

## **Cabinet – 18 November 2009**

### **Draft Corporate Revenue Budget 2010/11 for Consultation**

**Portfolio:** Councillor C Towe – Finance and Personnel

**Service:** Finance – council wide

**Wards:** All

**Key decision:** No

**Forward plan:** No

#### **1. Summary of report**

1.1 This report presents the draft revenue budget proposals for 2010/11 for distribution to scrutiny panels and stakeholders for consultation as part of the budget setting process. The final budget, including any changes arising from consultation arrangements, will be presented to Cabinet on 3 February 2010 and will include the impact of the final settlement, before being considered by Council on the 22<sup>nd</sup> February 2010.

#### **2. Recommendations**

- 1). That Cabinet approve as the basis of consultation:
  - a) The budget framework and process detailed in Section 3.
  - b) The current draft net budget requirement of £242.678m;
  - c) The provisional formula grant entitlement of £137.243m;
  - d) A provisional council tax increase of 4.5% and provisional council tax at Band D, of £1,392.63 excluding precepts;
  - e) Total investment of £8.331m, relating to budget pressures and investment in service development as set out in sections 4.5 and 4.6 and Appendix 1;
  - f) Total savings, efficiencies and income generation proposals of £11.207m as set out in section 4.7 and Appendix 2.
- 2). That Cabinet note and approve the consultation arrangements and reporting framework back to Cabinet set out in section 5.
- 3). That Cabinet refer this report to all scrutiny and performance panels for consultation, to enable their comments to be considered by Cabinet on 16<sup>th</sup> December, prior to Cabinet meeting on 3<sup>rd</sup> February 2010 to make it's final budget recommendations to full Council.

#### **3. Background Information: Budget Framework**

3.1 Budgets are set within the medium term financial strategy (MTFS). The main objectives of the MTFS relate to maintaining good underlying financial health, adoption of a longer-term perspective and a desire to deliver good quality, value for money services which are modern, efficient, effective, and fit for purpose. The settlement for 2010/11 is

challenging given the current economic climate. Funding for the development and start of new services will need to be met from the redirection of existing resources. Cabinet therefore need to consider:

- The council's priorities – what does it want to do, to what standard and what results does it want to achieve (i.e. what services will it fund, what can it afford)
- The level of council tax increase and what this means for the council's overall budget
- Income that can be generated (through the charging policy, increased charges, new charges, new grants, etc)
- The levels of balances required for financial prudence and to proactively manage the council's risks
- The methods of service delivery that will deliver value for money (e.g.: in-house, partnerships, outsourcing)
- Stakeholder consultation feedback.

3.2 The council's approach to setting the 2010/11 budget seeks to include the above points, including that:

- The budget will include a strategy for funding the full implications of all known future liabilities; including pay award, the full year impact of investment choices approved in 2009/10, corporate pressures and demand as the highest priorities
- Efficiencies are required from all services
- Savings proposals linked to council priorities and risk assessed
- Investment is required to be linked to council priorities
- Education schools costs and pressures are funded by Dedicated Schools Grant (DSG)
- Ensuring the opening working balance is set at between 2.25% and 5% of the net revenue budget
- Early consultation will take place with members via group briefings on the medium term financial outlook and scrutiny of the draft budget proposals
- Further budget consultation will take place, through a combination of briefings, focus groups, and facilitated sessions with key stakeholders, business groups and residents.

Budget decisions must deliver a balanced budget for the following financial year. 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%. This will continue. No announcements have yet been made as to the levels for 2010/11, however it is reasonable to assume that the level will be similar to that currently in place.

### 3.4 Budget Timetable

The budget setting process starts in the summer of each year. Activity to date includes:

- Publication of guidelines in respect of the process for 2010/11, including priority led savings targets and a general efficiency target
- Budget briefings held with Cabinet, CMT, and the three political groups on the process, timetable and medium term outlook
- Cabinet budget meetings to discuss draft savings and investment proposals
- Budget consultation with residents and the voluntary sector in September and October

- Cabinet and CMT budget meeting in early November to consider the draft capital programme proposals for 2010/11

### 3.5 Further activity includes:

- Consultation on the draft revenue budget proposals with scrutiny and performance panels in late November/ early December
- Decision conferencing with Corporate Scrutiny Panel on 11.12.09 and 12.12.09
- Receipt of the revised draft settlement end November / early December and the final settlement in January
- Consultation on the draft revenue and capital budget proposals with scrutiny and performance panels in January 2010
- Approval of the final budget by Cabinet on 03.02.10 for recommendation to Full Council on 22.02.10.

## 4. Resource and legal considerations

### **2010/11 Budget Headlines and Draft Net Budget Requirement**

4.1 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 £8.016m
- 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 £1.169m
- Contribution to balances of £2.5m ensuring minimum opening reserves in line with the MTFS
- Savings, efficiencies and fees and charges increases of £11.207m
- Full year impact of savings approved in the 2009/10 budget of £3.325m

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

<b>Table 1: Draft Net Budget Requirement for 2010/11 compared to 2009/2010</b>	<b>£'m</b>	<b>Further Detail</b>
<b>2009/10 Approved by Council on 23 February 2009:</b>	<b>237.194</b>	
<u>Changes:</u>		
Pay, non-pay and contractual Inflation	8.016	
Budget pressures: demographics, cost pressures, fallout of grant	6.569	App 1
New Investment: services developments	1.762	App 1
Contribution to reserves (assuming overspend of £3.247m)	2.500	
Full year effect of 2009/10 growth	1.169	App 2
Efficiencies, savings and income generation	(11.207)	
Full year effect of 2009/10 savings	(3.325)	
<b>2010/11 Draft net budget requirement:</b>	<b>242.678</b>	

- 4.3 Table 2 below sets out the draft budget 2010/11 for individual portfolios and changes in resources, compared to the approved budget for 2009/10. Further detail is in Appendix 3.

Portfolio	Approved Budget 2009/10 £'m	Draft Budget 2010/11 £'m	Change £'m
Children's	60.851	61.828	0.977
Communities and partnerships	5.878	6.350	0.472
Business support	(5.160)	(4.021)	1.139
Environment	21.757	20.978	(0.779)
Finance and personnel	13.744	13.869	0.125
Leisure and culture	17.236	17.053	(0.183)
Regeneration	12.220	12.047	(0.173)
Social care and health	71.277	67.593	(3.684)
Transport	15.385	15.825	0.440
Central budgets	24.006	31.156	7.340
<b>Draft Net Budget Requirement</b>	<b>237.194</b>	<b>242.678</b>	<b>5.484</b>
Formula Grant	133.294	137.243	3.949
Council Tax	103.900	108.546	4.646
Fall in council tax base	0.000	(0.190)	(0.190)
Collection Fund	0.000	0.000	0.000
Use of Reserves	0.000	0.000	0.000
Additional efficiency targets	0.000	(2.921)	(2.921)
<b>Total Resources</b>	<b>237.194</b>	<b>242.678</b>	<b>5.484</b>

### 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 calculate the impact of any shortfall or surplus on the collection fund and its impact on the council tax increase. In addition, these proposals represent an early indication of the draft budget position, based on Cabinet priorities, cost and funding information. It may therefore to change as further information becomes available and consultation feedback is received.

<b>Table 3: Available Resources for 2010/11</b>	<b>£'m Further Detail</b>
Formula Grant	137.243
Council Tax (based on a 4.5% increase over 2009/10 levels)	108.546
Reduction in council tax base	(0.190)
Collection fund Deficit/Surplus	0.000
Use of Reserves	0.000
Additional efficiency targets	(2.921)
<b>Total Resources</b>	<b>242.678</b>

## Budget Pressures and Investment for Service Developments

4.5 The draft 2010/11 revenue budget includes £1.169m 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 totalling £8.331m has been identified as a very high priority by Cabinet and as being essential to meeting cost pressures, legislative requirements and/or to meeting or improving service delivery targets. Details can be found at Appendix 1. The budget assumes that any education-related pressures will be accommodated from the schools DSG. Growth is split into two categories:

- **Budget Pressures:** arising from demographic and legislative demand, fall out of grant and loss of income in priority areas, which are therefore considered unavoidable. These total £6.569m. Examples include extra funding to meet increasing costs of safeguarding children and the cost of additional clients within older people services.
- **Investment in Service Developments:** arising from enhancements to existing services identified as a high priority for investment by Cabinet. These total £1.762m and include enhancements to support the council's deaner, greener agenda and to improve the customer experience.

4.6 A summary of growth is shown below per portfolio. Further detail of individual investments is provided in Appendix 1.

<b>Table 4: Budget Pressures and Investment for Service Developments Per Portfolio</b>	<b>Budget Pressures £'m</b>	<b>Service Development £'m</b>	<b>Total £'m</b>
Childrens	1.950	0.000	<b>1.950</b>
Communities and partnerships	0.021	0.781	<b>0.802</b>
Business support	1.837	0.265	<b>2.102</b>
Environment	0.175	0.389	<b>0.564</b>
Finance and personnel	0.528	0.122	<b>0.650</b>
Leisure and culture	0.110	0.165	<b>0.275</b>
Regeneration	1.190	0.000	<b>1.190</b>
Social care and health	0.758	0.000	<b>0.758</b>
Transport	0.000	0.040	<b>0.040</b>
<b>Total Growth</b>	<b>6.569</b>	<b>1.762</b>	<b>8.331</b>

## Efficiencies, Savings and Fees and Charges Increases

4.7 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, a council wide savings and efficiency target of just over £12m was set for services. Proposals were brought forward and considered by Cabinet and total budget reduction options (including efficiencies, savings and fees and charges) of £11.207m are included in the draft budget proposals within this report for consultation. 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.

4.8 Efficiencies and Savings, including service redesign options of £9.402m, are reflected in this report. These effectively release funding for other council priorities and investment. Removal of any saving increases the proposed draft council tax and percentage increase. Additional savings would reduce it.

4.9 Fees and charges were also reviewed as part of the budget process and proposals amounting to £1.805m are included. Where appropriate, increases have been proposed. Extra work has taken place to begin to benchmark against other councils to ensure that the council is making appropriate fees and charges for services provided. This review will continue to ensure that applicable charges and value for money services are delivered.

4.10 A summary of savings and fees and charges is shown below per portfolio. Further detail on individual savings is provided in Appendix 2.

<b>Table 5: Efficiencies, Savings, Fees and Charges Proposals Per Portfolio</b>	<b>Efficiencies £'m</b>	<b>Service Redesign and reduction Savings £'m</b>	<b>Fees and Charges £'m</b>	<b>Total £'m</b>
Children’s	0.352	0.903	0.118	<b>1.373</b>
Communities and partnerships	0.121	0.131	0.006	<b>0.258</b>
Business support	0.503	0.235	0.000	<b>0.738</b>
Environment	0.954	0.173	0.003	<b>1.130</b>
Finance and personnel	0.471	0.279	0.134	<b>0.884</b>
Leisure and culture	0.078	0.395	0.043	<b>0.516</b>
Regeneration	0.507	0.329	0.029	<b>0.865</b>
Social care and health	3.217	0.510	1.268	<b>4.995</b>
Transport	0.244	0.000	0.204	<b>0.448</b>
<b>Total Growth</b>	<b>6.447</b>	<b>2.955</b>	<b>1.805</b>	<b>11.207</b>

### Formula Grant

4.11 The Government provides funding to councils through Formula Grant. For Walsall in 2010/11 this is expected to be £137.243m and represents about 56% of the council’s overall net budget requirement and as such has a significant impact on the level of services the council can afford to provide. Any budget requirement over and above the level of grant has to be borne either via council tax payers and/or users/recipients of services.

4.12 Formula grant is a complex calculation within various blocks based on relative needs, population, demographic data, the tax base and “floor damping”. The dampening mechanism ensures no council receives less than a 1.75% annual increase and so acts as a safety net for those councils that would otherwise lose out in grant receipt.

4.13 These funding arrangements were introduced in 2006/07. At the same time, the funding of schools was removed from Formula Grant and Government now provides a separate ring fenced grant for schools; the Dedicated Schools Grant (DSG). In 2010/11 this will be c £183.950m or £177.493m excluding Academies, equivalent to a 4.5% per pupil rise over 2009/10. The final allocation will be available in July following a pupil count in January.

4.14 2010/11 is the last year of the 3 year settlement for years 2008/09 to 2010/11. The Comprehensive Spending Review (CSR) expected in 2009 has been deferred by Government and therefore, whilst advice is that the formula grant for 2010/11 of £137.243m will be honoured, there is no guarantee that Government will not seek to reduce resources to local government, for example by reducing specific grants such as area based grant.

4.15 Whilst Walsall's grant increase was above the national average in 2009/10 at 3.52% as opposed to a national metropolitan average of 2.9% (2.8% for England), and the indicative 2010/11 similarly is above the national average at 3.0% compared to 2.50% nationally, the use of floor damping means our 2010/11 grant will be reduced by £5.03m (in addition to £7.3m in 2008/09 and £6.13m in 2009/10). Over the three year CSR period to 2010/11 this equates to a loss of £18.46m. The indications are that this 'dampening' method will continue to be used. The Formula Grant allocation for Walsall CSR2007 is set out in Table 6 and Walsall's increases compared to the met average in Table 7.

<b>Table 6: Formula Grant</b>	<b>2008/09 £m</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>
A basic needs allowance of £397.86 per resident	100.9	103.6	106.0
A deduction for estimated local tax	-12.0	-12.7	-13.5
Central allocation – a 'top up' per head	47.25	48.5	49.7
<b>Total grant - £m</b>	<b>136.1</b>	<b>139.4</b>	<b>142.2</b>
A deduction for our contribution to the floor safety net - £m	-7.3	-6.1	-5.0
<b>Total grant (adjusted for damping)</b>	<b>128.8</b>	<b>133.3</b>	<b>137.2</b>
Formula grant (adjusted) - £m	128.8	128.8	133.3
Grant increase (adjusted) - £m	6.0	4.5	4.0
Grant increase (adjusted) - %	<b>4.92%</b>	<b>3.52%</b>	<b>3.0%</b>

<b>Table 7 : Increase in Formula Grant</b>					
	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>
Walsall	2.4%	4.1%	4.9%	3.5%	3.0%
Metropolitan Borough Average	2.6%	3.5%	3.7%	2.9%	2.5%

## Collection Fund

- 4.16 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.

## General Fund Reserves, Central Contingency and Risks

- 4.17 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 financial officers are required to formally report to members on the adequacy of reserves, and this will be included in the February budget report.
- 4.18 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. A central contingency of £0.414m is also funded.
- 4.19 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 CFO 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.

## Medium Term Financial Outlook

- 4.20 Since the Council set its budget for 2009/10, the economic outlook has worsened with the UK entering into a recession. Although the government has stated that it will hold to the final year of the Comprehensive Spending Review (CSR) there has been no announcement of future funding. What is generally accepted is that local government funding will at best flat line or as is more likely reduce: the most informed opinion suggests a reduction of 10% over the 3 years from 2011/12.
- 4.21 Work is ongoing in respect of the medium term financial outlook. It is estimated that savings in the region of £40m will be required over the next few years in order for the council to set a balanced budget. Further work will be needed to achieve council tax increases below 5% in 2011/12 onwards based on latest projections. A budget framework with targets will be issued in the coming months to all services to commence the process for 2011/12 onwards.

## **5. Consultation**

- 5.1 The council is statutorily obliged to consult with representatives of non-domestic ratepayers before setting the budget for the following financial year. Public consultation started in September and includes:
- A facilitated workshop involving representative samples of different parts of the community
  - Voluntary sector consultation, including attendance at the Walsall Voluntary Action Showcase event on 2<sup>nd</sup> November
  - Business consultation
  - A Budget JNCC has been established to consult with employee representatives
  - Consultation with schools on schools budgets
- 5.2 A detailed report will be presented to Cabinet on 16<sup>th</sup> December providing consultation findings in order for Cabinet to take these into consideration in finalising their budget proposals in January and February 2010.

## **6. Citizen impact**

- 6.1 It is strongly anticipated that the council tax increase will be below 5%. 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**

- 7.1 The draft budget provides funding for community safety initiatives.

## **8. Environmental impact**

- 8.1 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

10.1 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.  
Medium Term Financial Strategy

### Author

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

9 November 2009



**James Walsh - Chief Finance Officer**  
9 November 2009



**Councillor Chris Towe  
Finance & Personnel**

9 November 2009

## 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 £
<b>CHILDREN'S PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(349,247)</b>	<b>(349,247)</b>	<b>(349,247)</b>
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)
<b>TOTAL INCOME</b>					<b>(120,921)</b>	<b>(138,860)</b>	<b>(138,860)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(903,373)</b>	<b>(903,373)</b>	<b>(903,373)</b>
<b>TOTAL CHILDREN'S PORTFOLIO PROPOSALS</b>					<b>(1,373,541)</b>	<b>(1,391,480)</b>	<b>(1,391,480)</b>

## 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 £
<b>COMMUNITIES AND PARTNERSHIP PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(121,491)</b>	<b>(121,491)</b>	<b>(121,491)</b>
23	NEW INCOME	Additional contributions from partners	NEIGHBOURHOOD	Walsall Partnership	(5,272)	(5,272)	(5,272)
<b>TOTAL INCOME</b>					<b>(5,272)</b>	<b>(5,272)</b>	<b>(5,272)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(130,973)</b>	<b>(130,973)</b>	<b>(130,973)</b>
<b>TOTAL COMMUNITIES AND PARTNERSHIP PORTFOLIO PROPOSALS</b>					<b>(257,736)</b>	<b>(257,736)</b>	<b>(257,736)</b>
<b>BUSINESS SUPPORT PORTFOLIO</b>							
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 in 1 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)
<b>TOTAL EFFICIENCIES</b>					<b>(519,481)</b>	<b>(519,481)</b>	<b>(519,481)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(219,007)</b>	<b>(219,007)</b>	<b>(219,007)</b>
<b>TOTAL BUSINESS SUPPORT PORTFOLIO PROPOSALS</b>					<b>(738,487)</b>	<b>(738,487)</b>	<b>(738,487)</b>
<b>ENVIRONMENT PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(954,000)</b>	<b>(856,000)</b>	<b>(576,000)</b>
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)
<b>TOTAL INCOME</b>					<b>(2,859)</b>	<b>(2,859)</b>	<b>(2,859)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(173,000)</b>	<b>(183,000)</b>	<b>(183,000)</b>
<b>TOTAL ENVIRONMENT PORTFOLIO PROPOSALS</b>					<b>(1,129,859)</b>	<b>(1,041,859)</b>	<b>(761,859)</b>
<b>FINANCE AND PERSONNEL PORTFOLIO</b>							
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)	(24,043)	(24,043)
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)	(80,562)	(80,562)
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)
<b>TOTAL EFFICIENCIES</b>					<b>(470,602)</b>	<b>(470,602)</b>	<b>(470,602)</b>
94	NEW INCOME	Additional income from traded services	RESOURCES	Finance	(23,000)	(23,000)	(23,000)
95	NEW INCOME	Increased income from traded services	RESOURCES	HRD - Employee Services	(50,000)	(50,000)	(50,000)

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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 £
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)
<b>TOTAL INCOME</b>					<b>(134,097)</b>	<b>(134,097)</b>	<b>(134,097)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(278,926)</b>	<b>(278,926)</b>	<b>(278,926)</b>
<b>TOTAL FINANCE AND PERSONEL PORTFOLIO PROPOSALS</b>					<b>(883,625)</b>	<b>(883,625)</b>	<b>(883,625)</b>
<b>LEISURE AND CULTURE PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(77,816)</b>	<b>(73,175)</b>	<b>(73,175)</b>
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)
<b>TOTAL INCOME</b>					<b>(43,013)</b>	<b>(57,619)</b>	<b>(47,619)</b>
115	SERVICE REDESIGN	Closure of Willenhall Leisure Centre - includes security/boarding up costs in year 1	NEIGHBOURHOOD	Sports adn 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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(394,809)</b>	<b>(473,809)</b>	<b>(483,809)</b>
<b>TOTAL LEISURE AND CULTURE PORTFOLIO PROPOSALS</b>					<b>(515,638)</b>	<b>(604,603)</b>	<b>(604,603)</b>
<b>REGENERATION PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(483,059)</b>	<b>(623,459)</b>	<b>(623,459)</b>
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)
<b>TOTAL INCOME</b>					<b>(53,104)</b>	<b>(53,104)</b>	<b>(53,104)</b>
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	(30,000)	(30,000)	(30,000)
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(328,677)</b>	<b>(328,677)</b>	<b>(328,677)</b>

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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
					£	£	£
<b>TOTAL REGENERATION PORTFOLIO PROPOSALS</b>					<b>(864,840)</b>	<b>(1,005,240)</b>	<b>(1,005,240)</b>
<b>SOCIAL CARE AND HEALTH PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(3,216,053)</b>	<b>(4,071,463)</b>	<b>(3,830,463)</b>
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)
<b>TOTAL INCOME</b>					<b>(368,000)</b>	<b>(378,000)</b>	<b>(388,000)</b>
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)
<b>TOTAL SERVICE REDESIGN SAVINGS</b>					<b>(1,410,000)</b>	<b>(1,560,000)</b>	<b>(1,560,000)</b>
<b>TOTAL SOCIAL CARE AND HEALTH PORTFOLIO PROPOSALS</b>					<b>(4,994,053)</b>	<b>(6,009,463)</b>	<b>(5,778,463)</b>
<b>TRANSPORT PORTFOLIO</b>							
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)
<b>TOTAL EFFICIENCIES</b>					<b>(244,300)</b>	<b>(244,300)</b>	<b>(244,300)</b>
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)
<b>TOTAL INCOME</b>					<b>(204,000)</b>	<b>(209,000)</b>	<b>(209,000)</b>
<b>TOTAL TRANSPORT PORTFOLIO PROPOSALS</b>					<b>(448,300)</b>	<b>(453,300)</b>	<b>(453,300)</b>

## DRAFT PORTFOLIO PROPOSALS : INVESTMENT

Invest't Category	INVESTMENT DESCRIPTION	SERVICE AREA	ANNUAL INVESTMENT		
			2010/11	2011/12	2012/13
			£	£	£
<b>CHILDREN'S PORTFOLIO</b>					
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
<b>TOTAL INVESTMENT : CHILDREN'S</b>			<b>1,950,000</b>	<b>1,950,000</b>	<b>1,950,000</b>
<b>COMMUNITIES AND PARTNERSHIPS PORTFOLIO</b>					
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	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
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
<b>TOTAL INVESTMENT : COMM'S AND PARTNERSHIP</b>			<b>802,000</b>	<b>737,000</b>	<b>737,000</b>
<b>BUSINESS SUPPORT PORTFOLIO</b>					
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

Appendix 1

Invest't Category	INVESTMENT DESCRIPTION	SERVICE AREA	ANNUAL INVESTMENT		
			2010/11	2011/12	2012/13
			£	£	£
<b>TOTAL INVESTMENT : BUSINESS SUPPORT</b>			<b>2,102,000</b>	<b>1,982,000</b>	<b>1,982,000</b>

## Appendix 1

Invest't Category	INVESTMENT DESCRIPTION	SERVICE AREA	ANNUAL INVESTMENT		
			2010/11	2011/12	2012/13
			£	£	£
<b>ENVIRONMENT PORTFOLIO</b>					
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 enforcement of enviro-crime, which will complement community areas (4 officers)	Street Pride	120,000	120,000	120,000
<b>TOTAL INVESTMENT : ENVIRONMENT</b>			<b>563,710</b>	<b>563,710</b>	<b>669,000</b>
<b>FINANCE AND PERSONNEL PORTFOLIO</b>					
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

## Appendix 1

Invest't Category	INVESTMENT DESCRIPTION	SERVICE AREA	ANNUAL INVESTMENT		
			2010/11	2011/12	2012/13
			£	£	£
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
<b>TOTAL INVESTMENT : FINANCE AND PERSONNEL</b>			<b>650,000</b>	<b>670,000</b>	<b>670,000</b>
<b>LEISURE AND CULTURE PORTFOLIO</b>					
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
<b>TOTAL INVESTMENT : LEISURE AND CULTURE</b>			<b>275,200</b>	<b>275,200</b>	<b>275,200</b>
<b>REGENERATION PORTFOLIO</b>					
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
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

Appendix 1

Invest't Category	INVESTMENT DESCRIPTION	SERVICE AREA	ANNUAL INVESTMENT		
			2010/11	2011/12	2012/13
			£	£	£
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
<b>TOTAL INVESTMENT : REGENERATION</b>			<b>1,190,000</b>	<b>1,190,000</b>	<b>1,190,000</b>
<b>SOCIAL CARE AND HEALTH PORTFOLIO</b>					
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	570,071	570,071
Demand	Increase in client demand within learning disabilities	Learning Disability	45,000	45,000	45,000
Demand	Increase in demand within older peoples services.	Older People	143,036	143,036	143,036
<b>TOTAL INVESTMENT : SOCIAL CARE AND HEALTH</b>			<b>758,107</b>	<b>758,107</b>	<b>758,107</b>
<b>TRANSPORT PORTFOLIO</b>					
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
<b>TOTAL INVESTMENT: TRANSPORT</b>			<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>TOTAL INVESTMENT</b>			<b>8,331,017</b>	<b>8,166,017</b>	<b>8,271,307</b>