

Cabinet – 13 January 2010

Revised Draft Corporate Revenue Budget 2010/11

| | |
|----------------------|---|
| Portfolio: | Councillor C Towe – Finance and Personnel |
| Service: | Finance – council wide |
| Wards: | All |
| Key decision: | No |
| Forward plan: | No |

1. Summary of report

This report presents the revised draft revenue budget proposals for 2010/11. The final budget, including any changes arising from consultation arrangements, will be presented to Cabinet on 3rd February 2010 and will include the impact of the final settlement, before being considered by Council on the 22nd February 2010. The revised budget proposals include a revised draft council tax increase of 4.26% as a result of an anticipated surplus on the collection fund as at 31.3.2010.

2. Recommendations

2.1 That Cabinet note the following for consultation:

- a) The current draft net budget requirement of £242.678m;
- b) The provisional formula grant entitlement of £137.243m;
- c) The collection fund surplus of £58k, requiring a reduction in the draft council tax increase;
- d) A revised provisional council tax increase of 4.26% and provisional council tax at Band D, of £1,389.43 excluding precepts;
- e) Total full year effect investments of £1.105m and efficiencies of £3.298m arising from previous budget decisions, as set out in Appendix 1.
- f) Total investment of £8.331m, relating to budget pressures and investment in service development as set out in section 4.4 and Appendix 2;
- g) Total savings, efficiencies and income generation proposals of £11.213m as set out in section 4.5 and Appendix 3;

2.2 That Cabinet refer this report to all scrutiny and performance panels for further consultation, to enable their comments to be considered, prior to Cabinet meeting on 3rd February 2010 to make it's final budget recommendations to full Council.

3. Background Information

The draft revenue budget proposals were presented to Cabinet on 18th November and referred to scrutiny panels at their meetings in November and December. This report presents the revised draft budget proposals which will then be despatched to scrutiny for a further opportunity for scrutiny.

4. Resource and legal considerations

4.1 **Legal:** In recent years central government has capped the level of council tax rises. For 2009/10 this was capped at a maximum of 5% for council tax increases and a maximum net budget requirement increase of 5%. Capping principles are determined on a year by year basis. The Parliamentary Under Secretary of State announced that the government expects the average Band D council tax increase to be at a 16 year low in 2010/11. The draft proposals within this report include a 4.26% council tax increase and a 2.31% increase in net budget requirement. Should the authority be capped, the government could set future years increases or require the council to rebill at a lower council tax level.

4.2 **Financial:** The budget has been constructed in accordance with the MTFS and all relevant corporate financial protocols and presents a balanced draft budget, resulting in:

- A focus on a policy-led budget setting approach using corporate priorities established by cabinet
- A total draft net budget requirement of £242.678m
- Provision for pay, non-pay and contractual inflation of £8.059m
- Provision for known budget pressures, including fall out of grant, demographic and cost pressures, and income shortfalls of £ 6.569m and provision for new investment in service developments of £1.762m, total new growth of £8.331m
- Full year impact of growth approved in the 2009/10 budget of £1.105m
- Contribution to balances of £2.5m ensuring minimum opening reserves in line with the MTFS
- Savings, efficiencies and fees and charges increases of £11.213m
- Full year impact of savings approved in the 2009/10 budget of £3.298m

4.3 **Table 1** below provides a summary of the council's net draft budget requirement 2010/11, excluding precepts, compared to the 2009/10 budget.

| Table 1: Draft Net Budget Requirement for 2010/11 compared to 2009/2010 | £'m | Further Detail |
|--|----------------|-----------------------|
| 2009/10 Approved by Council on 23 February 2009: | 237.194 | |
| <u>Changes:</u> | | |
| Pay, non-pay and contractual Inflation | 8.059 | |
| Budget pressures: demographics, cost pressures, fallout of grant | 6.569 | App 2 |
| | 1.762 | App 2 |
| New Investment: services developments | 2.500 | |
| Contribution to reserves | 1.105 | App 1 |
| Full year effect of 2009/10 growth | (11.213) | App 3 |
| Efficiencies, savings and income generation | (3.298) | App 1 |
| Full year effect of 2009/10 savings | | |
| 2010/11 Draft net budget requirement: | 242.678 | |

Available Resources

- 4.4 Table 3 provides an analysis of funding to meet this requirement. The final settlement is expected in late January, and will impact on the final budget if it changes from the draft. Further work is in hand to finalise the impact of any shortfall or surplus on the collection fund and its impact on the council tax increase. These proposals represent an early indication of the draft budget position, based on Cabinet priorities, costs and funding information. It may therefore change as further information becomes available and consultation feedback is received.

| Table 3: Available Resources for 2010/11 | £'m Further Detail |
|---|-----------------------------------|
| Formula Grant | 137.243 |
| Council Tax (based on a 4.26% increase over 2009/10 levels) | 108.298 |
| Collection fund (Deficit)/Surplus | 0.058 |
| Use of Reserves | 0.000 |
| Additional efficiency targets | (2.921) |
| Total Resources | 242.678 |

Budget Pressures and Investment for Service Developments

- 4.5 The draft 2010/11 revenue budget includes £1.105m of growth which relates to investment decisions made by Council in February 2009 where a part year cost effect only was included in 2009/10. In addition further growth proposal totalling £8.331m has been identified as a very high priority by Cabinet as being essential to meeting cost pressures, legislative requirements and to meet or improve service delivery targets. Details can be found at Appendix 1 and 2. The budget assumes that any education-related pressures will be accommodated from the schools DSG. Growth is split into two categories:

Efficiencies, Savings and Fees and Charges Increases

- 4.6 In order to set a balanced budget, and after a review of available resources from formula grant and council tax, and taking into account additional known and likely pressures, council wide savings, efficiencies and fees and charges increases of £11.213m are included in the draft budget proposals within this report for consultation (Appendix 3). Further full year effect savings of £3.298m are included relating to decisions taken in relation to the 2009/10 budget (Appendix 1). This has enabled Cabinet to use available resources to target priority services, and allowed some targeted investment in high priority areas, such as meeting Cabinet's Cleaner, Greener agenda.

Formula Grant

- 4.7 The Government provides funding to councils through formula grant. For Walsall in 2010/11 this has been confirmed as £137.243m which includes a reduction in grant of £5.03m for floor damping

Collection Fund

- 4.8 The collection fund is a fund separate to the revenue general fund which accounts for income collected from council tax. In January of each financial year, an in-depth appraisal is undertaken to assess the estimated level of collection (as aggregated to include that relating to the current and previous years), the likely balance of the fund and to advise the precepting authorities (Fire and Police) of their share of the surplus/deficit to enable them to take this into account in their own budget calculations. Any surplus or deficit calculated as at January 2010 will impact on the final council tax increase. A surplus of £0.058m is expected for 2009/10 resulting in a revised draft council tax increase of 4.26%.

General Fund Reserves and Risks

- 4.9 Councils must set and maintain a budget sufficient to cover all known expenditure and headroom for unknown expenditure. It is prudent for councils to maintain adequate general reserves and contingencies and a risk assessment is used to determine appropriate levels. Chief finance officers are required to formally report to members on the adequacy of reserves, and this will be included in the February budget report.
- 4.10 The current MTFs requires opening general reserves of between 2.25% and 5% of the net general fund revenue budget. In 2010/11 this equates to a balance between £5.46m and £12.13m.
- 4.11 The key risks identified within the draft budget include the national and local economic situation and general demographic trends, including their impact on the demand for council services and income generation; and the current pay and grading and equal pay project. Given the financial challenges facing local authorities and this council in future years, the chief finance officer may recommend a higher than minimum level of reserves to ensure stability and the adequate management of future unknowns. The figures within this report allow for replenishment of reserves of £2.5m to ensure an opening working balance of at least the minimum required. £2.5m of replenishment will be adequate providing the current financial years overspend position does not worsen.

5. Consultation

- 5.1 Consultation started in September and includes:
- A facilitated residents workshop involving representatives from different parts of the community
 - Voluntary sector consultation, including attendance at the Walsall Voluntary Action Showcase event on 2nd November and a separate workshop with the voluntary sector in December
 - Business consultation via telephone and meetings
 - A Budget JNCC to consult with employee representatives
 - Consultation on the draft proposals with scrutiny over two meetings in November/December and January.
- 5.2 A detailed report of the consultation findings was presented to Cabinet in December to allow Cabinet to take these into consideration in finalising their budget proposals.

6. Citizen impact

The budget is aligned with service activity in service plans. Investment has been targeted at service improvement and delivery of the council's vision. The savings and efficiencies reduce net cost and dampen the council tax increase. A stable financial position ensures activity is targeted on service delivery and improvement. Increases in fees and charges will impact on service users but this decision has been made after research by the appropriate directorates.

7. Community safety

The draft budget provides funding for community safety initiatives.

8. Environmental impact

Investment bids for 2010/11 onwards include supporting environmental improvements.

9. Performance and risk management issues

9.1 Service managers undertake comprehensive risk assessments of their budgets by identifying risk factors associated with potential changes to service delivery and funding streams to ensure that adequate corporate budgetary provision is available to cover unforeseen future events. This risk management approach has been in place for several years and is used to inform the level of earmarked reserves and working balance. A detailed statement on the adequacy of general and earmarked reserves and provisions will be included within the final budget report in February, along with a comprehensive financial assessment of the key risks to the 2010/11 budget.

9.2 Managers are required to deliver their services within budget and there are comprehensive performance arrangements in place to monitor and manage this.

10. Equality implications

Service managers have regard to equalities in setting budgets and delivering services. Equality impact assessments will be undertaken as required prior to final recommendations being made to Council on the budget.

Background papers

Various financial working papers and Medium Term Financial Strategy

Author

Vicky Buckley
Head of Corporate Finance,
☎ 01922.652349
buckleyv@walsall.gov.uk



**Rory Borealis – Executive Director
(Resources)**

30 December 2009



James Walsh - Chief Finance Officer
18 December 2009



**Councillor Chris Towe
Finance & Personnel**

30 December 2009

DRAFT PORTFOLIO PROPOSALS : INVESTMENT

| Investment Category | INVESTMENT DESCRIPTION | SERVICE AREA | ANNUAL INVESTMENT | | |
|--|--|------------------------------|-------------------|------------------|------------------|
| | | | 2010/11 | 2011/12 | 2012/13 |
| | | | £ | £ | £ |
| CHILDREN'S PORTFOLIO | | | | | |
| Demand | Investment required to fund the increase in numbers of looked after children coming into care. | Looked After Children | 1,500,000 | 1,500,000 | 1,500,000 |
| Demand / Legis'l've | Family contact and support: Additional costs arising from increased family contact and travel costs | Looked After Children | 450,000 | 450,000 | 450,000 |
| TOTAL INVESTMENT : CHILDREN'S | | | 1,950,000 | 1,950,000 | 1,950,000 |
| COMMUNITIES AND PARTNERSHIPS PORTFOLIO | | | | | |
| Legisl've | Surveillance activity at Brownhills and Bescot markets designed to protect consumers and retailers from illegal activity often linked to serious organised crime. | Public Safety | 21,000 | 21,000 | 21,000 |
| New | Maintain the operation of the recently digitised CCTV system for 24 hr operation. Yr 1 costs to mainstream the activity, year 2 onwards will generate income and streamline costs to offset the initial costs | Communities and Partnerships | 65,000 | 0 | 0 |
| New | Increased enforcement of enviro-crime, which will complement community areas (4 officers) | Public Safety | 120,000 | 120,000 | 120,000 |
| New | Revised neighbourhood management model - the final model is currently being worked on and is to be presented to Council in December | Neighbourhood Partnerships | 600,000 | 600,000 | 600,000 |
| TOTAL INVESTMENT : COMM'S AND PARTNERSHIP | | | 806,000 | 741,000 | 741,000 |
| BUSINESS SUPPORT PORTFOLIO | | | | | |
| Income Shortfall | Shortfall of income within print and design services, over several years, due to falling activity and different publication methods | Print and Design | 337,000 | 337,000 | 337,000 |
| New | Creation of 3 business analyst posts to support council wide efficiency activity. Funding is for one-off set up costs and it is expected that year 2 + the posts will generate sufficient efficiencies to cover the cost of the posts and achieve further savings for the council. | Business Solutions | 120,000 | 0 | 0 |
| New | Setting up a single operating model for customer service improvements and efficiencies in processes to support effective customer service across the organisation will be secured, supporting self-service as the most cost effective solution where possible. | Business Solutions | 145,000 | 145,000 | 145,000 |
| Demand / Business Critical | Due to the current economic climate efficiencies within procurement of contracts has not been realised and investment is required to prevent budget pressures in future years | Procurement | 1,500,000 | 1,500,000 | 1,500,000 |
| TOTAL INVESTMENT : BUSINESS SUPPORT | | | 2,102,000 | 1,982,000 | 1,982,000 |

Appendix 1

| Investment Category | INVESTMENT DESCRIPTION | SERVICE AREA | ANNUAL INVESTMENT | | |
|--|---|----------------------|-------------------|----------------|----------------|
| | | | 2010/11 | 2011/12 | 2012/13 |
| | | | £ | £ | £ |
| ENVIRONMENT PORTFOLIO | | | | | |
| Income Shortfall | Shortfall of income within bereavement services due to a decline in deaths | Bereavement Services | 175,000 | 175,000 | 175,000 |
| New | Additional litter hit squads. To provide one team in each of the three main geographical areas. Three litter hit squads will be sufficient to deal with fly tipping and the more routine community focused work at current levels (It is proposed that there will be one crew per two of the new LNP areas). | Street Pride | 47,000 | 47,000 | 47,000 |
| New | Reorganisation of the existing street cleaning teams around the neighbourhood management model, and increased number of barrow routes. An increase in the number of barrow routes will allow us to have at least one route in each of the town/district centres where mechanical footway sweeping is difficult. Additional barrow routes will be provided in Brownhills/Aldridge, Pelsall / Rushall, Blakenall, Birchills, Paddock and Bentley. | Street Pride | 123,000 | 123,000 | 123,000 |
| New | Increased frequency of weed treatment (from one per year to two) which will improve the appearance of footpaths and pavements. | Street Pride | 23,000 | 23,000 | 23,000 |
| New | Providing a skip in one area for a day which will also support the work of litter hit squads. This would help eradicate fly tipping and bulk waste. | Street Pride | 6,000 | 6,000 | 6,000 |
| New | Enhanced cleaning of the ring road, upgrading the cleansing regime along this key corridor. The 3 year maintenance agreement associated with the recently completed work covers maintenance of the soft landscaped areas and litter picking of the highway four times per year. This proposal will supplement this work. Costs will increase from 2012/13 as the 3 year maintenance period expires. | Street Pride | 69,710 | 69,710 | 175,000 |
| New | Increased maintenance of trees and hedges in council ownership. The proposal is to increase the number of tree gangs to four (from current three) to prioritise highways trees. | Street Pride | 116,000 | 116,000 | 116,000 |
| TOTAL INVESTMENT : ENVIRONMENT | | | 559,710 | 559,710 | 665,000 |
| FINANCE AND PERSONNEL PORTFOLIO | | | | | |

Appendix 1

| Investment Category | INVESTMENT DESCRIPTION | SERVICE AREA | ANNUAL INVESTMENT | | |
|---|---|------------------------|-------------------|----------------|----------------|
| | | | 2010/11 | 2011/12 | 2012/13 |
| | | | £ | £ | £ |
| New | Additional capacity within legal in contract and social care (children's) law and social care lawyer, to manage demand. This will result in a reduction in the number of cases that require support from agency staff and external legal support. It involves the employment of a contract lawyer and a social care lawyer. | Legal Services | 122,000 | 122,000 | 122,000 |
| Business Critical | Corporate feasibility studies resource. A corporate resource to enable targeted feasibility studies /and investigation work to be undertaken | Council Wide | 225,000 | 225,000 | 225,000 |
| Grant Fallout | Reduction in housing benefit administration grant | Revenues | 180,000 | 200,000 | 200,000 |
| Legisl've | Change in legislation for elections services - Individual registration not household registration from 2010/11 | Electoral Registration | 123,000 | 123,000 | 123,000 |
| TOTAL INVESTMENT : FINANCE AND PERSONNEL | | | 650,000 | 670,000 | 670,000 |
| LEISURE AND CULTURE PORTFOLIO | | | | | |
| Income Shortfall | Loss of income in sports centres due to current economic conditions | Sports | 110,000 | 110,000 | 110,000 |
| New | Grant funding for Jerome K Jerome Society | Libraries and Heritage | 2,200 | 2,200 | 2,200 |
| New | Increased staff visibility and enforcement activity in parks, green spaces and countryside. Park Rangers will have responsibility for green spaces as well as parks. | Green spaces | 163,000 | 163,000 | 163,000 |
| TOTAL INVESTMENT : LEISURE AND CULTURE | | | 275,200 | 275,200 | 275,200 |
| REGENERATION PORTFOLIO | | | | | |
| Business Critical | Increase in property maintenance (representing a 20% increase in the budget) for council owned properties. | Property Services | 131,000 | 131,000 | 131,000 |
| Business Critical / Legisl've | A resource to manage the Council's carbon reduction commitment. The Council is legally required to report our carbon consumption. The resource will report on consumption data to Government which then translates into carbon credits. Provision has been made for the potential carbon charge, however this resource has been identified to help mitigate the tax in future years and requires advanced planning. | Property Services | 30,000 | 30,000 | 30,000 |
| Business Critical / Legisl've | A dedicated resource for the management of the Council's building logbook. The Council introduced a building logbook in 2008. It is a key role for the corporate landlord function within Property services. | Property Services | 30,000 | 30,000 | 30,000 |

Appendix 1

| Investment Category | INVESTMENT DESCRIPTION | SERVICE AREA | ANNUAL INVESTMENT | | |
|--|--|----------------------------|-------------------|------------------|------------------|
| | | | 2010/11 | 2011/12 | 2012/13 |
| | | | £ | £ | £ |
| Grant Fallout | Fall out of Planning Delivery Grant. The investment allows mainstreaming of activity currently undertaken by c 5 posts and funded via grant. | Regeneration | 185,000 | 185,000 | 185,000 |
| Business Critical | To manage the costs of security for some premises when Councils buildings become vacant and prior to them becoming redundant / for sale. | Property Services | 100,000 | 100,000 | 100,000 |
| Grant Fallout | Fall out of grant funding a post within the economic development team | Regeneration | 59,000 | 59,000 | 59,000 |
| Legisl've | Commissioning of electrical testing survey works. It is a legal requirement to undertake surveys. Any subsequent works arising can be charged to capital. | Property Services | 15,000 | 15,000 | 15,000 |
| Legisl've | Commissioning of legionella surveys. It is a legal requirement to undertake surveys. Any subsequent works arising can be charged to capital. | Property Services | 25,000 | 25,000 | 25,000 |
| Legisl've | Commissioning of asbestos surveys. It is a legal requirement to undertake surveys. Any subsequent works arising can be charged to capital. | Property Services | 45,000 | 45,000 | 45,000 |
| Income Shortfall | Loss of rental income from the permanent closure of the Vigo quarry for tipping The lease for the quarry has ended as the tipping has been completed, resulting in a budget shortfall. | Property Services | 140,000 | 140,000 | 140,000 |
| Income Shortfall | Loss of rental income from Suffolk Place following the departure of WHG. The WHG lease of Suffolk place has ended and will not be replaced with another tenant. | Property Services | 80,000 | 80,000 | 80,000 |
| Income Shortfall | Loss of rental income from sale of assets. A number of assets have been sold and tenant income has therefore ended permanently | Property Services | 36,000 | 36,000 | 36,000 |
| Income Shortfall | Loss of fee income within property services. This is unsustainable from 2010/11 onwards due to projected falls in capital projects | Property Services | 277,000 | 277,000 | 277,000 |
| Income Shortfall | Loss of income from Brownhills market. The Council has taken over responsibility for managing the site and therefore no longer receives the rental income . | Markets | 37,000 | 37,000 | 37,000 |
| TOTAL INVESTMENT : REGENERATION | | | 1,190,000 | 1,190,000 | 1,190,000 |
| SOCIAL CARE AND HEALTH PORTFOLIO | | | | | |
| Demand | Increase in demand within mental health services. Dementia statistics show this is a national issue not just at Walsall. | Mental Health and Dementia | 570,071 | 685,649 | 804,845 |
| Demand | Increase in client demand within learning disabilities | Learning Disability | 45,000 | 90,000 | 90,000 |
| Demand | Increase in demand within older peoples services. | Older People | 143,036 | -72,584 | 14,116 |
| TOTAL INVESTMENT : SOCIAL CARE AND HEALTH | | | 758,107 | 703,065 | 908,961 |
| TRANSPORT PORTFOLIO | | | | | |

Appendix 1

| Investment Category | INVESTMENT DESCRIPTION | SERVICE AREA | ANNUAL INVESTMENT | | |
|------------------------------------|---|--------------------------------|-------------------|------------------|------------------|
| | | | 2010/11 | 2011/12 | 2012/13 |
| | | | £ | £ | £ |
| New | Improved gully service provision. The work is currently undertaken by a contractor. The investment will allow emergency jetting to be provided and will ensure a quality service is maintained through increased service frequencies. | Engineering and Transportation | 40,000 | 40,000 | 40,000 |
| TOTAL INVESTMENT: TRANSPORT | | | 40,000 | 40,000 | 40,000 |
| TOTAL INVESTMENT | | | 8,331,017 | 8,110,975 | 8,422,161 |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|---|------------------|---|---------------|---------------------------|--------------------|--------------------|--------------------|
| | | | | | 2010/11 £ | 2011/12 £ | 2012/13 £ |
| CHILDREN'S PORTFOLIO | | | | | | | |
| 1 | EFFICIENCY | Restructure of the Family Placement Service to secure service improvements. This saving is removing vacant posts | CHILDRENS | Residential and Fostering | (185,947) | (185,947) | (185,947) |
| 2 | EFFICIENCY | Remove vacant post in Children Trust Support Team | CHILDRENS | Childrens Trust | (5,300) | (5,300) | (5,300) |
| 3 | EFFICIENCY | Reduction in costs and budget requirement for Uplands House premise, following the transfer of Social Workers team | CHILDRENS | Childrens Trust | (33,000) | (33,000) | (33,000) |
| 4 | EFFICIENCY | Review and removal of administrative budgets within general management | CHILDRENS | Specialist Management | (15,000) | (15,000) | (15,000) |
| 5 | EFFICIENCY | Saving in budget for Uplands House in line with current spend - Transition & Leaving Care Team | CHILDRENS | Residential and Fostering | (30,000) | (30,000) | (30,000) |
| 6 | EFFICIENCY | Saving in budget for Quest Building in line with current spend | CHILDRENS | Vulnerable Children | (10,000) | (10,000) | (10,000) |
| 7 | EFFICIENCY | Saving on service management structure (realises saving of part of a post) | CHILDRENS | CAPS & Young Carers | (30,000) | (30,000) | (30,000) |
| 8 | EFFICIENCY | Reduction in spend on managing the education contract | CHILDRENS | Education Client | (20,000) | (20,000) | (20,000) |
| 9 | EFFICIENCY | Realignment of budget in line with current spend for Music Support Service | CHILDRENS | Education Client | (20,000) | (20,000) | (20,000) |
| TOTAL EFFICIENCIES | | | | | (349,247) | (349,247) | (349,247) |
| 10 | NEW INCOME | Transfer of Walsall Street Team (specialist service) contracts to grant funding (e.g.Solom Project & Jigsaw) | CHILDRENS | Child Protection | (17,332) | (17,332) | (17,332) |
| 11 | NEW INCOME | Integrating new grant income streams to maximise outcomes and align posts with this grant funding | CHILDRENS | Residential and Fostering | (81,772) | (81,772) | (81,772) |
| 12 | NEW INCOME | Increase the catering management fee to schools for 2010/11 | NEIGHBOURHOOD | Catering | (21,817) | (39,756) | (39,756) |
| TOTAL INCOME | | | | | (120,921) | (138,860) | (138,860) |
| 13 | SERVICE REDESIGN | Efficiency savings through integrating the young peoples support services (previously youth service, youth offending service and Connexions), working with partners and re-aligning service | CHILDRENS | IYPSS & Connexions | (405,373) | (405,373) | (405,373) |
| 14 | SERVICE REDESIGN | Review of contract activity in light of changes in requirements | CHILDRENS | Education Client | (80,000) | (80,000) | (80,000) |
| 15 | SERVICE REDESIGN | Re-negotiate with providers of child adolescent mental health and achieve efficiencies | CHILDRENS | Child Protection | (50,000) | (50,000) | (50,000) |
| 16 | SERVICE REDESIGN | Review of contract activity in light of changes in requirements | CHILDRENS | Education Client | (200,000) | (200,000) | (200,000) |
| 17 | SERVICE REDESIGN | Changes in the commissioning & decommissioning of services | CHILDRENS | Childrens Trust | (33,000) | (33,000) | (33,000) |
| 18 | SERVICE REDESIGN | Reduction of spend on no recourse to public fund cases in line with 2009/10 demand | CHILDRENS | Vulnerable Children | (60,000) | (60,000) | (60,000) |
| 19 | SERVICE REDESIGN | Realignment of funding of former care matters grant in line with expenditure | CHILDRENS | Residential and Fostering | (75,000) | (75,000) | (75,000) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (903,373) | (903,373) | (903,373) |
| TOTAL CHILDREN'S PORTFOLIO PROPOSALS | | | | | (1,373,541) | (1,391,480) | (1,391,480) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|--|------------------|---|---------------|-----------------------------|-------------------|------------------|------------------|
| | | | | | 2010/11 £ | 2011/12 £ | 2012/13 £ |
| COMMUNITIES AND PARTNERSHIP PORTFOLIO | | | | | | | |
| 20 | EFFICIENCY | Public safety service restructuring following the merger of safer Walsall partnership and public protection. | NEIGHBOURHOOD | Communities and partnership | (73,427) | (73,427) | (73,427) |
| 21 | EFFICIENCY | General efficiencies across the service | NEIGHBOURHOOD | Neighbourhood | (35,020) | (35,020) | (35,020) |
| 22 | EFFICIENCY | Reduction in maintenance/running costs for the bus and other small general efficiencies | NEIGHBOURHOOD | First Stop Shop | (13,044) | (13,044) | (13,044) |
| TOTAL EFFICIENCIES | | | | | (121,491) | (121,491) | (121,491) |
| 23 | NEW INCOME | Additional contributions from partners | NEIGHBOURHOOD | Walsall Partnership | (5,272) | (5,272) | (5,272) |
| TOTAL INCOME | | | | | (5,272) | (5,272) | (5,272) |
| 24 | SERVICE REDESIGN | Merger of CCTV function with Emergency Planning as part of overall Public Safety service restructuring and review management arrangements, exploring the opportunity for out-sourcing some activities | NEIGHBOURHOOD | Public Safety | (8,559) | (8,559) | (8,559) |
| 25 | SERVICE REDESIGN | Integration of service across trading standards, environmental health and community safety based on the neighbourhood management model. | NEIGHBOURHOOD | Public Safety | (122,414) | (122,414) | (122,414) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (130,973) | (130,973) | (130,973) |
| TOTAL COMMUNITIES AND PARTNERSHIP PORTFOLIO PROPOSALS | | | | | (257,736) | (257,736) | (257,736) |
| BUSINESS SUPPORT PORTFOLIO | | | | | | | |
| 26 | EFFICIENCY | Restructure within performance and scrutiny team - removal of vacant post | RESOURCES | CPM | (10,368) | (10,368) | (10,368) |
| 27 | EFFICIENCY | Rationalisation of training and supplies and services budgets | RESOURCES | Procurement | (16,343) | (16,343) | (16,343) |
| 28 | EFFICIENCY | Efficiencies achieved through the Finance Direct project | RESOURCES | Financial Administration | (228,861) | (228,861) | (228,861) |
| 29 | EFFICIENCY | Restructure resulting in reduction of 1 vacant project support post following review of service | RESOURCES | Programme Delivery | (33,284) | (33,284) | (33,284) |
| 30 | EFFICIENCY | The deletion of a vacant post following the merger of support functions in line with the creation of the new Integrated Young Peoples Services. | RESOURCES | Business Support | (15,000) | (15,000) | (15,000) |
| 31 | EFFICIENCY | Efficiencies within the performance and outcomes team supporting social care and inclusion. | RESOURCES | CPM | (6,687) | (6,687) | (6,687) |
| 32 | EFFICIENCY | General service efficiencies across CPM | RESOURCES | CPM | (9,098) | (9,098) | (9,098) |
| 33 | EFFICIENCY | Efficiencies from merging transformation and business solutions | RESOURCES | Business Solutions | (25,824) | (25,824) | (25,824) |
| 34 | EFFICIENCY | Renegotiation of supplier contracts, consolidation of hardware inventory, natural efficiencies | RESOURCES | ICT | (70,731) | (70,731) | (70,731) |
| 35 | EFFICIENCY | Rationalise PA support and delete post (PA to AD ICT) following restructure | RESOURCES | Business Support | (23,285) | (23,285) | (23,285) |
| 36 | EFFICIENCY | Saving through economies of scale of physical centralisation of 'generic' functions and / or cease or re-engineer some functions | RESOURCES | Business Support | (80,000) | (80,000) | (80,000) |
| TOTAL EFFICIENCIES | | | | | (519,481) | (519,481) | (519,481) |
| 37 | SERVICE REDESIGN | Restructure of service, releasing savings - o.5 FT vacant scrutiny post and vacant p/t analyst post | RESOURCES | CPM | (34,850) | (34,850) | (34,850) |
| 38 | SERVICE REDESIGN | Savings related to a reduction in business support required following the successful implementation of People First in Social Care and Inclusion. | RESOURCES | Business Support | (86,000) | (86,000) | (86,000) |
| 39 | SERVICE REDESIGN | Post room savings associated with a pilot scheme to increase machine readable and standard size items. | RESOURCES | Business Support | (2,071) | (2,071) | (2,071) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|---|------------------|---|---------------|--------------------------------|-------------------|------------------|------------------|
| | | | | | 2010/11 £ | 2011/12 £ | 2012/13 £ |
| 40 | SERVICE REDESIGN | Deletion of 3 posts not needed following realignment of roles within business support | RESOURCES | Business Support | (41,662) | (41,662) | (41,662) |
| 41 | SERVICE REDESIGN | Net savings resulting from restructuring support teams predominantly within Neighbourhood and Regeneration Services. | RESOURCES | Business Support | (40,000) | (40,000) | (40,000) |
| 42 | SERVICE REDESIGN | Rationalisation and reduction in 1st class postage | RESOURCES | Business Support | (14,424) | (14,424) | (14,424) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (219,007) | (219,007) | (219,007) |
| TOTAL BUSINESS SUPPORT PORTFOLIO PROPOSALS | | | | | (738,487) | (738,487) | (738,487) |
| ENVIRONMENT PORTFOLIO | | | | | | | |
| 43 | EFFICIENCY | Reduction in use of private contractors in relation to abandoned vehicles and fly tipping. | NEIGHBOURHOOD | Street Pride | (28,000) | (28,000) | (28,000) |
| 44 | EFFICIENCY | Review of holiday allowances in refuse | NEIGHBOURHOOD | Street Pride | (27,000) | (27,000) | (27,000) |
| 45 | EFFICIENCY | Negotiated reduction in gate fee for energy from waste delivered to Coventry 10,000 tonnes @ £2 per tonne. Contract to be renewed in 2013/14 | NEIGHBOURHOOD | Street Pride | (20,000) | (20,000) | (20,000) |
| 46 | EFFICIENCY | Greenstar / landfill variance - increase in recycling over and above initial predictions of new waste collections service resulting in landfill diversion. Contract to be reviewed in 2012/13 | NEIGHBOURHOOD | Street Pride | (280,000) | (280,000) | 0 |
| 47 | EFFICIENCY | Trade recycling - increase in performance | NEIGHBOURHOOD | Street Pride | (35,000) | (35,000) | (35,000) |
| 48 | EFFICIENCY | Reduction in waste collection pool vehicles includes sale of a vehicle in year 1 | NEIGHBOURHOOD | Street Pride | (48,000) | (42,500) | (42,500) |
| 49 | EFFICIENCY | Fleet savings from non street pride users of fleet services | NEIGHBOURHOOD | Street Pride | (50,000) | (50,000) | (50,000) |
| 50 | EFFICIENCY | Reduction of hired plant | NEIGHBOURHOOD | Street Pride | (25,000) | (25,000) | (25,000) |
| 51 | EFFICIENCY | Restructure within grounds and street cleansing will release 1 x manager post. | NEIGHBOURHOOD | Street Pride | (47,000) | (47,000) | (47,000) |
| 52 | EFFICIENCY | Reduction in general material purchases | NEIGHBOURHOOD | Street Pride | (10,000) | (10,000) | (10,000) |
| 53 | EFFICIENCY | Rationalisation of employee training | NEIGHBOURHOOD | Street Pride | (5,000) | (5,000) | (5,000) |
| 54 | EFFICIENCY | Removal of supervisor post for household waste recycling centre: contract self monitored and supervised by other staff | NEIGHBOURHOOD | Street Pride | (27,000) | (34,500) | (34,500) |
| 55 | EFFICIENCY | Saving on maintenance and running expenses following sale of recycling bus | NEIGHBOURHOOD | Street Pride | (1,200) | (1,200) | (1,200) |
| 56 | EFFICIENCY | General efficiencies across street pride | NEIGHBOURHOOD | Street Pride | (35,000) | (35,000) | (35,000) |
| 57 | EFFICIENCY | Reduced overtime costs following review and revision of task and finish arrangements within waste | NEIGHBOURHOOD | Street Pride | (25,000) | (25,000) | (25,000) |
| 58 | EFFICIENCY | Non purchase of container bins as a result of existing stock - one off saving | NEIGHBOURHOOD | Street Pride | (40,000) | 0 | 0 |
| 59 | EFFICIENCY | May Gurney RPI reduction in 2009/10 - contract to be reviewed in 2011/12. | NEIGHBOURHOOD | Street Pride | (60,000) | 0 | 0 |
| 60 | EFFICIENCY | Additional income from external contract MOT work | NEIGHBOURHOOD | Street Pride | (23,000) | (23,000) | (23,000) |
| 61 | EFFICIENCY | Removal of vacant post in pollution control and general efficiencies | NEIGHBOURHOOD | Engineering and Transportation | (20,300) | (20,300) | (20,300) |
| 62 | EFFICIENCY | Revision to cost structure arrangements for gate opening and closing across cemeteries | NEIGHBOURHOOD | Public Safety | (20,500) | (20,500) | (20,500) |
| 63 | EFFICIENCY | Negotiation of renewal of service level agreement with the Manor Hospital for mortuary services at a lower charge | NEIGHBOURHOOD | Public Safety | (2,500) | (2,500) | (2,500) |
| 64 | EFFICIENCY | Reduction in maintenance requirement for new cremators following their replacement | NEIGHBOURHOOD | Public Safety | (2,000) | (2,000) | (2,000) |
| 65 | EFFICIENCY | General efficiencies within registration services | NEIGHBOURHOOD | Public Safety | (5,500) | (5,500) | (5,500) |
| 66 | EFFICIENCY | Reduction in consultants fees - pollution control | NEIGHBOURHOOD | Engineering and Transportation | (7,000) | (7,000) | (7,000) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|--|------------------|---|---------------|---------------------------|--------------------|--------------------|------------------|
| | | | | | 2010/11 £ | 2011/12 £ | 2012/13 £ |
| 67 | EFFICIENCY | Rationalisation of training budgets | NEIGHBOURHOOD | Street Pride | (20,000) | (20,000) | (20,000) |
| 68 | EFFICIENCY | Reduction in waste arisings 1,500 tonnes @ £60 per tonne | NEIGHBOURHOOD | Street Pride | (90,000) | (90,000) | (90,000) |
| TOTAL EFFICIENCIES | | | | | (954,000) | (856,000) | (576,000) |
| 69 | NEW INCOME | Income from batteries recycling | NEIGHBOURHOOD | Street Pride | (2,000) | (2,000) | (2,000) |
| 70 | NEW INCOME | Review discretionary registration charges | NEIGHBOURHOOD | Public Safety | (859) | (859) | (859) |
| TOTAL INCOME | | | | | (2,859) | (2,859) | (2,859) |
| 71 | SERVICE REDESIGN | Introduction of mobile security overnight and CCTV cameras will result in no requirement for continuous security on site overnight. | NEIGHBOURHOOD | Street Pride | (44,000) | (44,000) | (44,000) |
| 72 | SERVICE REDESIGN | Closure of Aldridge waste depot - year one includes one off costs for security/boarding up and ongoing business rates | NEIGHBOURHOOD | Street Pride | (17,000) | (27,000) | (27,000) |
| 73 | SERVICE REDESIGN | Review of 3 year extension to contract for management of household waste and recycling centre | NEIGHBOURHOOD | Street Pride | (100,000) | (100,000) | (100,000) |
| 74 | SERVICE REDESIGN | Reduction in opening hours for district toilets (8:00am - 4:00pm) reducing need for 1 agency employee. | NEIGHBOURHOOD | Street Pride | (12,000) | (12,000) | (12,000) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (173,000) | (183,000) | (183,000) |
| TOTAL ENVIRONMENT PORTFOLIO PROPOSALS | | | | | (1,129,859) | (1,041,859) | (761,859) |
| FINANCE AND PERSONNEL PORTFOLIO | | | | | | | |
| 75 | EFFICIENCY | Weekly / monthly monitoring of processes and outstanding work. Ensuring disadvantageous changes are identified on notification and that benefit payments are suspended thereby reducing the creation of local authority error overpayments and loss of income | RESOURCES | Benefits | (67,448) | (67,448) | (67,448) |
| 76 | EFFICIENCY | General efficiencies - benefits | RESOURCES | Benefits | (31,000) | (31,000) | (31,000) |
| 77 | EFFICIENCY | Restructure of revenues team to release efficiencies and reduction of half a post | RESOURCES | Revenues | (24,043) | (27,643) | (27,643) |
| 78 | EFFICIENCY | Reduce spending on communications & marketing activities across the council by strict conformance to council wide strategy and consolidation of professional expertise. | RESOURCES | Council Wide | (80,000) | (80,000) | (80,000) |
| 79 | EFFICIENCY | Restructure of finance, implemented in 2009/10 reducing overall staffing numbers | RESOURCES | Finance | (45,000) | (45,000) | (45,000) |
| 80 | EFFICIENCY | Review and rationalisation of supplies and services budgets | RESOURCES | Finance | (80,562) | (87,562) | (87,562) |
| 81 | EFFICIENCY | Rationalise relief chauffeur provision | RESOURCES | Mayoral | (18,000) | (18,000) | (18,000) |
| 82 | EFFICIENCY | Restructure of equalities service | RESOURCES | Equalities and Diversity | (9,865) | (9,865) | (9,865) |
| 83 | EFFICIENCY | General efficiencies in equalities team | RESOURCES | Equalities and Diversity | (4,102) | (4,102) | (4,102) |
| 84 | EFFICIENCY | Efficiencies in external audit grant audits leaving to reduced audit fee | RESOURCES | External Audit | (38,413) | (38,413) | (38,413) |
| 85 | EFFICIENCY | General efficiencies in Employee services | RESOURCES | HRD - Employee Services | (17,843) | (17,843) | (17,843) |
| 86 | EFFICIENCY | Reduction in mileage claims | RESOURCES | HRD - Employee Services | (1,800) | (1,800) | (1,800) |
| 87 | EFFICIENCY | General efficiencies in Safety, Health and Welfare services | RESOURCES | HRD - SHAW | (7,684) | (7,684) | (7,684) |
| 88 | EFFICIENCY | Renegotiation of costs with employee welfare provider service and physiotherapist service | RESOURCES | HRD - SHAW | (10,600) | (10,600) | (10,600) |
| 89 | EFFICIENCY | General efficiencies - personnel | RESOURCES | HRD - PERSONNEL | (1,958) | (1,958) | (1,958) |
| 90 | EFFICIENCY | General efficiencies | RESOURCES | HRD - Strategy Services | (1,798) | (1,798) | (1,798) |
| 91 | EFFICIENCY | Efficiencies and review of all supplies and services budgets | RESOURCES | Corporate Management Team | (21,479) | (21,479) | (21,479) |
| 92 | EFFICIENCY | General efficiencies - internal audit | RESOURCES | Internal Audit | (3,910) | (3,910) | (3,910) |
| 93 | EFFICIENCY | Restraint of expenditure in areas that have little direct impact on service delivery | RESOURCES | Communications | (5,097) | (5,097) | (5,097) |
| TOTAL EFFICIENCIES | | | | | (470,602) | (481,202) | (481,202) |
| 94 | NEW INCOME | Additional income from traded services | RESOURCES | Finance | (23,000) | (23,000) | (23,000) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|---|------------------|--|---------------|---------------------------------|-------------------|------------------|------------------|
| | | | | | 2010/11 £ | 2011/12 £ | 2012/13 £ |
| 95 | NEW INCOME | Increased income from traded services | RESOURCES | HRD - Employee Services | (50,000) | (50,000) | (50,000) |
| 96 | NEW INCOME | Increased income for Blue Badge and road safety officers | RESOURCES | HRD - SHAW | (10,097) | (10,097) | (10,097) |
| 97 | NEW INCOME | Secure project funding: ensure project post is charged out (major projects: non-mainstream) | RESOURCES | Finance | (51,000) | (51,000) | (51,000) |
| TOTAL INCOME | | | | | (134,097) | (134,097) | (134,097) |
| 98 | SERVICE REDESIGN | Reorganisation within safety, health and wellbeing teams, releasing one vacant safety officer post and partner/external funding contribution to occupational health service post | RESOURCES | HRD - SHAW | (78,446) | (78,446) | (78,446) |
| 99 | SERVICE REDESIGN | Reduced use of professional services | RESOURCES | Internal Audit | (7,534) | (7,534) | (7,534) |
| 100 | SERVICE REDESIGN | Changes to discretionary relief qualifying criteria and use of electronic work flow | RESOURCES | Revenues | (59,889) | (59,889) | (59,889) |
| 101 | SERVICE REDESIGN | Restructure of transactional team in HRD employee services | RESOURCES | HRD - Employee Services | (74,557) | (74,557) | (74,557) |
| 102 | SERVICE REDESIGN | Reduction in recruitment and training activity | RESOURCES | HRD - Strategy Services | (58,500) | (58,500) | (58,500) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (278,926) | (278,926) | (278,926) |
| TOTAL FINANCE AND PERSONEL PORTFOLIO PROPOSALS | | | | | (883,625) | (894,225) | (894,225) |
| LEISURE AND CULTURE PORTFOLIO | | | | | | | |
| 103 | EFFICIENCY | Library staffing restructure | NEIGHBOURHOOD | Libraries and Heritage | (7,129) | (7,129) | (7,129) |
| 104 | EFFICIENCY | General efficiency savings - New Art Gallery | NEIGHBOURHOOD | New Art Gallery | (17,472) | (17,472) | (17,472) |
| 105 | EFFICIENCY | Reduce visitor assistants' hours at Walsall Museum | NEIGHBOURHOOD | Libraries and Heritage | (6,290) | (6,290) | (6,290) |
| 106 | EFFICIENCY | General efficiency savings on NVQ Health | NEIGHBOURHOOD | College of Continuing Education | (8,617) | (8,617) | (8,617) |
| 107 | EFFICIENCY | Deletion of one post within Art Gallery | NEIGHBOURHOOD | New Art Gallery | (30,428) | (30,428) | (30,428) |
| 108 | EFFICIENCY | General efficiencies - creative development team | NEIGHBOURHOOD | Creative Development Team | (1,000) | 0 | 0 |
| 109 | EFFICIENCY | Reduce procurement of freelance art workers contracts and increase internal delivery | NEIGHBOURHOOD | Creative Development Team | (3,641) | 0 | 0 |
| 110 | EFFICIENCY | Reduction in staffing | NEIGHBOURHOOD | Marketing and Development | (3,239) | (3,239) | (3,239) |
| TOTAL EFFICIENCIES | | | | | (77,816) | (73,175) | (73,175) |
| 111 | NEW INCOME | Recharge Walsall College 50% of costs of maintenance of jointly owned gardens | NEIGHBOURHOOD | Libraries and Heritage | (5,000) | (5,000) | (5,000) |
| 112 | NEW INCOME | Additional income generation from the schools' music service | NEIGHBOURHOOD | Forest Arts Centre | (26,813) | (40,219) | (40,219) |
| 113 | NEW INCOME | Increase general income for commissioned projects | NEIGHBOURHOOD | Creative Development Team | (10,000) | (10,000) | 0 |
| 114 | NEW INCOME | Introduce rental for leather museum café on expiry of current lease | NEIGHBOURHOOD | Libraries and Heritage | (1,200) | (2,400) | (2,400) |
| TOTAL INCOME | | | | | (43,013) | (57,619) | (47,619) |
| 115 | SERVICE REDESIGN | Closure of Willenhall Leisure Centre - includes security/boarding up costs in year 1 | NEIGHBOURHOOD | Sports and Leisure | (216,565) | (295,565) | (295,565) |
| 116 | SERVICE REDESIGN | To source new external grant income | NEIGHBOURHOOD | Creative Development Team | (4,671) | (4,671) | (14,671) |
| 117 | SERVICE REDESIGN | General efficiencies - Local History centre incl reduction in staffing costs | NEIGHBOURHOOD | Libraries and Heritage | (19,000) | (19,000) | (19,000) |
| 118 | SERVICE REDESIGN | Rationalise Leather Museum events programme | NEIGHBOURHOOD | Libraries and Heritage | (2,500) | (2,500) | (2,500) |
| 119 | SERVICE REDESIGN | Reduce exhibition programme at Walsall Museum | NEIGHBOURHOOD | Libraries and Heritage | (2,000) | (2,000) | (2,000) |
| 120 | SERVICE REDESIGN | Rationalise marketing and promotions activity | NEIGHBOURHOOD | Libraries and Heritage | (4,438) | (4,438) | (4,438) |
| 121 | SERVICE REDESIGN | Reduction in infrastructural repairs budget and maintenance budgets across the whole service area associated with fencing, walls, buildings, paths, features, furniture etc. | NEIGHBOURHOOD | Green Spaces | (42,190) | (42,190) | (42,190) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|--|------------------|---|---------------|---------------------------|-------------------|------------------|------------------|
| | | | | | 2010/11 | 2011/12 | 2012/13 |
| | | | | | £ | £ | £ |
| 122 | SERVICE REDESIGN | Reduction in staffing - marketing & development | NEIGHBOURHOOD | Marketing and Development | (11,445) | (11,445) | (11,445) |
| 123 | SERVICE REDESIGN | Restructure leading to reduced management posts | NEIGHBOURHOOD | Libraries and Heritage | (92,000) | (92,000) | (92,000) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (394,809) | (473,809) | (483,809) |
| TOTAL LEISURE AND CULTURE PORTFOLIO PROPOSALS | | | | | (515,638) | (604,603) | (604,603) |
| REGENERATION PORTFOLIO | | | | | | | |
| 124 | EFFICIENCY | Restructuring of Design & Project Management, Building Services, Procurement, Estates & Asset Management, leading to reduced costs | REGENERATION | Property Services | (100,000) | (200,000) | (200,000) |
| 125 | EFFICIENCY | Reduction in town centre management/shop mobility | REGENERATION | Strategic Regeneration | (5,200) | (5,200) | (5,200) |
| 126 | EFFICIENCY | Following receipt of approved investment in 2009/10, review of cleaning and caretaking service will result in reduced cost / improved efficiency | REGENERATION | Property Services | (63,400) | (63,400) | (63,400) |
| 127 | EFFICIENCY | Removal of team leader post | REGENERATION | Development and Delivery | (47,811) | (47,811) | (47,811) |
| 128 | EFFICIENCY | General efficiencies - policy team | REGENERATION | Strategic Regeneration | (7,472) | (7,472) | (7,472) |
| 129 | EFFICIENCY | Reduction in contribution to Urban Regeneration Company | REGENERATION | Strategic Regeneration | (49,818) | (49,818) | (49,818) |
| 130 | EFFICIENCY | Restructure within facilities management cleaning client | REGENERATION | Property Services | (60,000) | (60,000) | (60,000) |
| 131 | EFFICIENCY | General efficiencies across Cleaning & Caretaking Services | REGENERATION | Property Services | (60,000) | (60,000) | (60,000) |
| 132 | EFFICIENCY | General efficiencies - Economic Development Team | REGENERATION | Strategic Regeneration | (2,001) | (2,001) | (2,001) |
| 133 | EFFICIENCY | Review of Markets Income | REGENERATION | Strategic Regeneration | (2,552) | (2,552) | (2,552) |
| 134 | EFFICIENCY | Restructure within Land Charges team and deletion of 2 posts | REGENERATION | Planning Services | (10,582) | (50,982) | (50,982) |
| 135 | EFFICIENCY | Review of pay structure for new employees (career graded) | REGENERATION | Standards and Improvement | (18,369) | (18,369) | (18,369) |
| 136 | EFFICIENCY | Terminate lease on Charles St store | REGENERATION | Property Services | (12,500) | (12,500) | (12,500) |
| 137 | EFFICIENCY | Terminate lease on Goscote St store | REGENERATION | Property Services | (7,500) | (7,500) | (7,500) |
| 138 | EFFICIENCY | General efficiencies - strategy and partnerships | REGENERATION | Strategy and Partnerships | (7,854) | (7,854) | (7,854) |
| 139 | EFFICIENCY | Review of hygiene contracts - facilities management | REGENERATION | Property Services | (28,000) | (28,000) | (28,000) |
| TOTAL EFFICIENCIES | | | | | (483,059) | (623,459) | (623,459) |
| 140 | NEW INCOME | Increase in fees of building control officers | REGENERATION | Planning Services | (23,823) | (23,823) | (23,823) |
| 141 | NEW INCOME | Increased service charges at Hawbush | REGENERATION | Property Services | (20,000) | (20,000) | (20,000) |
| 142 | NEW INCOME | Introduction of charge to developers / solicitors for attendance at the development team of £275 per hour based on 75% take up of available slots | REGENERATION | Planning Services | (9,281) | (9,281) | (9,281) |
| TOTAL INCOME | | | | | (53,104) | (53,104) | (53,104) |
| 143 | SERVICE REDESIGN | Redesign homeless prevention activity | REGENERATION | Supported Housing | (60,000) | (60,000) | (60,000) |
| 144 | SERVICE REDESIGN | Rationalise the provision of category 2 School Crossing Patrols (through vacant posts only) | REGENERATION | Property Services | (87,000) | (87,000) | (87,000) |
| 145 | SERVICE REDESIGN | Change to criteria for emergency bed & breakfast | REGENERATION | Supported Housing | (25,000) | (25,000) | (25,000) |
| 146 | SERVICE REDESIGN | Reduction on security provision at Willenhall Lane Caravan Site | REGENERATION | Supported Housing | (15,000) | (15,000) | (15,000) |
| 147 | SERVICE REDESIGN | Review of cleaning in corporate buildings (Facilities Management) | REGENERATION | Property Services | (90,000) | (90,000) | (90,000) |
| 148 | SERVICE REDESIGN | Removal of a vacant post: strategy and research | REGENERATION | Strategy and Partnerships | (37,000) | (37,000) | (37,000) |
| 149 | SERVICE REDESIGN | General efficiencies | REGENERATION | Standards and Improvement | (18,677) | (18,677) | (18,677) |
| 150 | SERVICE REDESIGN | Non-provision of flowers to Council House events | REGENERATION | Property Services | (3,000) | (3,000) | (3,000) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (335,677) | (335,677) | (335,677) |

Appendix 2

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| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|---|------------------|---|---------------|--------------------------------|--------------------|--------------------|--------------------|
| | | | | | 2010/11 | 2011/12 | 2012/13 |
| | | | | | £ | £ | £ |
| TOTAL REGENERATION PORTFOLIO PROPOSALS | | | | | (871,840) | (1,012,240) | (1,012,240) |
| SOCIAL CARE AND HEALTH PORTFOLIO | | | | | | | |
| 151 | EFFICIENCY | Establish the level of entitlement and review thresholds for clients receiving direct payments, day care , home care and residential and nursing care services. Implement a fair and equitable entitlements policy covering all client groups, types of care and ensuring cost reductions and ensuring more effective processes of block lower cost placements rather than one off spot rates which are more expensive on a unit cost basis | SOCIAL CARE | Social Care | (3,196,053) | (3,711,463) | (3,736,463) |
| 152 | EFFICIENCY | Housing 21 income - surplus generated as part of ongoing and annually calculated affordability envelope | SOCIAL CARE | Social Care | 0 | (310,000) | (24,000) |
| 153 | EFFICIENCY | Sharing local authority buildings with NHS Walsall and charging for their partial occupancy | SOCIAL CARE | Social Care | (20,000) | (50,000) | (70,000) |
| TOTAL EFFICIENCIES | | | | | (3,216,053) | (4,071,463) | (3,830,463) |
| 154 | NEW INCOME | Review of, and increase in, non-residential care charges including incremental removal of meals subsidy and charging for community alarm rentals. | SOCIAL CARE | Social Care | (266,000) | (276,000) | (286,000) |
| 155 | NEW INCOME | Maximising Continuing Health care co-ordination charges from NHS Walsall. | SOCIAL CARE | Social Care | (102,000) | (102,000) | (102,000) |
| TOTAL INCOME | | | | | (368,000) | (378,000) | (388,000) |
| 156 | SERVICE REDESIGN | Working in partnership with voluntary organisations to provide more cost effective and adaptive services for Prevention and BME group liaison including supporting people programme | SOCIAL CARE | Social Care | (900,000) | (900,000) | (900,000) |
| 157 | SERVICE REDESIGN | Implementation of new assessment and care management model which will reduce the numbers of social care staff required by streamlining processes | SOCIAL CARE | Social Care | (200,000) | (200,000) | (200,000) |
| 158 | SERVICE REDESIGN | This is an invest to save bid which will improve day services for people with learning and physical disabilities and relies on Capital investment of £600k for Goscote. The closure of Brewer Street, scheduled for 2009, will bring in a capital receipt. Refurbishment of Goscote will facilitate the transfer the transfer of services from Pinfold, enabling the closure of day services at Pinfold and a further capital receipt from that site. | SOCIAL CARE | Social Care | 0 | (150,000) | (150,000) |
| 159 | SERVICE REDESIGN | Review of community mental health services and rationalisation of team bases. | SOCIAL CARE | Social Care | (50,000) | (50,000) | (50,000) |
| 160 | SERVICE REDESIGN | Access and Response Centre - Core hours of business to remain within current parameters of 9am-5pm Monday to Friday therefore delaying expansion of core service until budgetary restraints improve. | SOCIAL CARE | Social Care | (160,000) | (160,000) | (160,000) |
| 161 | SERVICE REDESIGN | Redefining financial allocation currently allocated to preventing delayed discharges at Manor | SOCIAL CARE | Social Care | (100,000) | (100,000) | (100,000) |
| TOTAL SERVICE REDESIGN SAVINGS | | | | | (1,410,000) | (1,560,000) | (1,560,000) |
| TOTAL SOCIAL CARE AND HEALTH PORTFOLIO PROPOSALS | | | | | (4,994,053) | (6,009,463) | (5,778,463) |
| TRANSPORT PORTFOLIO | | | | | | | |
| 162 | EFFICIENCY | Sign maintenance efficiency (Highways Mtnce) | NEIGHBOURHOOD | Engineering and Transportation | (10,000) | (10,000) | (10,000) |
| 163 | EFFICIENCY | Works efficiency (Highways Mtnce) | NEIGHBOURHOOD | Engineering and Transportation | (65,000) | (65,000) | (65,000) |

Appendix 2

DRAFT PORTFOLIO PROPOSALS - EFFICIENCIES / SAVINGS / REVIEW OF FEES AND CHARGES

| REF NO | SAVING CATEGORY | SAVING DESCRIPTION | DIRECTORATE | SUB SERVICE AREA | ANNUAL NET SAVING | | |
|--|-----------------|---|---------------|--------------------------------|-------------------|------------------|------------------|
| | | | | | 2010/11 | 2011/12 | 2012/13 |
| | | | | | £ | £ | £ |
| 164 | EFFICIENCY | Supplies and services (Road Safety) | NEIGHBOURHOOD | Engineering and Transportation | (12,000) | (12,000) | (12,000) |
| 165 | EFFICIENCY | Remove Joint Data Team contribution (Road Safety) | NEIGHBOURHOOD | Engineering and Transportation | (4,000) | (4,000) | (4,000) |
| 166 | EFFICIENCY | Reduction in shift allowance Urban Traffic Control (Traffic Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (6,000) | (6,000) | (6,000) |
| 167 | EFFICIENCY | Review inspection regime of traffic signals (Traffic Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (11,000) | (11,000) | (11,000) |
| 168 | EFFICIENCY | Maintenance budget (Traffic Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (5,000) | (5,000) | (5,000) |
| 169 | EFFICIENCY | Enumerator budget saving (Traffic Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (10,000) | (10,000) | (10,000) |
| 170 | EFFICIENCY | Reduction in business rates Clemson Street car park | NEIGHBOURHOOD | Engineering and Transportation | (10,000) | (10,000) | (10,000) |
| 171 | EFFICIENCY | Removal of vacant trainee post (Street Lighting) | NEIGHBOURHOOD | Engineering and Transportation | (22,000) | (22,000) | (22,000) |
| 172 | EFFICIENCY | Removal of vacant post (Highways Mtnc) | NEIGHBOURHOOD | Engineering and Transportation | (31,600) | (31,600) | (31,600) |
| 173 | EFFICIENCY | Removal of vacancy (Road Safety) | NEIGHBOURHOOD | Engineering and Transportation | (18,300) | (18,300) | (18,300) |
| 174 | EFFICIENCY | Removal of vacancy / business travel (Road Safety) | NEIGHBOURHOOD | Engineering and Transportation | (26,400) | (26,400) | (26,400) |
| 175 | EFFICIENCY | Removal of car parking staff part vacancy | NEIGHBOURHOOD | Engineering and Transportation | (13,000) | (13,000) | (13,000) |
| TOTAL EFFICIENCIES | | | | | (244,300) | (244,300) | (244,300) |
| 176 | NEW INCOME | Increase in income from residents parking | NEIGHBOURHOOD | Engineering and Transportation | (3,000) | (3,000) | (3,000) |
| 177 | NEW INCOME | Car parking pay & display - change banding by removal of 1 & 3 hour charges, and replace with 0-2 & 2-4 hrs. This will reduce current 2 & 4 hour charges but increase overall income. | NEIGHBOURHOOD | Engineering and Transportation | (57,000) | (57,000) | (57,000) |
| 178 | NEW INCOME | Staff and Councillor parking charges - proposed increase by £3/month from £27/month | NEIGHBOURHOOD | Engineering and Transportation | (27,000) | (27,000) | (27,000) |
| 179 | NEW INCOME | On street parking charge - introduce for town centre based on 20p / 10 minutes and maximum parking of 2 hrs. | NEIGHBOURHOOD | Engineering and Transportation | (100,000) | (100,000) | (100,000) |
| 180 | NEW INCOME | Introduction of disabled parking charges (bringing Walsall into line with others in West Midlands) | NEIGHBOURHOOD | Engineering and Transportation | (1,000) | (1,000) | (1,000) |
| 181 | NEW INCOME | Existing/new charges (Traffic Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (5,000) | (5,000) | (5,000) |
| 182 | NEW INCOME | Dropped kerbs identified on safety walks (Roadworks Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (1,000) | (1,000) | (1,000) |
| 183 | NEW INCOME | Supervision fee for dropped crossings (Highways Mtnc) | NEIGHBOURHOOD | Engineering and Transportation | (5,000) | (5,000) | (5,000) |
| 184 | NEW INCOME | Offer service to WHG & Wolverhampton (Roadworks Mgt) | NEIGHBOURHOOD | Engineering and Transportation | (5,000) | (10,000) | (10,000) |
| TOTAL INCOME | | | | | (204,000) | (209,000) | (209,000) |
| TOTAL TRANSPORT PORTFOLIO PROPOSALS | | | | | (448,300) | (453,300) | (453,300) |

-11,213,079 -12,403,393 -11,892,393

FYE OF PREVIOUS YEARS INVESTMENT AND SAVINGS

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|--|---------------------|--|--|------------------|------------------|
| | | | | 2010/11 | 2011/12 |
| CHILDRENS PORTFOLIO | | | | | |
| 1 | INVESTMENT | Additional Child Concern Workers to support the development of localised integrated working. | UNIVERSAL SERVICES | 0 | (100,000) |
| 2 | INVESTMENT | Increase in Demand of no recourse to public funds - statutory duty under Sec 20 Children Act for children of those whose immigration status means they have no access to other public funds - current overspend of £233k is being offset by one-off management actions which cannot be maintained into 2009/10 resulting in a cost pressure. | SPECIALIST SERVICES | 6,500 | 13,163 |
| 3 | INVESTMENT | Increased work around complex abuse cases (child protection) - under section 47 of the Children Act cthe council has a duty to investigate 'complex abuse'. Additional resources are required to meet costs of commissioning additional specialist support. | SPECIALIST SERVICES | 1,000 | 1,500 |
| TOTAL INVESTMENT | | | | 7,500 | (85,337) |
| 4 | EFFICIENCIES | Catering - Management team re-alignment | LEISURE, CULTURE AND LIFELONG LEARNING | (24,483) | (24,483) |
| 5 | EFFICIENCIES | Catering - Introduction of Management Fee | LEISURE, CULTURE AND LIFELONG LEARNING | (78,200) | (78,200) |
| 6 | EFFICIENCIES | Restructure support services to looked after children to include consideration of reduction in management posts | SPECIALIST SERVICES | (36,843) | (36,843) |
| 7 | EFFICIENCIES | Realign services to establish integrated young peoples services - deliver services in multiagency team allowing reduction in 2 management posts. | UNIVERSAL SERVICES | (4,000) | (4,000) |
| 8 | EFFICIENCIES | Reduction in ABG funding | ACROSS DIRECTORATE | (155,408) | (30,000) |
| TOTAL EFFICIENCIES / SAVINGS | | | | (298,934) | (173,526) |
| TOTAL CHILDRENS PORTFOLIO | | | | (291,434) | (258,863) |
| COMMUNITIES AND PARTNERSHIP PORTFOLIO | | | | | |
| 9 | EFFICIENCY / SAVING | Reduction in ABG funding | ACROSS DIRECTORATE | (18,207) | 0 |
| TOTAL EFFICIENCIES / SAVINGS | | | | (18,207) | 0 |
| 10 | FEES & CHARGES | Increase Pest Control charges by 5% (standard annual fee increase) | BUILT ENVIRONMENT | (75) | (154) |
| TOTAL FEES AND CHARGES | | | | (75) | (154) |
| TOTAL COMMUNITIES AND PARTNERSHIP PORTFOLIO | | | | (18,282) | (154) |
| BUSINESS SUPPORT PORTFOLIO | | | | | |
| 11 | INVESTMENT | Direct payments financial auditors (1.5 FTE) & infrastructure support 2007/8 onwards (business support) | STRATEGIC TRANSFORMATION | 53,000 | 53,000 |
| TOTAL INVESTMENT | | | | 53,000 | 53,000 |
| 12 | EFFICIENCY / SAVING | Business Support review - A redesign project for Business Support service has started, using lean principles. The outcome of work with stakeholders will determine service changes, the cashable and non cashable benefits and timescales. Savings in years 2 and 3 are in addition to Financial Administration efficiencies already allocated to the Finance Direct project. This assumes the equivalent of an additional 7-9 posts (management to be considered as well as staff) from the service . It will mean the reallocation of resources aligned to Council priorities and the cessation, reduction and redesign of support to some functions. | BUSINESS SUPPORT | (5,000) | (5,000) |
| 13 | EFFICIENCY / SAVING | Stop purchasing license package from Microsoft | ICT | (86,250) | (86,250) |
| 14 | EFFICIENCY / SAVING | Increased level of procurement savings | PROCUREMENT | (38,773) | (66,006) |
| 15 | EFFICIENCY / SAVING | Rationalisation of training and general running costs | STRATEGIC TRANSFORMATION | (7,600) | (7,600) |
| 16 | EFFICIENCY / SAVING | Reduce supplies and services budgets relating to service delivery by making more efficient use of equipment and supplies | POLICY AND PERFORMANCE | (14,844) | (14,844) |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|---|---------------------|--|------------------------|------------------|------------------|
| | | | | 2010/11 | 2011/12 |
| 17 | EFFICIENCY / SAVING | Rationalise travel expenses and training budgets for the service. In year 1 10% saving has been offered as currently the service has committed to the development of a number of team members. Savings in year 2 are 50% of remaining budget. As less training and conferences will be attended lower travel costs will be incurred and 40% of existing budget has been offered. | POLICY AND PERFORMANCE | (14,915) | (14,915) |
| 18 | EFFICIENCY / SAVING | Reduce use of professional and service fees. Budget allows service to engage external expertise when required to conduct business (e.g. support from SOLACE in preparation for the corporate assessment, expert witnesses to scrutiny etc). This will be further prioritised in future. | POLICY AND PERFORMANCE | (18,635) | (26,204) |
| 19 | EFFICIENCY / SAVING | Reduce use of agency workers and increased vacancy management. The service is currently undergoing a significant review and using backfill arrangements for vacant HoS post there is current use of agency workers to deliver service. The use of agency will be reduced in future once the review has been completed. | POLICY AND PERFORMANCE | (9,878) | (38,621) |
| 20 | EFFICIENCY / SAVING | Reduction in production of hard copy materials for service customers and generally public (e.g. corporate plan, annual report, CIPPF, scrutiny review reports, scrutiny leaflets etc) and more concentration on access via web and on-line services. | POLICY AND PERFORMANCE | (11,481) | (11,481) |
| TOTAL EFFICIENCIES / SAVINGS | | | | (207,376) | (270,921) |
| TOTAL BUSINESS SUPPORT PORTFOLIO | | | | (154,376) | (217,921) |
| ENVIRONMENT PORTFOLIO | | | | | |
| 21 | INVESTMENT | Landfill Tax Increase. Previously a £3 increase was expected but that increase is now £8, this bid funds the £5 additional increase | STREET PRIDE | 336,000 | 336,000 |
| TOTAL INVESTMENT | | | | 336,000 | 336,000 |
| 22 | FEES & CHARGES | Increase in burial and cremation fees/charges including organ added to fee at rate of 7.5% (benchmarked with other authorities) | BREAVEMENT SERVICES | (15,041) | (31,210) |
| 23 | FEES & CHARGES | Increase in registration fees/charges at 7.5% e.g. marriage licensing fees, outside marriage services, British citizenship. (benchmarked with other authorities) | REGISTRARS | (637) | (1,323) |
| TOTAL FEES AND CHARGES | | | | (15,678) | (32,533) |
| TOTAL ENVIRONMENT PORTFOLIO | | | | 320,322 | 303,467 |
| FINANCE AND PERSONNEL PORTFOLIO | | | | | |
| 24 | INVESTMENT | Employment of 1 post for new CRB checks for foster carers. This is supported by the Safer Recruitment Panel set up by CMT to oversee the CRB process. The council screens foster carers initially as a statutory requirement and this would allow the council to complete follow up checks. | HRD | 500 | 1,000 |
| 25 | INVESTMENT | Income from the housing purchases from "right to buys" is decreasing year on year, this has been exacerbated by the economic situation. The budgeted income is no longer achievable. | CENTRAL | 250,000 | 250,000 |
| 26 | INVESTMENT | Additional capital financing regarding the reduction in capital due to falling land values. This is the current years shortfall in receipts which will require borrowing in order to maintain the programme. This will be funded from additional investment income in 2008/9 however as income reduces due to the changing banking environment and less flexibility as to where the council would wish to place its funds, then in 2009/10 this results in a pressure. | CENTRAL | 382,500 | 467,500 |
| TOTAL INVESTMENT | | | | 633,000 | 718,500 |
| | EFFICIENCY / SAVING | In year 2009/10 - switch from bi-monthly, printed staff newsletter to a quarterly, digital version | COMMUNICATIONS | (8,000) | (8,000) |
| | EFFICIENCY / SAVING | Re-tender corporate advertising contract, anticipating savings through more efficient media usage. The new contractor will be bound through the contract to deliver savings on advertising spend across the council via more efficient use of media, on line advertising etc. The contract will be let in January 2009 and the new contractor will be required to deliver these savings as a term of the contract. | HRD | (60,000) | (60,000) |
| | EFFICIENCY / SAVING | Increase in vacancy management from 1.5% to 2.5% in the service. | HRD | (23,900) | (23,900) |
| | EFFICIENCY / SAVING | More efficient use of supplies and services budgets | HRD | (2,918) | (2,918) |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|-----|---------------------|---|--------------|----------------|----------|
| | | | | 2010/11 | 2011/12 |
| | EFFICIENCY / SAVING | Reduction in Service for training, development, strategic HR planning and workforce planning. | HRD | (60,000) | (60,000) |
| | EFFICIENCY / SAVING | Reduction in ABG funding | HRD | (114,689) | 0 |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|--|---------------------|---|--|------------------|------------------|
| | | | | 2010/11 | 2011/12 |
| | EFFICIENCY / SAVING | Restructuring proposals | COUNCIL WIDE | (417,200) | (665,700) |
| TOTAL EFFICIENCIES / SAVINGS | | | | (686,707) | (820,518) |
| TOTAL FINANCE AND PERSONNEL PORTFOLIO | | | | (53,707) | (102,018) |
| LEISURE AND CULTURE PORTFOLIO | | | | | |
| | INVESTMENT | Arboretum Restoration Programme - Stage 2 heritage lottery Fund bid | LEISURE, CULTURE AND LIFELONG LEARNING | 40,000 | 30,000 |
| | INVESTMENT | Unavoidable escalating building costs Rates shortfall of £58k at Blakenall due to increased service charges and a further £21k increase in 2008/09 above current level. | LEISURE, CULTURE AND LIFELONG LEARNING | 2,000 | 4,000 |
| TOTAL INVESTMENT | | | | 42,000 | 34,000 |
| | EFFICIENCY / SAVING | Review of staffing at the New Art Gallery | LEISURE, CULTURE AND LIFELONG LEARNING | (20,000) | (20,000) |
| | EFFICIENCY / SAVING | Administrative savings within the Walsall Adult & Community College's operation | LEISURE, CULTURE AND LIFELONG LEARNING | (2,200) | (3,300) |
| | EFFICIENCY / SAVING | Cease funding to the Behavioural Improvement service | LEISURE, CULTURE AND LIFELONG LEARNING | (30,326) | (30,326) |
| | EFFICIENCY / SAVING | Box office software efficiencies and savings on annual maintenance charges | LEISURE, CULTURE AND LIFELONG LEARNING | (11,100) | (16,700) |
| | EFFICIENCY / SAVING | Greenspaces - Management team re-alignment | LEISURE, CULTURE AND LIFELONG LEARNING | (20,000) | (20,000) |
| | EFFICIENCY / SAVING | Creative development team - increase commissioned work and work on larger projects to attract more income and also seek grant aid to cover BME / cohesion and disability work | LEISURE, CULTURE AND LIFELONG LEARNING | 2,000 | 6,000 |
| | EFFICIENCY / SAVING | Reduction in events programming expenditure | LEISURE, CULTURE AND LIFELONG LEARNING | (38,000) | (57,000) |
| | EFFICIENCY / SAVING | Undertake Voluntary Redundancy trawl across specific service areas with Leisure & Culture (unlikely to be Catering or Green Spaces) ~ and realign remaining staff to ensure service continuity. Cost to the service in year 1. | LEISURE, CULTURE AND LIFELONG LEARNING | (200,000) | (200,000) |
| | EFFICIENCY / SAVING | Illuminations closure - 3 year closure due to major restoration programme | LEISURE, CULTURE AND LIFELONG LEARNING | 17,000 | 17,000 |
| | EFFICIENCY / SAVING | Re-organisation of leisure management - combine sports development and sports management teams | LEISURE, CULTURE AND LIFELONG LEARNING | (20,000) | (20,000) |
| | EFFICIENCY / SAVING | Greenspaces - Closure of the Grange golf course and seek alternative provider | LEISURE, CULTURE AND LIFELONG LEARNING | (20,000) | (20,000) |
| TOTAL EFFICIENCIES / SAVINGS | | | | (342,626) | (364,326) |
| TOTAL LEISURE AND CULTURE PORTFOLIO | | | | (300,626) | (330,326) |
| REGENERATION PORTFOLIO | | | | | |
| | INVESTMENT | Cleaning & caretaking transforming - This investment will enable the review of working practices, long term strategy development, identification of further efficiencies and the identification of new markets for the service (linked to below) | PROPERTY | (4,600) | (34,800) |
| | INVESTMENT | Increased fee income and efficiencies - cleaning & caretaking - saving related to 7 above. The payback for investment will be over a 5 year period. | PROPERTY | (5,000) | (25,000) |
| | INVESTMENT | Reducing leased office accommodation - Over the next 3 years there is an opportunity to move out of Tameway Tower, Townend house and other leased accommodation resulting in reduced costs to the council. The Civic complex does not have the capacity to absorb more staff and therefore alternative council accommodation will need to be converted. Capital bids have been made for conversion. The cost saving over 5 years is £1.6m (linked to 12 below). | PROPERTY | (49,500) | (10,700) |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|-------------------------------------|---------------------|---|--------------------|------------------|------------------|
| | | | | 2010/11 | 2011/12 |
| | INVESTMENT | Saving relating to the reducing of leased accommodation - linked to 11 above | PROPERTY | (220,000) | (642,500) |
| | INVESTMENT | Development Control Income Review of income targets - pressure arising from under achievement of income for planning applications due to current economic conditions. In year 3 2011/12 the income figure will be refreshed. This bid is in the context of the Council having taken a number of years to build up a stable professional team within planning, in the face of a severe national shortage. This has resulted in the Council achieving top quartile performance and a stable team (in comparison to most other local authority planning teams). | REGENERATION | 0 | (278,704) |
| TOTAL INVESTMENT | | | | (279,100) | (991,704) |
| | EFFICIENCY / SAVING | Sundry items - reduction in general supplies and services budgets | PROPERTY | (1,000) | (2,000) |
| | EFFICIENCY / SAVING | Planning policy team - replacement of revenue with capital funds | REGENERATION | (7,171) | (7,171) |
| | EFFICIENCY / SAVING | Black Country Consortium Review of and reduction in funding | REGENERATION | (30,000) | (30,000) |
| | EFFICIENCY / SAVING | Fee levy on non Education premises energy units for reinvestment in energy saving (0.02% pa) . This will be charged on top of the energy suppliers unit costs as a levy in recognition of the savings achieved through corporate energy procurement. This budget will then be used by the Council to invest in energy saving measures in non Education buildings to reduce energy consumption and carbon emissions. A corresponding capital bid has been made for these works. It is worth nothing that some authorities charge up to 0.3% levy, an this is something the Council may wish to consider | PROPERTY | (56,000) | (112,000) |
| | EFFICIENCY / SAVING | Town Centre Management - staged removal of the budget for Walsall Town Centre. | REGENERATION | (15,000) | (22,000) |
| | EFFICIENCY / SAVING | Economic Development Team - reduction in mainstream budget - to be funded via WNF. | REGENERATION | (7,000) | (7,000) |
| | EFFICIENCY / SAVING | Deletion of 2 Principal Planning Officers - 1 x Enforcement and 1 x Householder Team | REGENERATION | (40,000) | (40,000) |
| | EFFICIENCY / SAVING | Deletion of Senior Planning Officer | REGENERATION | (20,000) | (20,000) |
| | EFFICIENCY / SAVING | Deletion of building control & development control technical support officer posts | REGENERATION | (6,660) | (6,660) |
| | EFFICIENCY / SAVING | Reduction in temporary staffing costs | ACROSS DIRECTORATE | 0 | (150,000) |
| | EFFICIENCY / SAVING | Funding of temporary staffing costs via WNF | ACROSS DIRECTORATE | 0 | 150,000 |
| TOTAL EFFICIENCIES / SAVINGS | | | | (182,831) | (246,831) |
| | FEES & CHARGES | Asset data fee charge for all buildings - This will be a charge and will enable services in non Education buildings to access the asset management database. Of particular use will be the building health and safety logbook | PROPERTY | (3,000) | (5,000) |
| | FEES & CHARGES | Increased fee income and smarter charging - This will require that all activity is charged to projects including time charging. This fee recovery is dependent on the capital programme size particularly Education and on the basis that the Primary Capital programme PCP is not delivered through the BSF LEP. A full VFM analysis will be necessary on the PCP route will be required including the risk of putting too much work through a single supplier - i.e. the LEP | PROPERTY | (32,000) | (51,000) |
| | FEES & CHARGES | Fee increase on capital maintenance projects in years 1 & 2 - 0.5 % year 1, 1% year 2. This will marginally reduce the budget available for construction works | PROPERTY | (20,000) | (20,000) |
| TOTAL FEES AND CHARGES | | | | (55,000) | (76,000) |
| TOTAL REGENERATION PORTOLIO | | | | (516,931) | (76,000) |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|---|---------------------|--|--------------------------------|--------------------|--------------------|
| | | | | 2010/11 | 2011/12 |
| SOCIAL CARE AND HEALTH PORTFOLIO | | | | | |
| | INVESTMENT | Older persons - Demographic Growth. | ADULTS | 72,133 | 335,656 |
| | INVESTMENT | Learning Disability Demographic Growth - new cases 08/09. | ADULTS | 240,000 | 480,000 |
| TOTAL INVESTMENT | | | | 312,133 | 815,656 |
| | EFFICIENCY / SAVING | YADS External Residential & Nursing Budgets - reducing the number of existing clients who would be able to receive a service (2 towards the end of 9/10; additional 10 in 10/11 & additional 5 in 11/12). | ADULTS | (357,256) | (545,803) |
| | EFFICIENCY / SAVING | Reduction of posts of direct payments development manager, carers co-ordinators and user participation officer | ADULTS | (62,000) | (62,000) |
| | EFFICIENCY / SAVING | Reduction in posts in the older people assessment & care management teams - A new specialist in house brokerage service will have up to date information on the most appropriate available agency to provide a care plan. Social workers currently have to find a suitable agency to deliver the care plan. Using the new system will streamline the placing of care packages and reduce the number of Social workers by 11 and OP locality manager | ADULTS | (20,000) | (20,000) |
| | EFFICIENCY / SAVING | 20% reduction in Service Level Agreements (SLA) budgets for placements' of older people within third sector day centres | ADULTS | (10,092) | (10,092) |
| | EFFICIENCY / SAVING | MH Admin posts remained within Mental Health budget due to the planned merger into the Black Country Mental Health Trust & possible TUPE arrangements. Saving relates to two half time posts which are currently vacant and covered by agency, one to be deleted in 2009/10 and one in 2010/11. | ADULTS | (9,000) | (9,000) |
| | EFFICIENCY / SAVING | Learning disability efficiencies related to supported living packages. This would require in total a 9% efficiency against the total supported living budget. This could be achieved in a variety of different ways (asking individual supported living providers being asked to implement an overall efficiency target, make changes to existing individual supported living packages or reducing the proposed inflationary award to supported living providers which is current care packages or the reduction in the inflation award for 9/10 which is currently modelled using RPI. | ADULTS | (285,651) | (464,573) |
| | EFFICIENCY / SAVING | Efficiencies within the external market for learning disability residential and nursing care - using fewer providers, more cost effective providers | ADULTS | (571,302) | (929,146) |
| | EFFICIENCY / SAVING | Major projects manager funded via social care reform grant for 2 years whilst undertaking the project management role within the people first project. Post to be made redundant in 2011/12. | ADULTS | 0 | 51,000 |
| | EFFICIENCY / SAVING | Reduction in ABG funding | ACROSS DIRECTORATE | (118,973) | 0 |
| TOTAL EFFICIENCIES / SAVINGS | | | | (1,434,274) | (1,989,614) |
| | FEES & CHARGES | Standard charges income - older peoples services. This is based on 19 in-house self funders. This assumes no reduction in client numbers. | ADULTS | (8,537) | (17,245) |
| | FEES & CHARGES | Home Care & Day Care - increase client charges from £4.88 for half hour to £5.19 based on the lowest cost of the service provision to the authority from the new contract providers. This assumes no change in client numbers. Small amounts of this income is across other services including Disability services and Mental Health. | ADULTS | (976) | (1,972) |
| | FEES & CHARGES | Meals on Wheels - increase client charges from £2.49 to £2.75 per meal. This assumes no change in client numbers. | ADULTS | (532) | (1,074) |
| TOTAL FEES AND CHARGES | | | | (10,045) | (20,291) |
| TOTAL SOCIAL CARE AND HEALTH PORTFOLIO | | | | (1,132,186) | (1,194,249) |
| TRANSPORT PORTFOLIO | | | | | |
| | EFFICIENCY / SAVING | One year reduction in highways maintenance budget | ENGINEERING AND TRANSPORTATION | 75,000 | 75,000 |
| | EFFICIENCY / SAVING | Reduction in ABG funding | ACROSS DIRECTORATE | (2,723) | 0 |
| TOTAL EFFICIENCIES / SAVINGS | | | | 72,277 | 75,000 |
| | FEES & CHARGES | Traffic Management Act Inspections - New income from the introduction of legislation | ENGINEERING AND TRANSPORTATION | (5,000) | (10,000) |
| | FEES & CHARGES | Fixed Penalty Notices (Traffic Management Act legislation) - New penalty income from introduction of legislation | ENGINEERING AND TRANSPORTATION | (5,000) | (10,000) |
| | FEES & CHARGES | Civil Parking Enforcement income | ENGINEERING AND TRANSPORTATION | (76,000) | (117,500) |

Appendix 3

| No. | CATEGORY | STRATEGIC CHOICE / INVESTMENT BID | SERVICE AREA | FINANCIAL YEAR | |
|---|-----------------|--|--------------------------------|--------------------|--------------------|
| | | | | 2010/11 | 2011/12 |
| | FEEES & CHARGES | Introduction of pay and display charges for Sunday parking | ENGINEERING AND TRANSPORTATION | (1,000) | (2,000) |
| | FEEES & CHARGES | Increase in general pay and display charges and increase in long and medium stay car parking | ENGINEERING AND TRANSPORTATION | (26,000) | (53,000) |
| | FEEES & CHARGES | Increase in staff parking charges | ENGINEERING AND TRANSPORTATION | (6,000) | (12,000) |
| TOTAL FEES AND CHARGES | | | | (119,000) | (204,500) |
| TOTAL TRANSPORT PORTFOLIO | | | | (46,723) | (129,500) |
| TOTAL FYE OF PREVIOUS YEARS INVESTMENT AND SAVINGS | | | | (2,193,943) | (2,005,564) |

Appendix 3

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| |
| 2012/13 |
| |
| (100,000) |
| 13,163 |
| 1,500 |
| (85,337) |
| (24,483) |
| (78,200) |
| (36,843) |
| (4,000) |
| (30,000) |
| (173,526) |
| (258,863) |
| |
| 0 |
| 0 |
| (154) |
| (154) |
| (154) |
| |
| 53,000 |
| 53,000 |
| (5,000) |
| (86,250) |
| (66,006) |
| (7,600) |
| (14,844) |

Appendix 3

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|----------------|
| |
| 2012/13 |
| (14,915) |
| (26,204) |
| (38,621) |
| (11,481) |
| (270,921) |
| (217,921) |
| |
| 336,000 |
| 336,000 |
| (31,210) |
| (1,323) |
| (32,533) |
| 303,467 |
| |
| 1,000 |
| 250,000 |
| 467,500 |
| 718,500 |
| (8,000) |
| (60,000) |
| (23,900) |
| (2,918) |

Appendix 3

| |
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| |
| 2012/13 |
| (60,000) |
| 0 |

Appendix 3

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|------------------|
| |
| 2012/13 |
| (665,700) |
| (820,518) |
| (102,018) |
| |
| 30,000 |
| 4,000 |
| 34,000 |
| (20,000) |
| (3,300) |
| (30,326) |
| (16,700) |
| (20,000) |
| 6,000 |
| (57,000) |
| (200,000) |
| 17,000 |
| (20,000) |
| (20,000) |
| (364,326) |
| (330,326) |
| |
| (34,800) |
| (25,000) |
| (10,700) |
| |

Appendix 3

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| |
| 2012/13 |
| (642,500) |
| (278,704) |
| (991,704) |
| (2,000) |
| (7,171) |
| (30,000) |
| (112,000) |
| (22,000) |
| (7,000) |
| (40,000) |
| (20,000) |
| (6,660) |
| (150,000) |
| 150,000 |
| (246,831) |
| (5,000) |
| (51,000) |
| (20,000) |
| (76,000) |
| (76,000) |

Appendix 3

| |
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| |
| 2012/13 |
| |
| 408,240 |
| 480,000 |
| 888,240 |
| (545,803) |
| (62,000) |
| (20,000) |
| |
| (10,092) |
| (9,000) |
| |
| (464,573) |
| |
| (929,146) |
| 51,000 |
| 0 |
| (1,989,614) |
| (17,245) |
| (1,972) |
| |
| (1,074) |
| (20,291) |
| (1,121,665) |
| |
| 75,000 |
| 0 |
| 75,000 |
| (10,000) |
| (10,000) |
| (117,500) |

Appendix 3

| |
|--------------------|
| |
| 2012/13 |
| (2,000) |
| (53,000) |
| (12,000) |
| (204,500) |
| (129,500) |
| (1,932,980) |