

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

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**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)

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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)

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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)

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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)

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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)

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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)

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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)

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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

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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)

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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

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

Appendix 3

2012/13
(14,915)
(26,204)
(38,621)
(11,481)
(270,921)
(217,921)
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(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

2012/13
(60,000)
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Appendix 3

2012/13
(665,700)
(820,518)
(102,018)
30,000
4,000
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(20,000)
(3,300)
(30,326)
(16,700)
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17,000
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(364,326)
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(10,700)

Appendix 3

2012/13
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(278,704)
(991,704)
(2,000)
(7,171)
(30,000)
(112,000)
(22,000)
(7,000)
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(6,660)
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(246,831)
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Appendix 3

2012/13
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(10,092)
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(464,573)
(929,146)
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(1,121,665)
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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)