

## Adults & Health

## Appendix 1a

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Children & Adults	Adult Social Care	Brokerage for self-funding citizens	A number of citizens who are able to fully fund their social care support independently arrange provision with providers. This offer would allow self-funding citizens to approach Nottingham City Council for assistance and support with this brokerage task. Whilst all citizens are entitled to an assessment of need there would be a charge for this brokerage service	(0.007)	(0.014)	(0.014)
2	Children & Adults	Adult Social Care	Deputyship Function	Nottingham City Council is currently undertaking a review of the Deputyship Function. Resources are available within the external market to manage this which will secure savings contributing to the wider sustainability of services	0.000	0.000	(0.050)
3	Children & Adults	Adult Social Care	Stroke Association	Block payment to Stroke Association already ceased	(0.019)	(0.019)	(0.019)
4	Children & Adults	Adult Social Care	Payments to voluntary provider	Reduction of payments to voluntary sector	0.000	(0.016)	(0.016)
5	Children & Adults	Adult Social Care	Health Integration Mitigation	Savings used to mitigate health integration	0.026	0.048	0.098
6	Strategy & Resources	Communications & Marketing	Develop opportunities for trading services	Source new business potential/opportunities to generate an income	(0.050)	(0.050)	(0.050)
7	Strategy & Resources	Quality & Commissioning - Supporting People	Market Development Function	The Market Development Function is small, but important for developing enough provision to meet the needs of vulnerable people. Explore ways to resource the function through partnership work, alternative grants and income generation	0.000	(0.039)	(0.061)
8	Strategy & Resources	Strategy & Policy	Looking After Each Other (LAEO) Team	Explore ways to enable the small team that coordinate the LAEO programme (community support) and support to statutory partnerships to become self-funded by exploring a shared partnership approach	0.000	0.000	(0.081)
9	Strategy & Resources	Strategy & Policy	Analysis Team	Reduction of analytical capacity	(0.079)	(0.079)	(0.079)
10	Strategy & Resources	Strategy & Policy	Insight Team	Reduction of analytical capacity	(0.054)	(0.054)	(0.054)
					<b>(0.183)</b>	<b>(0.222)</b>	<b>(0.325)</b>

## Business, Growth & Transport

## Appendix 1b

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Development & Growth	Econ Dev Business Growth	Income from ducting concession commission	Additional income from ducting concession commission based on broadband sold to customers	(0.045)	(0.045)	(0.045)
2	Development & Growth	Econ Dev Business Growth	City centre management role	Funding from external sources to fund city centre management role	(0.020)	(0.020)	(0.020)
3	Development & Growth	Transport Strategy	Generation of funding	Increase bidding activity (target Smart City/Smarter Choices funding opportunities)/Convert min grade H post to project funding	(0.020)	(0.020)	(0.020)
4	Development & Growth	Public Transport	Centrelink and Medilink bus services	A £1 per trip fare to be introduced on these two services, but they will remain free for concessionary fares holders. Non-city concessionary residents using Medilink park and ride will also be charged	(0.090)	(0.090)	(0.090)
5	Development & Growth	Public Transport	Bus and coach operators using Nottingham's bus stations	increased charge to transport operators for use of improved interchange facilities	(0.040)	(0.040)	(0.040)
6	Development & Growth	Public Transport	Bus operators using the City Council's information services	Increased charge to bus operators for improved electronic information systems	(0.050)	(0.050)	(0.050)
7	Development & Growth	Traffic Safety & Development	Extend access to professional services	To increase working with external parties and other Authorities to minimise costs of service provision through lower unit costs, increase skills and improve quality of service delivery	(0.030)	(0.030)	(0.030)
8	Development & Growth	Street Lighting	Street lighting contract	Savings generated through re-aligning the financial model underpinning the street lighting private finance initiative contract	(0.012)	(0.012)	(0.012)
9	Development & Growth	Street Lighting	Review of lighting stock following major works	Savings generated in the street lighting private finance initiative contract relating to a change in the inventory following a series of major highways works	(0.020)	(0.020)	(0.020)
10	Development & Growth	Tourism	Reduction in grant to Marketing Nottingham	Reduction in PMO funding as they secure other additional income consistent with the business plan	(0.025)	(0.025)	(0.025)
11	Development & Growth	Transport Strategy	Transport Planning	Delete vacant post	(0.036)	(0.036)	(0.036)
12	Development & Growth	Public Transport	Concessionary Fares scheme	Extended programme of anti-fraud measures on concessionary fares scheme	(0.040)	(0.040)	(0.040)
13	Development & Growth	Traffic Safety & Development	Network Management	Increase operational efficiency of providing a Nottingham Network Management service	(0.070)	(0.070)	(0.070)
14	Development & Growth	Traffic Safety & Development	Consumables	To achieve efficiency savings for maintenance of traffic equipment and consumables	(0.150)	(0.150)	(0.150)

15	Development & Growth	NET Project	NET	The saving in part relates to a budget to maintain three specific properties which are due to be disposed of, thereby ending the requirement. The other part of the saving relates to a slight amendment to a staffing structure	(0.014)	(0.014)	(0.014)
16	Development & Growth	Public Transport	Linkbus network	Operational savings from the Linkbus network due to expansion of electric charging network	(0.045)	(0.045)	(0.045)
17	Development & Growth	Public Transport	Easylink dial-a-ride service	A moderate reduction in Easylink services	(0.040)	(0.040)	(0.040)
18	Development & Growth	Public Transport	Linkbus network	Focus will be on redesign of tendered services to reduce overlap with other commercial bus and tram services and to make most use of external funding sources	(0.080)	(0.080)	(0.080)
19	Development & Growth	Public Transport	Concessionary fares	Reduced operator payments for concessionary fares due to network use changes	(0.150)	(0.150)	(0.150)
20	Development & Growth	Traffic Safety & Development	Consultancy costs	To reduce external consultancy support for Service Delivery	(0.120)	(0.120)	(0.120)
21	Commercial & Operations	Energy Services	Highways & Energy Infrastructure	Insourcing capital schemes, exploring new business models rather than delivery of the business plan	(0.400)	(0.400)	(0.400)
22	Commercial & Operations	Neighbourhood Services	Review of on street parking zones	Review on street parking zones (1-4) to ensure they cater for demand	(0.171)	(0.171)	(0.171)
23	Commercial & Operations	Neighbourhood Services	Review of on street parking tariffs	Review on street parking tariffs to ensure they remain fit for purpose	(0.090)	(0.090)	(0.090)
24	Commercial & Operations	Neighbourhood Services	Management and delivery of the councils on and off street parking service	Continued day to day management of the councils portfolio of parking assets to ensure they provide a high quality parking service	(0.150)	(0.150)	(0.150)
25	Commercial & Operations	Neighbourhood Services	Review of off street parking tariffs and offers	Annual review of the off street parking tariffs to ensure they remain fit for purpose	(0.065)	(0.065)	(0.065)
26	Commercial & Operations	Neighbourhood Services	Nottingham City Council fleet	Ongoing review of Nottingham City Council fleet utilisation, vehicle lifespan and productivity to identify service improvements	(0.150)	(0.150)	(0.150)
					<b>(2.123)</b>	<b>(2.123)</b>	<b>(2.123)</b>

## Community Services

## Appendix 1c

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Commercial & Operations	Neighbourhood Services	Facilities & Building Services	Insourcing construction activity	(0.300)	0.000	0.000
2	Commercial & Operations	Neighbourhood Services	Building Related Services	Further review of Traded Activities	(0.150)	(0.150)	(0.150)
3	Commercial & Operations	Neighbourhood Services	Increased Efficiencies and Income Generation	Deliver operational productivity efficiencies and expand the income generated from Nottingham City Homes, Nottingham BID and other agencies	(0.300)	(0.300)	(0.300)
4	Commercial & Operations	Neighbourhood Services	Increased Efficiencies and Income Generation	Deliver operational productivity efficiencies and expand the income generated from non-core activities	(0.100)	(0.100)	(0.100)
5	Commercial & Operations	Neighbourhood Services	Increased Efficiencies and Income Generation	Deliver operational productivity efficiencies and expand the income generated from specialist and contract cleaning services	(0.160)	(0.160)	(0.160)
6	Commercial & Operations	Neighbourhood Services	Continued Commercial Sales Growth	To continue the growth in commercial waste contracts and new confidential waste services, whilst maximising operating efficiencies	(0.300)	(0.300)	(0.300)
7	Commercial & Operations	Neighbourhood Services	Increase in Commercial Sales and Contracts	Provide school and specialist grounds maintenance services to an increased customer base, including Japanese Knotweed treatment	(0.040)	(0.040)	(0.040)
8	Commercial & Operations	Neighbourhood Services	Increase in number of Commercial Catering sites	To continue to expand the number of commercial catering sites, increase income from event and hospitality catering services	(0.110)	(0.110)	(0.110)
9	Commercial & Operations	Neighbourhood Services	To reduce expenditure and increase income and quality of the service to schools	To support schools in driving uptake of school meals whilst maximising service productivity and reducing expenditure	(0.400)	(0.400)	(0.400)
10	Commercial & Operations	Various	Overtime	Reduction in overtime	(0.150)	(0.150)	(0.150)
11	Commercial & Operations	Community Protection	Frontline security services	In-sourcing/diversifying frontline security services, and review building operating hours	(0.200)	(0.200)	(0.200)
12	Commercial & Operations	Neighbourhood Services	Contact Centre Proposal	Adoption of a 'One Council Approach', offering a consistent access to services, whilst maintaining individual and specialist service knowledge and commercial opportunities	(0.100)	(0.100)	(0.100)
13	Commercial & Operations	Neighbourhood Services	Recycling	In the main, recycling has now been implemented and rolled out across the city and the arrangements are now in place and embedded. As such there is now a greater need to focus resources	(0.102)	(0.102)	(0.102)

				on the front line and how residents present their recycling			
14	Strategy & Resources	Crime & Drugs Partnership	Rent reduction	Remainder of Crime and Drugs Partnership Team will be re-located from the Galleries of Justice on 1st April 2018	0.000	(0.047)	(0.047)
15	Strategy & Resources	HROT	Corporate Leadership support	Review of the support provided to the Corporate Leadership Team and the Executive, to include systems and processes for better and efficient ways of working	(0.072)	(0.072)	(0.072)
					<b>(2.484)</b>	<b>(2.231)</b>	<b>(2.231)</b>

## Early Intervention & Early Years

## Appendix 1d

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Children & Adults	Children in Care	Edge of Care Programmes	Expansion of Edge of Care programmes and support for children in care that focus on supporting and enabling families to stay together. These successful programmes lead to less children coming into care and homes for those able to leave care	(0.605)	(0.505)	(0.505)
2	Children & Adults	Children in Care	Selling of occasional Specialist Internal Placements	Offering any spare capacity to other local authorities	(0.010)	(0.010)	(0.010)
3	Children & Adults	Youth Offending Team	Selling of Restorative Justice Training	Generating income through the expansion of external training delivered by the Restorative Justice Co-ordinator	(0.020)	(0.020)	(0.020)
4	Children & Adults	Early Help Services	Play & Youth	Removal of three vacant posts and creation of sessional workers	(0.063)	(0.063)	(0.063)
5	Children & Adults	Inclusion & Disability	Grant Income	Ensure recharges for infrastructure costs to grants are maximised	(0.103)	0.000	0.000
6	Children & Adults	Inclusion & Disability	Early Years review	Efficiencies through a revised model of service delivery of early years support	(0.085)	(0.055)	(0.055)
7	Children & Adults		Efficiencies in central infrastructure costs	Reduction in Children's Residential & Directorate Support training budget	(0.014)	(0.014)	(0.014)
8	Children & Adults	Child Protection	Family Support	Maximise grant funding for Family Support	(0.167)	(0.167)	(0.167)
9	Children & Adults	Early Help Services	Children's Centres	Re-design of the running of children's centres that are in close proximity of a joint service centre to reduce running costs. Some services from Bulwell Children's Centre to relocate into Riverside Joint Service Centre	(0.050)	(0.050)	(0.050)
10	Children & Adults	Children in Care	Internal Foster Carers	Invest to save project to recruit more Nottingham City Council foster carers	(0.123)	(0.365)	(0.365)
11	Children & Adults	Inclusion & Disability	Short Breaks	Alignment of Children's and Adults Direct Payment Rates	(0.040)	(0.040)	(0.040)
12	Children & Adults	Youth Offending Team	Youth Offending Team support	Review of staffing levels and removal of vacant post	(0.035)	(0.035)	(0.035)
13	Children & Adults	Youth Offending Team	Youth Crime Prevention	Review & reduce Youth Crime Prevention work by reducing the Targeted Youth Support in line with the reduction in National Funding Grants	(0.065)	(0.065)	(0.065)

14	Strategy & Resources	Strategy & Policy	DAISI traded service	Increase the income from the DAISI traded service with schools	(0.010)	(0.100)	(0.100)
15	Strategy & Resources	Strategy & Policy	Research engagement and consultation	Attract funding	(0.003)	(0.003)	(0.003)
16	Strategy & Resources	One Nottingham	One Nottingham	Reduction in annual running costs	(0.030)	(0.030)	(0.030)
17	Strategy & Resources	Commissioning and Procurement	0-5 health services	Contract rolled forward with in year savings	(0.208)	0.000	0.000
18	Strategy & Resources	Quality & Commissioning - Supporting People	Workforce Development Team	Source alternative grants and shared approaches to workforce development	(0.050)	(0.050)	(0.050)
19	Strategy & Resources	Quality & Commissioning - Supporting People	Family befriending service	Recommission family befriending service delivering savings in the contract	(0.030)	(0.030)	(0.030)
					<b>(1.710)</b>	<b>(1.601)</b>	<b>(1.601)</b>

## Education, Employment & Skills

## Appendix 1e

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Children & Adults	Inclusion & Disability	Special Education Needs services	Generating income through selling Special Education Needs services	0.000	(0.010)	(0.010)
2	Children & Adults	Education Partnerships	Technical Services	Generating income through selling of Technical Services	(0.033)	(0.033)	(0.033)
3	Children & Adults	Education Partnerships	Education Services Nottingham brokerage	Generating income through Education Services Nottingham brokerage	(0.050)	(0.050)	(0.050)
4	Children & Adults	Inclusion & Disability	Education Health & Care Plan	Completion of Education Health & Care Plan (EHP) and Special Education conversion from Special Education Needs statements to EHP	(0.014)	(0.021)	(0.021)
5	Children & Adults	Inclusion & Disability	Inclusion & Disability	Achieving efficiencies in Inclusion & Disability staffing team leading to the removal of a vacant post	(0.003)	(0.003)	(0.003)
6	Children & Adults	Education Partnerships	Schools Clothing Budget	Re-alignment of school clothing budget to match actual demand	(0.011)	(0.004)	(0.004)
7	Development & Growth	Econ Dev Partner & Policy	Project posts	Core funding replaced by project-related external income	(0.110)	(0.110)	(0.110)
8	Development & Growth	Econ Dev Partner & Policy	Nottingham Futures	Savings from efficiencies	(0.175)	(0.175)	(0.175)
9	Development & Growth	Econ Dev Partner & Policy	Reduction of running costs	Savings from efficiencies	(0.037)	(0.037)	(0.037)
					<b>(0.433)</b>	<b>(0.443)</b>	<b>(0.443)</b>



## Energy & Sustainability

## Appendix 1f

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Commercial & Operations	Energy Services	Household Waste Recycling Centres	Introduction of a charge for non-domestic usage of the Household Waste Recycling Centres	(0.080)	(0.080)	(0.080)
2	Commercial & Operations	Energy Services	Energy Development Fund	The Energy Development fund is utilised to fund capital investment programmes for Energy projects. It has been proposed that this level of this fund will be reduced	(0.300)	(0.300)	(0.300)
3	Strategy & Resources	HROT	Contact Centres	Merge contact centres for public services and call handling automation	(0.075)	(0.150)	(0.150)
					<b>(0.455)</b>	<b>(0.530)</b>	<b>(0.530)</b>

## Leisure & Culture

## Appendix 1g

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Commercial & Operations	Sport & Culture	Events	New commercial activates and growth	(0.060)	(0.060)	(0.060)
2	Commercial & Operations	Sport & Culture	Sport & Leisure - leisure centres	Review of fees and charges	(0.200)	(0.200)	(0.200)
3	Commercial & Operations	Sport & Culture	Museums and Heritage Sites	New commercial activities and growth at Wollaton Hall, Newstead Abbey and Nottingham Castle	(0.250)	(0.250)	(0.250)
4	Commercial & Operations	Sport & Culture	Theatre Royal/Concert Hall	Additional income	(0.200)	(0.200)	(0.200)
5	Commercial & Operations	Sport & Culture	Bereavement Services	Review of fees and charges	(0.150)	(0.150)	(0.150)
6	Commercial & Operations	Sport & Culture	Libraries	Review library operations , housebound service and new consortium approach for bookfund	(0.105)	(0.105)	(0.105)
7	Commercial & Operations	Sport & Culture	Parks & Open Spaces	Redesign grounds maintenance arrangements and new commercial activities	(0.400)	(0.400)	(0.400)
8	Commercial & Operations	Sport & Culture	Parks & Open Spaces	Bulwell Hall Golf Course - review current management arrangements	(0.050)	(0.050)	(0.050)
9	Commercial & Operations	Sport & Culture	Cultural Grants	Reduction in support to external groups	(0.076)	(0.076)	(0.076)
					<b>(1.491)</b>	<b>(1.491)</b>	<b>(1.491)</b>

## Planning & Housing

## Appendix 1h

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Development & Growth	Housing Dev (Regeneration)	Generation of income through charging for time on projects	Time spent on supporting projects can be charged on eligible projects to bring in the income	(0.060)	(0.060)	(0.060)
2	Development & Growth	Planning	Recharge for planning support and advice given on SRB schemes	There is already an annual recharge for all planning advice given on SRB projects - this is an increase in the breadth of support provided which has a compensatory charge	(0.005)	(0.005)	(0.005)
3	Development & Growth	Planning	Nominal increase in the amount charged for pre-application fees	Nominal increase in the amount charged for pre-application fees	(0.005)	(0.005)	(0.005)
4	Development & Growth	Planning	Service Level Agreement with Borough Councils	Planning advice and support package provided to neighbouring Councils	(0.035)	(0.035)	(0.035)
5	Development & Growth	Adaptations and PAD	Transfer of service to Nottingham City Homes	In transferring funding arrangements for this service to NCH, a saving has been made on the administration costs previously incurred by the Council. This does not affect the level of service	(0.048)	(0.048)	(0.048)
6	Development & Growth	Planning	Deletion of vacant post	Career progression within the team has freed up a more junior post which is no longer required	(0.015)	(0.015)	(0.015)
7	Development & Growth	Housing Strategy	Nottingham City Homes (NCH)	NCH Efficiencies and the Growth	(1.125)	(1.125)	(1.125)
8	Development & Growth	Housing Strategy	Shared services	Change in charges to Housing Revenue Account for shared services	(0.460)	(0.460)	(0.460)
					<b>(1.753)</b>	<b>(1.753)</b>	<b>(1.753)</b>

## Resources & Neighbourhood Regeneration

## Appendix 1i

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Strategy & Resources	Strategic Finance	Benefits	Increased recovery activity on Benefits overpayments	(0.058)	(0.058)	(0.058)
2	Strategy & Resources	Legal & Democratic	Legal Services	Additional income from commercial and legal work	(0.015)	(0.015)	(0.015)
3	Strategy & Resources	IT	IT training Services	Income generation - IT training Services	(0.050)	(0.050)	(0.050)
4	Strategy & Resources	IT	Printing Services	Income generation - Printing Services	(0.020)	(0.020)	(0.020)
5	Strategy & Resources	Legal & Democratic	Legal Services	Additional income from legal work	(0.020)	(0.020)	(0.020)
6	Strategy & Resources	Strategic Finance	Benefits	Increase subsidy from reduction in Local Authority error	(0.175)	(0.200)	(0.250)
7	Strategy & Resources	Strategic Finance	Strategic Finance	Review of contracts for subscriptions/ training and licences	(0.050)	(0.050)	(0.050)
8	Strategy & Resources	Strategic Finance	Treasury Management	Activities to reduce the cost of borrowing	(0.205)	(0.250)	(0.355)
9	Strategy & Resources	Strategic Finance	Pupil Benefits	Efficiencies in the administration of Pupil Benefits	(0.015)	(0.015)	(0.015)
10	Strategy & Resources	Strategic Finance	Strategic Finance and Audit Services	Efficiencies from Joint working with other public sector bodies	(0.030)	(0.030)	(0.030)
11	Strategy & Resources	Strategic Finance	External contracts	Review of all contract terms for externally provided services	0.000	(0.055)	(0.111)
12	Strategy & Resources	Legal & Democratic	Councillors Allowances	Target for reduction in costs of Councillor Allowances	(0.125)	(0.125)	(0.125)
13	Strategy & Resources	Legal & Democratic	Legal Services post reduction	Deletion of 0.4 of the budget of a scale I post in Legal Services	(0.015)	(0.015)	(0.015)
14	Strategy & Resources	IT	IT contract management	Efficiencies in IT contract management	(0.060)	(0.120)	(0.120)
15	Strategy & Resources	Strategic Finance	Business Rates	Improvement in service delivery	(0.048)	(0.060)	(0.085)
16	Strategy & Resources	Legal & Democratic	Emergency Planning	Review of the management of Emergency Planning services	(0.020)	(0.020)	(0.020)
17	Strategy & Resources	Legal & Democratic	Constitutional Services	Deletion of 0.6 of the budget of a scale G post in Constitutional Services	(0.020)	(0.020)	(0.020)

18	Strategy & Resources	IT	IT Efficiency Fund	Reduction in contribution to IT Efficiency Fund - reprofiling of IT schemes	(0.600)	(0.600)	(0.600)
19	Strategy & Resources	IT	IT Server and Data Storage redesign	Virtualisation of server estate / Oracle migration to SQL	(0.018)	(0.058)	(0.058)
20	Strategy & Resources	IT	IT Services	Reduction of IT Business Partner and non-operational post	(0.100)	(0.120)	(0.120)
21	Development & Growth	Major Programmes	Additional income in lieu of Consultants fees	The service will reduce the use of consultants and bring more work into the team	(0.140)	(0.140)	(0.140)
22	Development & Growth	Information Governance	Offsite storage	Reduce the reliance and volume of material stored in a paper format by converting and managing information assets electronically	(0.030)	(0.030)	(0.030)
23	Development & Growth	Major Programmes	Maximising savings generated from previous year proposals	The Council negotiated a better than anticipated agreement with its street lighting contractor in relation to the street lighting dimming initiative in 2016	(0.040)	(0.040)	(0.040)
24	Development & Growth	Directorate	Support post	Reduction of part time vacant support post	(0.010)	(0.010)	(0.010)
25	Development & Growth	Directorate	Departmental running costs savings	Savings from efficiencies	(0.008)	(0.008)	(0.008)
26	Development & Growth	Information Governance	Software and data costs	Consolidate ICT solutions to reduce reliance on bespoke applications and considered open source and existing alternatives to support information management activities	(0.025)	(0.025)	(0.025)
					<b>(1.897)</b>	<b>(2.154)</b>	<b>(2.390)</b>

## Strategic Regeneration

## Appendix 1j

	Department	Service Area	Title of Proposal	Narrative	2017/18 £m	2018/19 £m	2019/20 £m
1	Commercial & Operations	Sport & Culture	Community Centres	Additional Improvement Plan implementation	(0.025)	(0.025)	(0.025)
2	Strategy & Resources	Strategy & Policy	Corporate Policy team	Review and rationalisation of Corporate Policy team.	(0.041)	(0.041)	(0.041)
3	Strategy & Resources	Voluntary Sector	Voluntary Sector	Voluntary Sector - release of unallocated infrastructure funding	(0.060)	(0.060)	(0.060)
4	Strategy & Resources	Voluntary Sector	Established Communities funding	Reduction in Established Communities funding	(0.011)	(0.011)	(0.011)
5	Strategy & Resources	Voluntary Sector	Communities of Interest funding	Specific reduction in funding for gender and sexual orientation services	(0.020)	(0.020)	(0.020)
6	Development & Growth	Various	Efficiencies from operational properties	Savings from efficiencies	(0.025)	(0.025)	(0.025)
					<b>(0.181)</b>	<b>(0.181)</b>	<b>(0.181)</b>