life chances of children and young people in the city. The portfolio is responsible for leading the city's response to education, skills and training issues and opportunities in order to promote economic and social regeneration.

The portfolio has specific responsibility for the following activities and functions:

- Children's Trust
- Corporate Parenting
- Protecting children, young people and families from harm
- Safeguarding and Securing the wellbeing of children, young people and families
- Promoting good health and health awareness in children and young people
- Reduction of child and family poverty
- School renewal and improvement programmes
- Developing the potential of children and young people through education, training, personal development and preparation for working life
- Promoting the development of skills and capacity which will enable children, young people and families to support and benefit from the city's continuing economic development.

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
People Services				
Educational Attainment and Lifelong Learning				
1	HoEA&LL	137,069,738	Individual Schools Budgets	134,876,365
2	HoEA&LL	(135,463,534)	School Grants – Education Funding Agency	(134,829,111)
3	HoEA&LL	5,746,124	Retained Activity - Schools and Learning	6,380,012
4	HoEA&LL	2,239,693	School Support and Intervention	2,144,382
5	HoEA&LL	4,139,128	Special Educational Needs	3,694,647
6	HoEA&LL	363,572	Derwent Hill Trading Operations	386,433
7	HoEA&LL	174,587	Hub Connexions - Trading Operations	183,212
		14,269,308	Total Educational Attainment and Lifelong Learning	12,835,940
Children's Safeguarding				
8	HoCS	19,928,492	Children Looked After Strategy	19,490,367
9	HoCS	1,892,159	Disabled Children	1,999,453
10	HoCS	7,838,835	Children's Social Work	7,831,329
11	HoCS	1,471,662	Youth Offending Service	1,489,072
12	HoCS	103,353	Sunderland Safeguarding Children's Board	103,469
13	HoCS	579,331	Independent Reviews	657,989
		31,813,832	Total Children's Safeguarding	31,571,679
Community and Family Wellbeing				
14	HoC&FW	16,331,343	Locality Based Working	14,394,227
15	HoC&FW	227,044	Parent Partnership	231,548
16	HoC&FW	(112,833)	Health and Well Being	(114,193)
17	HoC&FW	0	Strengthening Families	0
		16,445,554	Total Community and Family Wellbeing	14,511,582
		62,528,694	TOTAL BUDGET	58,919,201

REVENUE BUDGET 2015/2016 CHILDREN'S SERVICES

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

Children's Services proposals for 2015/2016 are consistent with the People Services Directorate Plan on a page Themes which cover the 3 year period 2014/2015 – 2016/2017. The 3 main themes are Health and Wellbeing (self-care and sustainability), Safer, Stronger Communities (resilience and capacity building) and Education, Skills and Lifelong Learning (school ready, work ready, life ready). Budget reductions of £3.338m are anticipated in 2015/2016 through the portfolio's savings strategy. Plans are being implemented in respect of the following key strands of business:

Early Intervention and Safeguarding

Review of Integrated Teams to integrate services working directly with children and families whilst children remain in the family. The review will look at the points of intervention with families across a range of services and consider areas of duplication or where better integrated working would offer better outcomes for the family. It will be based on a single assessment of need and a better coordinated response to identified needs and will provide the basis for greater multi-agency integrated working in the future.

Looked After Strategy

Plans are in place to review, develop and implement a more localised offer to respond to both the increases in older children and the number of external placements. A root and branch review will be carried out of our needs and the options that exist with an emphasis on developing a more local offer that meets the diverse needs that are presented. The review will involve engaging with staff and children and also looking at best practice elsewhere.

Home to School Transport

A review of statutory transport in respect of children and young people with special educational needs, including commissioning arrangements, eligibility criteria, and move to personalised budgets where appropriate.

Youth Provision

A full review of the Youth Offer is to be undertaken in 2015/2016 that will seek to take advantage of wider opportunities and look to learn from successful delivery elsewhere. This would include appropriate consideration of other strategic priorities including Community Resilience, specifically ASB and the increased involvement of the community in service delivery and the Activity Strategy which evidences the benefits of regular participation in activity on physical and mental health and wellbeing, skills development and levels of attainment.

PORTFOLIO GLOSSARY

HoEA&LL	Head of Educational Attainment and Lifelong Learning
HoCS	Head of Children's Safeguarding
HoC&FW	Head of Community and Family Wellbeing

REVENUE BUDGET 2014/2015
HEALTH, HOUSING AND ADULT SERVICES

ROLES AND RESPONSIBILITIES

The Health, Housing and Adult Services portfolio provides leadership and support for the council and its partners in securing the social and health care of all adults. The Portfolio also provides leadership in ensuring that the council's strategic and statutory roles in relation to housing are met and delivers the homes that meet the current and future needs of the city.

The Portfolio has specific responsibility for the following activities and functions:

- Adult social care services
- Strategic partnership with the health community of Sunderland
- Mental health commissioning
- Supporting people including people with disabilities
- Supporting carers
- Promotion of Decent Homes and good housing standards in private sector housing
- Specialist housing support services and provision
- Housing renewal
- Strategic relationships with Registered Social Landlords and private sector housing providers
- Homelessness and Housing Advice.

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
			Office of the Chief Executive	
1	EVM	574,070	Housing and Neighbourhood Renewal	555,966
		574,070	Total Office of the Chief Executive	555,966
			People Services	
2	HoP	36,905,850	Older Persons	30,504,907
3	HoP	8,916,350	Physical Disabilities	6,984,615
4	HoP	25,812,206	Learning Disabilities	22,541,333
5	HoP	2,880,243	Mental Health	2,348,734
6	HoSC	377,898	Strategic Commissioning	377,899
7	HoHSCL	814,971	Access to Housing	802,070
8	HoHSCL	2,179,660	Housing Related Support	2,129,115
		77,887,178	Total People Services	65,688,673
		78,461,248	TOTAL BUDGET	66,244,639

**REVENUE BUDGET 2014/2015
HEALTH, HOUSING AND ADULT SERVICES**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The proposals for 2015/2016 are consistent with the People Services Directorate Plan on a page Themes which cover the 3 year period 2014/2015 – 2016/2016. The 3 main themes are Health and Wellbeing (self-care and sustainability), Safer, Stronger Communities (resilience and capacity building) and Education, Skills and Lifelong Learning (school ready, work ready, life ready). Budget reductions of £16.451m are anticipated in 2015/2016 through the portfolio's savings strategy. Plans are being implemented in respect of the following key strands of business:

Better Care Fund (BCF)

As part of the implementation of the Better Care Fund plans, it is anticipated that savings will be made in the following key areas:

- Implementation of national eligibility criteria. The Care Act 2014 replaces the Fair Access to Care Services (FACS) eligibility criteria with new national minimum eligibility criteria, prescribed by Central Government
- Review of all services provided and funded by the LA and CCG to realign with BCF outcomes. Proposals include a review of Intermediate care / reablement to consider the outcomes delivered and opportunities to realign funding appropriately
- Plans are being developed with the CCG, GPs, Hospitals and other Health Organisations, around integrated working which will achieve additional savings to those which have already been identified by the Local Authority.
- The current Learning Disabilities service offer is being reviewed to eliminate duplication, this will lead to a managed transition from block payments to cost per client/attendance and include a review of the day centre and support living offer for the City.

Sunderland Care and Support Ltd has been successful in helping the council to deliver significant savings in its first year of operation and the company is further supporting the Council in delivering its savings plans by exploring opportunities for operational savings and growing the business.

Housing and Community Living

Review of the service and exploration of the benefits of collaboration with key partners is being undertaken

Directorate Support Functions

The review will consider all areas of the Directorate to realise benefits from the creation of a People Services Directorate.

PORTFOLIO GLOSSARY

EVM	Estates and Valuation Manager
HoP	Head of Personalisation
HoSC	Head of Strategic Commissioning
HoHSCL	Head of Housing Support and Community Learning

REVENUE BUDGET 2015/2016
PUBLIC HEALTH, WELLNESS AND CULTURE

ROLES AND RESPONSIBILITIES

The Public Health, Wellness and Culture Portfolio leads partners to achieve improvements in public health, health awareness and wellness in the city. The portfolio has responsibility to develop and promote the cultural strategy and initiatives.

The Portfolio has specific responsibility for the following activities and functions:

- Promotion of Public Health and Wellness
- Effective transition of public health responsibilities to the City Council
- Transformational approach to the achievement of improved health and wellbeing outcomes
- WHO EuroHealthy City Network
- Health awareness
- Healthy lifestyles
- Healthy environment
- Sports and Wellness initiatives and facilities
- Tourism, Resorts and Events

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	HCLP	1,000,900	Events	940,186
2	DoCA&C	67,715	Tourism	67,625
3	DoPH	0	Public Health	0
		1,068,615	Total Office of the Chief Executive	1,007,811
People Services				
4	HoHSCL	728,632	Arts and Creative Development	711,943
5	HoHSCL	1,006,010	Community Sports and Physical Activity Development	884,455
6	HoHSCL	87,020	Grants to Community Projects and Miscellaneous Contributions	87,021
7	HoHSCL	198,639	Heritage	193,438
8	HoEA&LL	4,106,245	Libraries	4,042,904
9	HoHSCL	2,113,741	Museums and Archives Service	2,173,540
10	HoHSCL	248,168	Resorts	250,377
11	COOPS	6,204,419	Sport and Leisure Facilities	3,431,487
12	HoHSCL	1,262,018	Theatre	1,272,165
		15,954,892	Total People Services	13,047,330
		17,023,507	TOTAL BUDGET	14,055,141

**REVENUE BUDGET 2015/2016
PUBLIC HEALTH, WELLNESS AND CULTURE**

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2015/2016 £2.702m savings are anticipated with plans being implemented in the following areas:

Sport and Leisure Review

Cabinet agreed in October 2013 to explore the establishment of an alternative service delivery model for the Council's Sports and Leisure Facilities. Since then a significant amount of work has been undertaken, including a comprehensive competitive dialogue process with interested parties, who have extensive portfolios and experience of operating local authority and other leisure facilities. Analysis undertaken suggests that, through achieving increases in participation and customer volumes, additional revenues will be generated to contribute to the Council's budget position. It is anticipated that a further report will be presented to Cabinet in early 2015, recommending a preferred bidder to manage and operate the City's facilities.

Sunderland Live – continued implementation of Business Plan

The Business Plan for Sunderland Live reflects a reduction in the annual management fee payable by the council to Sunderland Live, and this budget reduction reflects the saving to the council for year 3 of operation. This reduction is targeted to be delivered, primarily, through income growth by generating additional income from existing events activity such as the Airshow and widening the opportunity for income generation through service diversification and third party trading.

PORTFOLIO GLOSSARY

DoCA&C	Director of Corporate Affairs and Communications
HCLP	Head of Community Leadership Programmes
DoPH	Director of Public Health
HoHSCL	Head of Housing Support and Community Learning
HoEA&LL	Head of Educational Attainment and Life Long Learning
COOPS	Chief Operating Officer People Services

**REVENUE BUDGET 2015/2016
CITY SERVICES**

ROLES AND RESPONSIBILITIES

The City Services Portfolio has responsibility for ensuring that the council and its partners succeed in making the city attractive and accessible for all. The Portfolio provides leadership for the council and its partners to ensure that the local environment is well managed and meets customer expectations.

The portfolio has specific responsibility for the following activities and functions:

- Management of Place
- Neighbourhood environmental services and street scene
- Highways, traffic and transportation
- Highways maintenance
- Strategic transport
- Parking and road safety
- Facilities management
- Registrars, cemeteries and crematoria
- Play Provision and urban games
- Grounds and building maintenance
- Waste Management including strategy, refuse collection and recycling
- Coastal Protection
- Seafront management
- Licensing, licensing regulation and Controlled Drinking Zones
- Trading Standards
- Public and environmental health

**REVENUE BUDGET 2015/2016
CITY SERVICES**

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	DSM	(13,432)	Building Services	(266,492)
2	HSS	(894,285)	Bereavement	(1,055,302)
3	DoCA&C	0	Civic Centre Management	0
4	HSS	0	Contract and Compliance	0
5	HSS	698,255	Coroner's Court	699,763
6	HSS	0	Depots	0
7	DoCA&C	0	Facilities Management	0
8	HSS	0	Fleet	0
9	HSS	7,121,901	Highways and Transportation	6,613,194
10	HSS	6,781,439	Street Lighting	6,617,470
11	HSS	2,780,195	Network and Traffic Management	2,780,922
12	HSS	359,228	Parking Services	5,830
13	HSS	1,508,993	Public Protection and Regulatory Services	1,470,503
14	HSS	217,442	Registrars	194,518
15	HSS	10,182,210	Responsive Local Services	9,563,276
16	HSS	6,446,312	Waste Collection and Recycling	5,781,292
17	HSS	9,792,918	Waste Disposal	10,014,954
		44,981,176	Total Office of the Chief Executive	42,419,928
Commercial and Corporate Services				
18	HCAP	0	Building Cleaning	0
19	HCAP	0	Civic Catering	0
20	HCAP	318,729	Public Conveniences	310,432
21	HCAP	(280,889)	School Meals	(214,881)
		37,840	Total Commercial and Corporate Services	95,551
		45,019,016	TOTAL BUDGET	42,515,479

REVENUE BUDGET 2015/2016 CITY SERVICES

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2015/2016 £3.621m savings are anticipated with plans being implemented in the following areas:

Operational arrangements for Waste Collection and Disposal

A range of measures are proposed to maximise income from waste collection, including through reviewing existing charges and introducing new charges where appropriate. Specific proposals include charging charities for waste collection, where a subsidised rate will be applied that is similar to the approach used for schools. The introduction of charges for replacement bins, unless proof of being stolen, is an approach that is consistent with neighbouring authorities and is intended to reduce demand by encouraging householders to take care of their bins. Further reductions will be delivered by reducing demand to enable the reduction of staff through natural turnover and workforce planning. A review of Trade Waste will deliver a reduction through increasing charges by 6%, which is less than the previous annual rises due to landfill tax, and reviewing contracts in relation to size of bins and number of collections for around 80 customers across the city.

A reduction in the cost of Waste Disposal will be realised through improved recycling, funded via investment from the Weekly Collection grant, where it is anticipated that the tonnage of waste disposed will reduce by an additional 2,400 tonnes in 2015/2016. Actions include communications awareness programmes and incentive schemes for residents. Other actions include the introduction of city centre trade waste recycling with an estimated reduction of a further 600 tonnes waste disposed of with waste currently collected from depots, in future, being delivered direct to transfer stations thus reducing collection costs.

Transport and Fleet

The continuation of the Transport and Fleet Review will further rationalise and reduce the scale of the Council's fleet, reflecting the contraction of the services throughout the Council. A review will also consider the strategic direction for this service.

Bereavement and Registrars Service

Increased income from the Bereavement Service will be realised by increasing charges by 7.5% for 2015/2016. Analysis of neighbouring authorities charges highlights that charges will be comparable after this increase. An increase in non-statutory Registrars birth and marriage fees of 10% to generate additional income, these fees being optional extras.

Highways and Transportation and Network Management (incl. maintenance)

Saving relates to a review and reduction of maintenance programmes on highways, footpaths, public rights of way, coastal protection, bridges and structures as well as the rationalisation of the highways inspection process when the Highways Asset Management Plan is in place. Also includes the recovery of the cost of repairing damage to highways etc. following a road traffic accident, which is currently only partially recovered from the relevant insurance companies with the remainder met by the council.

Energy Efficiency

Delivery of significant savings on energy will be realised through the proposed upgrade to LED street lighting in residential areas, which equates to approximately half of the street lighting stock. This follows an independent review commissioned by the service that confirmed that it is an appropriate time to consider such an investment following recent advancements in LED technology.

Car Parking

Implementation of initiatives identified through the Parking Strategy, including developing further parking management schemes, a restructure of the Enforcement section, and other options to achieve additional income from parking activity including charging for seafront on and off-street parking. An increase of 10p per hour will be levied for off-street and on-street parking.

Review of Public Protection and Regulatory Services

Proposal is to "stop doing" health promotion activity directly within Streetscene and replace with informing Public Health Activity, where a number of commercial providers are able to deliver this service. Also proposed to "stop doing" in respect of the consumer advice service, which is not currently a statutory responsibility, with customers being signposted to the National Consumer Protection Service and Citizens Advice Bureau

Review of operational arrangements for Responsive Local Services

**REVENUE BUDGET 2015/2016
CITY SERVICES**

A service redesign has been undertaken and will continue to be implemented that reduces the cost of operational supervision with staff released through workforce planning with fixed-term staff and apprentices integrated into core to facilitate continuity of service. Coupled with operational savings, the Intelligence Hub's 'Community Clean Up' early adopter is a planned continual reduction and transfer of responsibility to the community / community organisations focussed on horticultural activity.

New routes and the implementation of new operational and supervisory arrangements will also reduce the cost of Winter Maintenance.

The portfolio continues to work closely with the successful school meals consortium to ensure a high quality schools service is provided at low cost. This close working relationship has enabled a smooth transition of the impact of the free school meal for nursery and primary school children, implemented during 2014/2015.

PORTFOLIO GLOSSARY

DoCA&C	Director of Corporate Affairs and Communications
HCAP	Head of Corporate Assurance and Procurement
DSM	Design Services Manager
HSS	Head of Street Scene

REVENUE BUDGET 2015/2016 RESPONSIVE SERVICES

ROLES AND RESPONSIBILITIES

The Responsive Services and Customer Care Portfolio champions improvement in the responsiveness of services to local needs and customer feedback. The Portfolio provides leadership for the continuing development of area arrangements as a principal means of improving the relevance of services to local communities and circumstances. The Portfolio has responsibility for championing the continuing improvement of customer care policy and practice. The Portfolio is also responsible for developing the community's capacity to engage in the shaping, delivery and review of services and their neighbourhoods and provides leadership for the Council and its partners in order to make a safer City.

The Portfolio has specific responsibility for the following activities and functions:

- Responsive Local Service Area Committees
- Area Committees, Partnerships and Area Boards
- Local Area Plans
- Area Budgets including the Community Chest
- Customer care policy and practice
- Contact Centre and Customer Services Network including Customer Services Centres
- Community development
- Adult and community learning
- Section 17 responsibilities
- Safer Sunderland Partnership
- Anti-social behaviour
- Drugs awareness, prevention and treatment
- Local multi-Agency Problem Solving Groups (LMAPS)
- Community Resilience

FINANCIAL

OBJECTIVE SUMMARY

Ref.	Head of Service Ref.	Revised Estimate 2014/2015 £		Estimate 2015/2016 £
Office of the Chief Executive				
1	DoCA&C	178,161	Area Facilities	178,788
2	HoCSD	0	Customer Service Network	0
3	HoCSD	0	Intelligence Hub	500,000
4	HoS&AA	2,060,473	Area Arrangements	1,961,917
5	HoS&AA	1,676,666	Strategic Initiative Budget / Community Chest Grant	1,676,666
6	HoS&P	355,260	Safer Communities	278,868
		4,270,560	Total Office of the Chief Executive	4,596,239
People Services				
7	HoEA&LL	(3,663)	Family Adult and Community Learning	(1,019)
8	HoHSCL	322,593	Anti-Social Behaviour	327,242
9	HoP	98,859	Drug Awareness, Prevention and Treatment	6,716
		417,789	Total People Services	332,939
		4,688,349	TOTAL BUDGET	4,929,178

REVENUE BUDGET 2015/2016 RESPONSIVE SERVICES

PROPOSALS FOR ADDRESSING BUDGET REDUCTIONS

The Portfolio continues to review services in order to deliver savings and also to provide services in the most effective way possible. In 2015/2016 £0.122m savings are anticipated with plans being implemented in the following areas:

Customer Services Network

The enabling role the Portfolio undertakes remains central to the strategy of delivering improved services for lower cost. The Customer Services Work Programme already has, and will continue to, drive forward customer focused improvements across a wide range of important services.

With virtually all service areas now migrated to the Customer Service Network the focus has been upon deepening the customer offering to enable decision making at the earliest point in the interaction. This has involved cutting the cost of the supply chain by removing all non-value adding activity from the customer journey and developing greater e-enablement and automation supporting both improved access to services and efficiencies in service delivery. The work is currently focused on delivering enhanced service delivery arrangements in respect of Revenues and Benefits, Adults Social Care and Children's Services which in-turn will release associated savings.

Intelligence Hub

The portfolio has been concentrating on developing an intelligence approach across the council and with partners to ensure need is being met and outcomes are being achieved. A number of early adopter projects, such as Community Clean-up, are already demonstrating early successes in terms of using data and information to better target resources, improve service delivery and inform decision making.

The work supports the delivery of efficiencies across the Council with the implementation of more efficient ways of working, reduced levels of demand, a growing number of customers migrating to online services and a better evidence base to inform decision making which is enabling the delivery of savings through reduced staffing levels whilst maintaining high quality, targeted services. This work continues at pace for 2015/2016.

Area Arrangements

The Portfolio continues to embed as a way of working the Area Committees and Board roles in influencing the design, delivery, review and commissioning of public services at a local level. Critical to this is the ongoing development of the communities' capacity to engage in the shaping, delivery, review and provision of public services through these newly introduced area arrangements.

PORTFOLIO GLOSSARY

DoCA&C	Director of Corporate Affairs and Communications
HoCSD	Head of Customer Service Development
HoS&AA	Head of Scrutiny and Area Arrangements
HoS&P	Head of Strategy and Performance
HoHSCL	Head of Housing Support and Community Learning
HoP	Head of Personalisation
HoEA&LL	Head of Educational Attainment and Life Long Learning