

Cabinet – 23 October 2013

Financial Plan 2014/15 to 2018/19: Draft Revenue Budget and Capital Programme for Consultation

Portfolio: Councillor Towe – Resources (Lead Portfolio)

Related Portfolios: All

Service: Finance – council wide

Wards: All

Key decision: No

Forward plan: No

1. Summary

- 1.1 This report outlines the portfolio plans for future service delivery, along with the approach being taken to delivering service improvements and cost efficiency for 2014/15 (**Appendix 1**), along with the draft capital programme for 2014/15 to 2016/17 (**Appendix 2**).
- 1.2 A provisional revenue cash limit is shown. These follow a value for money and service redesign review that has been undertaken within each service. Resident surveys and stakeholder consultation to date have also been considered in the formulation of the draft budget. Any further changes arising from consultation arrangements, including feedback from scrutiny and performance panels, will be presented to Cabinet on 11 December 2013.
- 1.3 The draft capital programme for 2014/15 totals £37.61m. It sets out new capital investment funded from the council's own resources of £14.05m (funded by capital receipts and unsupported borrowing) and externally funded schemes of £23.56m (funded by capital grants) and represents a balanced programme for 2014/15. In addition, the report sets out a further two years of proposals for 2015/16 to 2016/17.
- 1.4 Despite reductions in capital funding in recent years and going forward, the draft capital programme contains some significant investment into highways, education, and into adult social care and housing to support vulnerable households through Health through Warmth and provision of aids and adaptations. A reserve list of new projects is also reported, where funding could be redirected in year if available.

- 1.5 This draft budget will be distributed to scrutiny panels and stakeholders for consultation. The final budget, including any changes arising from consultation arrangements, tax base changes and final allocation of direct government funding and other grants will be presented to Cabinet on 5 February 2014 for recommendation to Council, and will be considered by full Council on 27 February 2014.

2. Recommendations

- 2.1 That Cabinet approve as the basis for consultation, provisional revenue cash limits by portfolio and portfolio plans as set out in Appendix 1.
- 2.2 That Cabinet approve as a basis for consultation the current draft capital programme of £37.61m for 2014/15, and an indicative capital programme of £25.75m for 2015/16, and £17.10m for 2016/17.
- 2.3 That Cabinet refer this report to all scrutiny and performance panels for consultation, to enable their comments to be considered by Cabinet on 11 December 2013.
- 2.4 That Cabinet note that the 2014/15 provisional revenue cash limit is based on a forecasted direct government grant prediction, including other predicted changes for council pressures and other specific grants. The draft settlement is expected to be announced in late December 2013. Should the final allocation be less than current estimates, revised cash limits and options for ensuring a balanced budget will need to be brought back for Cabinet consideration as the budget develops and information is published.
- 2.5 That following formal approval of the programme in February by Council, Cabinet delegate responsibility to the Chief Financial Officer, in consultation with the Capital Strategy Board, to designate resources to projects off the capital reserve list should resources become available in year.
- 2.6 That Cabinet note that the level of contingency funds and general reserves will need to be in line with the levels set out with the council's medium term financial strategy, the final allocation to be based on a detailed risk assessment which will be reported to Cabinet in February 2014.
- 2.7 That Cabinet note and approve the consultation arrangements and reporting framework back to Cabinet set out in section 3, and that the findings from the budget consultation be used and evidenced alongside other feedback and available data by Cabinet as it develops the council's 2014/15 draft corporate revenue and capital budget.

3. Report detail

- 3.1 The budget setting timetable of key reporting dates is outlined as follows –
- Scrutiny of the first draft budget by scrutiny and performance panels from 7 November to 28 November 2013, and feedback to Cabinet on 11 December 2013.

- Cabinet (11 December) consider the recommendations of scrutiny panels on first draft budget and draft capital programme, and make any amendments to the second draft budget programme on 11 December 2013.
 - Budget consultation with stakeholders between August and November 2013.
 - Council approve the council tax base by January 2014.
 - Budget briefings for political groups
 - Receipt of the final settlement late January / early February 2014.
 - Recommendation of the final budget, in light of consultation and the final settlement, by Cabinet on 5 February 2014
 - Council set the final budget and council tax levels on 27 February 2014.
- 3.2 The draft settlement for 2014/15 is not expected to be known until late December 2013, after the Chancellor's Autumn Statement. The council's medium term financial outlook has been updated to reflect predicted changes to direct government funding and other known cost pressures (contractual inflation, pay and grading, demographic changes, pensions revaluation, income projections, etc) resulting in a requirement to make changes to service delivery to meet a five year funding shortfall.
- 3.3 As part of the Spending Round 2013 the Secretary of State for Local Government announced his intention to fund a council tax freeze grant in 2014/15 and 2015/16. In order to qualify for the grant councils would not increase their council tax and therefore would be eligible for up to 1% of their council tax value (excluding the effects of the council tax reduction scheme). For Walsall, this would be equivalent to £1.118m.
- 3.4 In considering resource allocation, funding for the development of services will need to be met from the redirection of existing resources, the implementation and rollout of the Working Smarter programme, systems thinking and other models of service delivery efficiencies; and the identification of new income sources. The budget process considers:
- The council's priorities – what does it want to do, to what standard and what results does it want to achieve and at what cost (i.e. what services will it fund, what can it afford).
 - The level of funding anticipated (subject to Government direction).
 - 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).
 - Stakeholder consultation and lobbying.
- 3.5 We are anticipating the need to identify revenue savings of £18.97m in 2014/15. Draft revenue proposals totalling £11.05m are considered to have minimal impact on front line service provision, and cover the following:
- Review of senior management with fewer back office staff
 - Use of a reduced number of agency staff

- Reduction in general operational costs
- Review of council buildings and rented accommodation via the Smarter Workplaces programme
- Review of procurement of council expenditure and contracted services.

3.6 It is proposed that draft savings proposals with direct impact on services would be referred for public consultation, along with varying levels of council tax increases. These relate to the following:

- Review and redesign of children's education services
- Reduction in transport costs for children (including Special Educational Needs)
- Reduce the contribution to Children's Safeguarding Board
- Review of targeted youth support and targeted careers information, advice and guidance services
- Reductions in contracts with voluntary organisations and community associations
- Reduce taxi costs within Children's Services
- Reductions in children's centres funding
- Expiry of Spurgeons contract for family support
- Closure of Walsall museum
- Reduce maintenance and on site presence in Bloxwich, James Bridge and Bentley cemeteries
- Reduce maintenance in playgrounds by 20%
- Reduce grants to allotment associations by 50%
- Remove the subsidy to sports users for the maintenance of (grass) sports facilities
- Increase fees and charges throughout the Bereavement and Registration Service
- Cease contracted mobile security visits to 3 of the 4 homeless projects
- New model for funding of category 2 school crossing patrols
- Increase charges for blue badges
- Reduce participation in recruitability scheme
- Cease in house print and design service
- Removal of Social Care recruitability payments
- Review of preventative low priority services
- Review care costs in extra care housing
- Reduce the number of community satellite bases for Day services

The outcome of formal consultation will be reported to Cabinet on 11 December 2013 for consideration towards the final draft budget to be recommended to Council on 27 February 2014.

4. Council priorities

4.1 As identified in 3.4 above, the budget process follows council priorities, including the agreement to use marmot objectives to help redirect existing resources through the implementation and rollout of the working smarter change programme.

5. Risk management

- 5.1 Managers are required to deliver service and improvement targets on time, to standard and within budget.
- 5.2 The budget process is governed by the overarching medium term financial strategy. Risk management is an integral part of this activity and is embedded in budget preparation, monitoring and forecasting to enable potential budget variances and risks to be identified early and addressed.
- 5.3 There is a significant amount of uncertainty around Government funding for 2015/16 and beyond, worsening economic growth position and increased national borrowing levels. The medium term financial outlook will need to be updated once the worsening economic predictions are confirmed.

6. Financial implications

- 6.1 The Council must set a balanced budget to meet its legal requirements as set out under legal implications.

7. Legal implications

- 7.1 Under the Local Government Act, an authority must set a council tax and balanced budget, giving 14 days notice of the council tax level prior to the date of billing.

8. Property implications

- 8.1 Any direct property implications as a result of service redesign and revenue savings options will be assessed as part of the council's strategic property review.

9. Staffing implications

- 9.1 There will be some staffing implications arising from this report, and consultation with employees and unions will be undertaken in accordance with required procedures.

10. Equality implications

- 10.1 None directly associated with this report. An equality impact assessment is undertaken on all proposals and on the overall budget as assessed by the council's Equality team.

11. Consultation

- 11.1 Section 138 of the Local Government and Public involvement in Health Act 2007 placed a general duty on every local authority in England to take such steps as it considers appropriate to secure that representatives of local

persons (or of local persons of a particular description) are involved in the exercise of any of its functions, among other things by being consulted about the exercise of the function. The 2010 Equality Act whilst not imposing a specific duty to consult, lays a requirement to have due regard to the equality impact when exercising its function.

- 11.2 Consultation is an integral part of the budget process and arrangements are in hand to consult with a wide range of stakeholders (i.e. councillors, residents, service users, business sector, voluntary and community organisations, etc.).
- 11.3 Each year the council consults residents and stakeholders as part of its budget process. This year, over 200 members of staff from across all directorates who have interaction with key groups / stakeholders, have been briefed on the budget message and will be involved throughout the budget consultation process which takes the form of two phases.

Phase one (early September to October 23rd) has seen 'Budget- have your say' postcards distributed, as well as an online form and email which have been used to capture feedback from the public on council cost cutting measures. Staff communication is key, as well as the staff briefings budget information has been shared via the Intranet and core brief, on pay slips and posters in offices. Online forms and an email address have been used to capture feedback from staff. To date, from phase one only, in excess of 120 postcard responses have been received, with a further 170 comments received on-line.

Phase two (24th October to 14th November) focuses on the draft budget proposals, allowing for a more informed and meaningful conversation with the public and staff. Staff involved in phase one will be provided with all the information they need to help communicate the draft budget proposals and capture and encourage feedback in the same way they did in phase one. Staff will be briefed before going out and about in the borough, talking to members of the public face to face at venues including libraries, leisure centres, supermarkets, community associations and other local venues (a detailed timetable of dates, times and locations will be published widely). Business representatives will be made aware of the draft budget proposals via existing communication channels and consulted at two existing meetings in early November.

A detailed report on consultation feedback from both phases of consultation, to include scrutiny feedback, will be presented to Cabinet on 11th December.

- 11.4 This report is prepared in consultation with the Chief Finance Officer, the Chief Executive, relevant managers and executive directors.

Background papers: Various financial working papers.

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15 October 2013



Councillor Towe
Portfolio holder – Resources

15 October 2013

Revenue proposals and Portfolio Plans 2014/15

This appendix outlines the portfolio plans for future service delivery. A provisional revenue cash limit is shown. These follow a value for money and service redesign review that has been undertaken based on the Marmot objectives of service delivery.

2014/15 Draft Revenue Budget Headlines

The revenue budget has been constructed in accordance with the council's medium term financial strategy (MTFS) and all relevant corporate financial protocols and presents a balanced budget, resulting in:

- A focus on a policy-led, medium term, risk assessed budget setting approach using corporate portfolio priorities established by Cabinet,
- A total net council tax requirement of **£85.40m**
- Provision for inflationary pressures of **£2.29m**
- Provision for other known budget pressures, including demographic and cost pressures, and reduced levels of income or grant, of **£6.15m**.
- New savings options of **£18.97m**
- Full year impact of savings approved in the 2013/14 budget of **£2.20m**
- Opening general reserves in line with the council's MTFS

The estimated gross revenue expenditure budget for 2014/15 will be **£619.78m**, and gross income will be **£534.38m**, resulting in a net council tax requirement of **£85.40m**. These figures may change as grant allocations are finalised and decision on council tax, etc are taken.

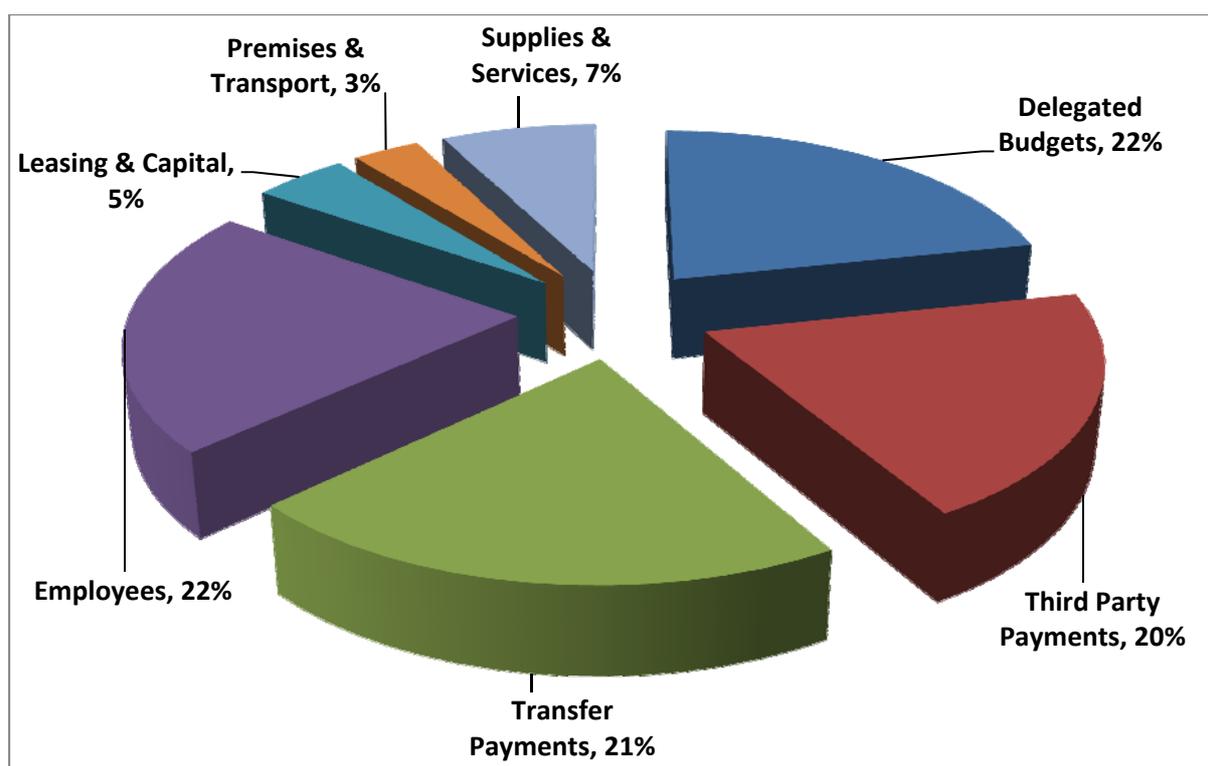
It has been possible to commit to £6.15m to address key priorities and funding of essential cost pressures. This includes changes to discretionary housing payments and housing benefits and the correction of income targets. It also covers a provision to fund inflationary pressures (i.e. contractual), and corporate cost pressures to fund for example, the revenue implications of the capital programme, pay and grading and pension realignments. Income targets have also been corrected in some areas and to address the impact from reduced levels of grant.

This commitment has been made possible by planned improvements in efficiencies and other savings. The council is transforming the way it undertakes its business, with a view to reducing overhead and transactional costs.

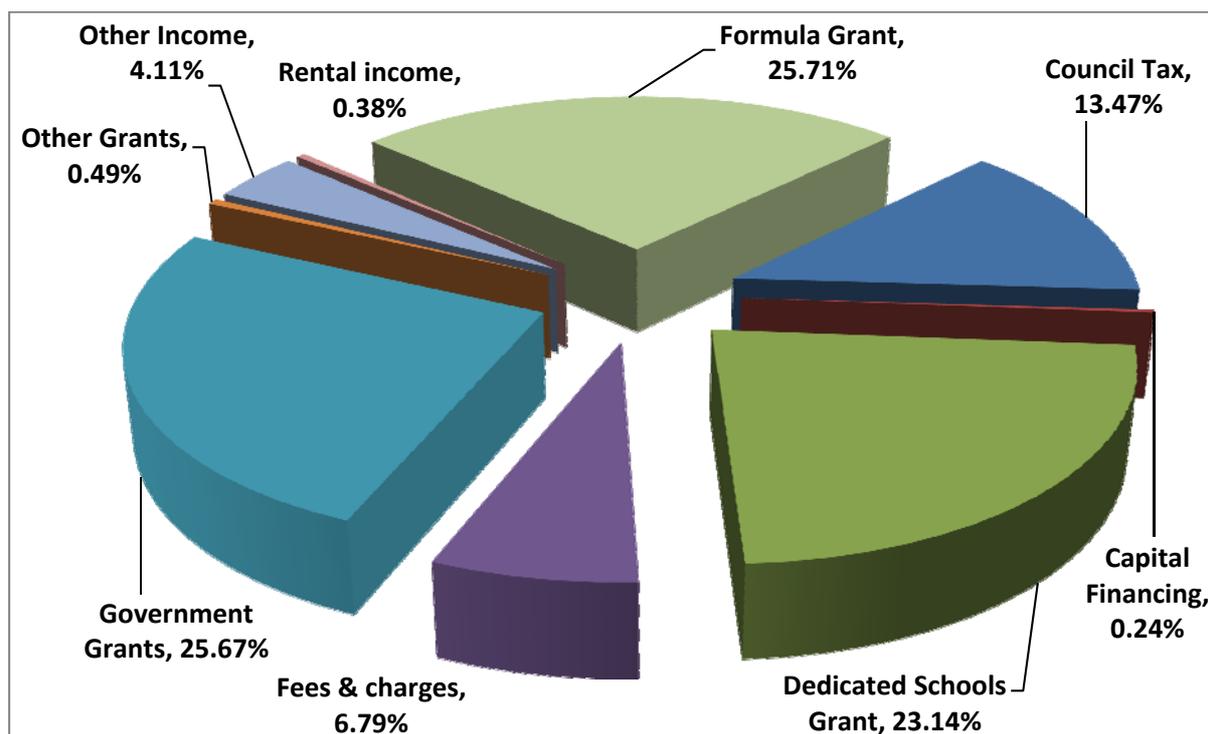
The change in council tax requirement from 2013/14 to 2014/15 is shown in **Table 1**.

Table 1 : Net council tax requirement 2014/15	
	£m
2013/14 Council Tax Requirement Approved by Council on 21 February 2013:	85.55
<i>Cash Limit Changes :</i>	
Inflationary pressures	2.29
Corporate cost pressures	5.39
Financing Options / Service Cost Pressures	0.76
Full year effect of previous years' approved savings	(2.20)
New savings 2014/15	(18.97)
One off contribution from general reserves	(1.84)
Reduction in central Government funding	16.65
Other funding changes / fall out of grant funding / new grant allocations	(2.23)
2014/15 Net Council Tax Requirement	85.40

The council intends to spend an estimated £619.78m of delivering service to residents and users of the Borough. How we intend to spend this money is shown below.



Our estimated income of £619.78m is expected to be generated as follows:



The provisional Government funding settlement for 2014/15 is known (£146.87m). There is considerable uncertainty in respect of the amount of income we will receive in Government funding from 2015/16 onwards.

During 2013/14, services have been working on options to meet this reduced funding, whilst maintaining and optimising front line services to the public. The draft revenue budget contained within this report is summarised below, and spend on individual portfolios is as follows:

Portfolio	2013/14 £m	2014/15 £m
Children's Services	66.22	61.21
Community Engagement	1.91	1.86
Leisure & Culture	15.96	14.36
Public Protection	3.66	3.38
Environment	17.38	16.29
Regeneration & Transport	25.82	24.73
Resources	15.90	13.75
Social Care	70.78	64.86
Net Portfolio Cash Limits	217.63	200.44
Capital Financing	5.31	5.31
Levies	14.38	14.46
Central budgets *	-151.77	-134.81
Council Tax Requirement	85.55	85.40

*Central budgets includes direct Government funding and business rates.

Each portfolio plan identifies the level of spend against activity for 2013/14 and how this is changing in 2014/15. It includes savings options:

- *Non Policy* – savings which officers have delegations to implement; examples include restructures, back office savings, operational efficiencies
- *Policy* – savings which require an executive (Cabinet) decision to implement – these are shown in section F of each portfolio plan.

All of the above are included for consultation with stakeholders. Comprehensive consultation arrangements are in place. Any changes arising from consultation findings will be presented in future Cabinet reports prior to recommendation of the final draft budget to Council.

Portfolio Plans are set out as follows:

1a	Children's Services	Page 12
1b	Community Engagement and Voluntary Sector	Page 36
1c	Environment	Page 39
1d	Leisure and Culture	Page 42
1e	Public Health and Protection	Page 61
1f	Regeneration and Transport	Page 64
1g	Resources	Page 80
1h	Social Care and Health	Page 96

PORTFOLIO: CHILDREN'S SERVICES

A. Summary of Services within the Portfolio

Preventative and Targeted Services	<p>Effectiveness, Improvement & Contract Management</p> <p>Integrated Young People's Support Service</p> <p>Prevention Workforce Development Partnerships</p> <p>Education Services</p>	<ul style="list-style-type: none"> • Intelligence Management • Strategy / Service Planning; • Partnership Performance Management • Information Advice and Guidance; • Targeted Youth Support; • Youth Justice Service; • Positive Activities; • Active Involvement; • Education Business Partnership; • Teenage Pregnancy; • Parent Partnership ; • Common Assessment Framework; • Area Family Support Teams; • Workforce Development; • Children's Centres; • Parenting; • Think Family; • Early Years; • New relationship with Schools • LEA Functions provided by the council • Placements services including <ul style="list-style-type: none"> ○ Adoption Team ○ Fostering Team x3 ○ Residential Care – 5 children's homes • Contact and assessment service • Disability Service • CAMHS (located in health - matrix managed) • Sufficiency and Placement Commissioning • Responsible Individual for LA • Independent Reviewing Officers • Safeguarding Board • Child Death Overview Panel • Multi Agency Screening Team • Initial Response Teams x 4 • Vulnerable Children SW teams x 6
Specialist Services	<p>Corporate Parenting - Placements and Resources</p> <p>Safeguarding</p> <p>Initial Response Service</p> <p>Safeguarding and Family Support Teams</p> <p>Looked After Children's Service</p>	<ul style="list-style-type: none"> • LAC Teams x3 • Transition and Leaving Care Team

B. Portfolio Objectives / Outcomes / Purpose

Our Vision and Ambition

We believe that all children and young people in Walsall have the right to be healthy, happy and safe, to be loved, valued and respected and to have high aspirations for a successful future. Our ambition is to be *'Better Together For Children'* by working in partnership to offer the very best standard of help, support, care and protection for children and young people throughout their journey through our services.

Our Key Priorities agreed with the Children & Young People's Partnership

1. Supporting the most vulnerable families to provide the best start in life for children.
2. Ensuring that children maintain a healthy weight.
3. Reducing the harm caused by child sexual exploitation including children missing from school, care and home.
4. Greater diversity of choice for learning, training and employment for young people.
5. Supporting the transition into adulthood for children and young people with Special Educational Needs or Disabilities by creating single 'through life' plans.
6. Promoting pride in the achievements of the children and young people in Walsall, and securing a strong and active voice and influence for young people to shape local services.
7. Better communication between frontline staff in all agencies that support children and families
8. Reducing the impact of child poverty

Our Change & Development Priorities

- To secure sustained improvements in Safeguarding and Child Protection Services following the DfE Improvement Notice served in Nov 2012.
- To embed a comprehensive Early Help Offer, integrated with wider Children's Services and partnership provision.
- To further develop Walsall's arrangements for supporting Children Looked After by the Local Authority to achieve their maximum potential.
- To drive forward education and learning in Walsall with strong and effective School Improvement functions.
- To build a strong, stable, responsive and effective children's workforce in Walsall.

C. Service Design (informed by customer demand)

A comprehensive programme of change and improvement is being implemented across Children and Young People's Services. This is driven by the parallel requirement to improve the quality and effectiveness of practice and service provision and to address resource pressures at both a national and local level.

Current Challenges

The reshaping of Children and Young People's Services is critically informed by some significant challenges. These include:

- An intensive focus on sustaining hard-won improvements to the quality of safeguarding and child protection services
- Tackling a notable increase in the numbers of children and young people looked after by the local authority, with associated cost pressures
- Integrating education and school improvement functions into the organisation following transition from a substantial outsourced contract in 2013.
- Ensuring smooth succession to a permanent and stable leadership team following a sustained period of interim leadership.
- Building the social work workforce, reducing agency staff and embedding good quality frontline practice.

Our Service Model from 2014/15

Key elements of our reshaped service model include:

- Strengthened performance management and quality assurance, underpinned by robust and reliable data at both a strategic and operational level. This will inform analysis of impact and will drive decisions on how to make the most effective use of finite resources.
- Integrated commissioning with a primary focus on improved outcomes, early help and preventative intervention to progressively reduce the demand for more resource-intensive support.
- A productive partnership with schools that reflects the changing role of the local authority in driving school improvement, including sustainable and impactful school to school improvement and educational attainment.
- Implementation of a bold workforce development strategy to improve the stability of operational staffing and the quality of frontline practice. There will be a specific focus on building a strong permanent workforce and reducing the reliance on agency staff – impacting on cost and efficiency.
- A stable and permanent senior leadership team to drive forward sustained improvement and the implementation of increasingly challenging cost efficiencies.

Implementing the Change Programme

Action being taken to progressively move the organisation towards a more efficient and effective service model from 2014/15 includes the following:

- Appointment of a new senior leadership team is underway with a national recruitment campaign from mid-September. This is in addition to wider workforce development including staff recruitment to key operational posts.
- Significant and continuing improvements in the quality and reliability of performance and qualitative data to inform strategic and operational decision-making and resource allocation.
- Strengthening of governance and partnership arrangements with a reshaped Local Safeguarding Board, a Children and Young People's Partnership Board with clear priorities and robust Scrutiny and Corporate Parenting arrangements in place.
- Rigorous implementation of the Strategic Improvement Plan for Safeguarding. Under the oversight of the Improvement Board a wide and highly effective programme of action is being undertaken to address the quality and effectiveness of frontline practice, the quality of leadership and governance, and the capacity, capability and culture of children and young people's services.
- A programme management approach to tackling key resource pressures. In addition to a range of measures shared with CMT this will include reducing the costs associated with increasing numbers of looked after children, whilst ensuring that the needs of all vulnerable children and young people are met. (A summary of the project plan for taking action on increasing LAC numbers is attached for information).

Our Current Position

Intensive performance monitoring of safeguarding improvements through the established Improvement Board arrangements provide a strong focus on this area of the service and indicates that key priorities which are integral to the change programme are being delivered on target.

The 'adequate' judgment of the recent Ofsted inspection of Local Authority Arrangements for the Protection of Children provides a further clear indicator of positive progress in improving safeguarding and child protection services for the longer-term and reflects a strong self-awareness within Children and Young People's services.

Integration of education and school, improvement functions is being undertaken on an interim basis with key business requirements covered pending the appointment of additional capacity at Assistant Director level to drive forward substantive changes.

A schedule of proposed options for tackling cost pressures across the full range of Children and Young People's Services has been shared with Corporate Management Team (CMT) and is under review.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £61.212m compared to £66.220m in 2013/14, a change of £5.008m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. In summary, the proposed capital programme for the Children's Services portfolio is £5.22m – all external funded.

F. Revenue savings options requiring a change in policy to implement

There are a number of revenue savings options that require an executive decision to implement. For Children's Services, these relate to –

- F1 Review and redesign of children's education services
- F2 Reduction in transport costs for children (including SEN)
- F3 Reduce the contribution to Children's Safeguarding Board
- F4 Review of targeted youth support and targeted careers information, advice and guidance services
- F5 Reductions in contracts with voluntary organisations and community associations
- F6 Reduce taxi costs within Children's Services
- F7 Reductions in children's centres funding
- F8 Expiry of Spurgeons contract for family support

F1: Review and redesign of children's education services

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£500,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 All education services that moved into Children's Services directorate are currently being reviewed to ensure they meet the needs of children and young people, align with statutory functions and also are value for money. These reviews will lead to each service being reshaped based on recommendations and budget constraints.

2. Implications Associated With Savings Proposal

2.1 **Customers**

Service provision will continue, albeit in a different manner but this will be based on statutory functions, government policy changes and the needs of the future service provision to support priority needs for children and young people in Walsall. All non-statutory services will be reviewed and if there remains a business case and need for services, these will be continued, there is a potential for traded services. If the review recommends cessation of any service/function, Children's Services will work with schools to ensure there is no gap in provision by helping to sign post to alternative providers or consider other ways of working.

2.2 **Employees**

The reshaping of services will review systems and process to reduce waste but there will be the need to reduce overall headcount. Any reduction in staff numbers will be carried out in accordance with council processes. It is expected to reduce headcount within education services by 12 full time equivalent posts.

2.3 **Partners**

Any changes will be in consultation with applicable partner agencies (i.e. Schools and other educational bodies).

2.4 **Corporate Plan**

Education contributes to a thriving economy and better chances of employment.

2.5 **Other Council Services**

Not applicable.

3. **Associated Risks**

- 3.1 Any non-statutory services that become traded may not generate sufficient income to be sustainable.

4. **Consultation and customer feedback**

- 4.1 All redesigns and reshaping of services will be done in conjunction with stakeholders.

5. **Legal Implications**

- 5.1 All statutory functions will continue to be met, however how they are provided by change.

6. **Equal Opportunities and Environmental Implications**

- 6.1 All reshaping/redesign activity will be carried out in accordance equal opportunity regulations.

- 6.2 Education Services are currently being relocated into fewer buildings which will reduce the impact on the environment.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F2: Reduction in transport costs for children (including SEN)

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£200,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Strict application of transport policy on school bus passes will reduce the number issued and a Special Educational Needs (SEN) transport procurement exercise completed by Summer 2014 to provide better value for money. Fewer bus passes will be issued and procurement will result in new contracts and some changeover issues to be managed.

2. Implications Associated With Savings Proposal

2.1 **Customers**

Fewer bus passes will be issued following a strict application of the existing policy. Following transfer of the function from Serco in April 2013, it was found that bus passes have been issued that would not have been had the policy been followed. Some parents who have been used to getting a bus pass will no longer be able to do so. SEN transport re-procurement will be undertaken in Summer 2014, changes in providers will be likely and the impact on budget and quality will be determined by the tenders and budget available.

2.2 **Employees**

None.

2.3 **Partners**

None.

2.4 **Corporate Plan**

Bus passes help pupils to attend schools of choice and SEN transport assists children with special needs attend education. Some parents are concerned that quality will reduce if budgets are reduced. Number of bus passes issued will reduce. SEN transport provides income to many local taxi and transport companies. Children with special needs are at risk of social inclusion and transport to school assists inclusion.

2.5 **Other Council Services**

Special schools rely on high quality reliable transport to ensure children arrive at school ready to learn.

3. Associated Risks

- 3.1 Strict Application of bus pass policy is likely to result in appeals and take up management capacity.

4. **Consultation and customer feedback**

4.1 No consultation as no change in policy.

5. **Legal Implications**

5.1 None.

6. **Equal Opportunities and Environmental Implications**

6.1 Children with special needs are at risk of social inclusion and transport to school assists inclusion.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

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F3: Reduce the contribution to Children's Safeguarding Board

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£30,000	£0	£0	£0

1. Description of the Savings Proposal

1.1 Reduce contribution to the Safeguarding Board.

2. Implications Associated With Savings Proposal

2.1 Customers

Minimal impact. The Council as a partner to the Board already contribute £110k which is currently a significantly higher contribution than other partners.

2.2 Employees

No impact.

2.3 Partners

The council and its partners will seek new ways of securing resources, some in kind, to maintain the Boards operational activities.

2.4 Corporate Plan

Safeguarding is a key priority for the Council and this will not have an adverse impact as it will be mitigated by partners.

2.5 Other Council Services

No impact.

3. Associated Risks

3.1 None.

4. Consultation and customer feedback

4.1 This funding was previously provided by outsourced contract in addition to significant contribution from children's services. Following transfer into the council all funding is in council budget. There will be minimal impact.

5. Legal Implications

5.1 None.

6. Equal Opportunities and Environmental Implications

6.1 None.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F4: Review of targeted youth support and targeted careers information, advice and guidance services

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£450,000	£0	£0	£0

1. **Description of the Savings Proposal**

1.1 Review of targeted youth support and targeted careers information, advice and guidance services (including contracted arrangements – Prospects).

2. **Implications Associated With Savings Proposal**

2.1 **Customers**

Some reduction in level of support to young people and those at risk of becoming disengaged or already disengaged from Employment, Education or Training.

2.2 **Employees**

Potential risk to 5 council staff and 4 full-time equivalent staff from Prospects.

2.3 **Partners**

A direct impact on our contracting and partnership arrangements with Prospects and some reduction in our provision in and around young people in schools.

2.4 **Corporate Plan**

Improving safeguarding, learning and life chances for children and young people – a reduction of the level of targeted youth support to some vulnerable/'at risk' young people.

Supporting businesses to thrive and supporting local people into work – reducing the value of the Prospects contract will reduce the number of personal advisers that provide careers advice to targeted young people. Reduction of around 6 local jobs via contract.

Creating safe, sustainable and inclusive communities – reduced targeted youth support including those young people engaged in or at risk of youth related crime and anti-social behaviour.

2.5 **Other Council Services**

No direct impact.

3. **Associated Risks**

- 3.1 A negative impact on the numbers of young people at risk of disengaging or disengaged from Employment, Education or Training.

4. **Consultation and customer feedback**

- 4.1 No consultation has taken place to date with customers, staff or partners.

5. **Legal Implications**

- 5.1 Appropriate contract management arrangements will need to be applied.
- 5.2 Statutory provision for targeted careers information advice and guidance (contained within 2008 Education of Skills Act and statutory guidance in 2013) will be met within continuing contract arrangements.

6. **Equal Opportunities and Environmental Implications**

- 6.1 Some loss of service to some vulnerable and at risk young people.
- 6.2 There is no negative environmental impact.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F5: Reductions in contracts with voluntary organisations and community associations

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£75,000	£0	£0	£0

1. Description of the Savings Proposal

1.1 Reductions in contracts with voluntary organisations and Community Associations.

2. Implications Associated With Savings Proposal

2.1 Customers

Some reduction in targeted youth support and targeted youth work. Specifics to be determined following contract review and discussion with providers.

2.2 Employees

No direct impact.

2.3 Partners

Negative impact on those voluntary and community organisations identified to have their contract value reduced.

2.4 Corporate Plan

Improving safeguarding, learning and life chances for children and young people – reduction in level of targeted youth support and targeted youth work with vulnerable young people.

Supporting businesses to thrive and supporting local people into work – reduction in level of participation in positive activities that support youth employability.

Creating safe, sustainable and inclusive communities – reduction in level of targeted youth support and targeted youth work to some young people at risk of youth crime and youth related anti-social behaviour.

2.5 Other Council Services

No direct impact identified at this stage but will need to work closely with area partnership and neighbourhood colleagues once specific contract reductions identified.

3. Associated Risks

3.1 A negative impact on youth related crime and anti-social behaviour.

3.2 Negative impact on relationship with identified providers.

3.3 Political lobbying from providers.

4. **Consultation and customer feedback**

4.1 No consultation has yet taken place to date with customers, staff or partners.

5. **Legal Implications**

5.1 Appropriate contract management arrangements will need to be applied.

6. **Equal Opportunities and Environmental Implications**

6.1 Some loss of service to targeted young people.

6.2 There is no environmental impact.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F6: Reduce taxi costs within Children's Services

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£100,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Working to reduce taxi costs both by reducing unit prices and reducing number of journeys purchased and not providing transport services to some customers. There will be an expectation that foster carers provide transport for their foster children wherever and whenever possible. In terms of logistics this may have some impact on their ability to take children on placement - particularly multiple placements.

2. Implications Associated With Savings Proposal

2.1 Customers

Some will no longer get taxis provided for them. This may impact on children being transported to school, to recreational activities and transport for them and their birth parents to contact sessions.

2.2 Employees

None.

2.3 Partners

Foster carers will need to provide more transport which may reduce availability of local foster carers and the number of placements they provide.

2.4 Corporate Plan

Improving safeguarding, learning and life chances for children and young people – Low risk that Children may not transported to contact with birth parents for which the LA has a duty and to school and recreational activities. However it is reasonable for foster carers to do so, and not always best practice for children to be transported by taxi.

Supporting businesses to thrive and supporting local people into work – Less business placed with local taxis

2.5 Other Council Services

None.

3. **Associated Risks**

- 3.1 Risk that Children may not transported to contact with birth parents for which the LA has a duty and to school and recreational activities. However in mitigation it is not always considered best practice for children to be transported by taxi.

4. **Consultation and customer feedback**

- 4.1 Operational staff consulted with to establish the feasibility and impact on foster carers.

5. **Legal Implications**

- 5.1 None.

6. **Equal Opportunities and Environmental Implications**

- 6.1 None.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F7: Reduction in children's centres funding

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£930,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Reduced funding would lead to a need to make further efficiencies from the planned shift to a hub and spoke model. This would be achieved by removal of some management and other support roles that are not integral to the delivery of the core purpose of children's centres. Work will also be undertaken to review and reduce contract costs that support local service delivery.

2. Implications Associated With Savings Proposal

2.1 Customers

Customers may see a change in how their local services are delivered however commitment remains to provide a core range of services at the existing sites. Some services may be provided at Hub level but will continue to outreach into local communities to ensure access. Non essential services such as baby massage will be reviewed and customers may in the future either be charged for this type of provision or signposted to other providers. Vulnerable families will continue to be targeted by settings and customers should see improved coordinated delivery as a result of this proposal.

2.2 Employees

A review of staff roles required to deliver core and targeted services in newly designed delivery model will take place in conjunction with centre leads. New structures will be established and a number of staff will be placed at risk and offered opportunities to take up new roles in new arrangements. To achieve savings it is anticipated that up to 37 staff could be made redundant.

2.3 Partners

A review of Service Level Agreements between local centres and partners/contractors will take place to identify any potential efficiency savings. This may impact on change in service requirements and value of contracts. The development of Early Help hubs will result in improved partnership working and ensure a more coordinated approach to service delivery.

2.4 Corporate Plan

The proposal supports corporate priorities to target services to those most in need and to ensure a better start for children.

2.5 **Other Council Services**

The proposed redesign of centre to a hub and spoke model provides opportunities for more effective liaison with other council services to deliver more efficiently.

3. **Associated Risks**

- 3.1 There is a risk of adverse press coverage resulting in concerns being raised by customers and partners who could perceive that they will lose local services. See consultation below.

4. **Consultation and customer feedback**

- 4.1 Extensive consultation has taken place with customers, communities and stakeholders during June and July 2013. The consultation sought views on proposals to group centres, to target childcare and to prioritise services for our most vulnerable families. Feedback broadly supported this approach. Additional savings can be achieved utilising feedback from this consultation.

5. **Legal Implications**

- 5.1 The local Authority has a legal duty to provide sufficient children centres to meet need. As this proposal retains the 18 local sites with better management and targeting support from Hubs, the statutory duty continues to be fulfilled.

6. **Equal Opportunities and Environmental Implications**

- 6.1 Equal Opportunity and Environmental implications will be considered in the development of new delivery model for children's centres.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F8: Expiry of Spurgeons contract for family support

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£282,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Allow contract to expire on 31/10/13. Support for children 10-15 will be removed.

2. Implications Associated With Savings Proposal

2.1 **Customers**

Young people aged 10-15 will no longer access family support as provided by the contractor. A review of impact has not shown a reduction of 'step up' services and little impact on step down.

2.2 **Employees**

None in council, 8 by Contractor. The contractor is asserting TUPE rights so the saving may be reduced if successful .

2.3 **Partners**

Contract expiry will reduce services provided by Spurgeons.

2.4 **Corporate Plan**

This provides family support for vulnerable children which will no longer be provided.

2.5 **Other Council Services**

No impact.

3. Associated Risks

- 3.1 Although analysis of impact shows the service has limited impact – e.g. LAC numbers have grown over last year by around 80, there is a risk that numbers would have grown by even more and so after the service ceases, LAC numbers may increase.

4. Consultation and customer feedback

- 4.1 No consultation has taken place as the contract is due to expire.

5. Legal Implications

- 5.1 Contractor is asserting TUPE rights for staff, Council has rejected this view by confirming the service will cease.

6. **Equal Opportunities and Environmental Implications**

6.1 Young people aged 10-15 who need family support are likely to be at risk of social exclusion.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

Children's Services Portfolio Cash Limit

								HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Budget 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Education											
Education	<ul style="list-style-type: none"> All Education responsibilities of the council: to promote high standards, to play a key role as champions for pupils and parents; to challenge schools causing concern, to ensure achievement gaps are narrowed for vulnerable children e.g. those children in care and those with special educational needs or disabilities (SEND), ensuring fair access to all schools for every child; championing and promoting a strong supply of good, local, high achieving schools; ensuring fair access to opportunity for education and training Dedicated Schools Grant to maintained schools 	179,790,875	-163,954,972	15,835,903	14,935,903	-900,000	Non policy previous year savings: -£100k following efficiencies in education Policy savings: -£500k review & redesign of services -£200k reduction in transport costs for special education needs (SEN) children -£10k reduction in contribution to the Walsall Safeguarding Children's Board Non policy saving: -£90k for review and redesign of trading to schools	N/A	Review & Redesign of service - Funds range of services providing both statutory functions and additional support to schools. The budget reduction will not impact on statutory functions and could be mitigated by schools increasingly buying in support through traded services, for example those relating to continuing professional development, from either the Council or other providers SEN transport - Bus passes help pupils to attend schools of choice and SEN transport assists children with special needs attend education.	Review & Redesign of service- Education contributes to a thriving economy and better chances of employment. Traded Services - If schools do not purchase from council traded services, staffing may need to reduce SEN transport -SEN transport provides income to many local taxi and transport companies	SEN transport -Children with special needs are at risk of social inclusion and transport to school assists inclusion Safeguarding Contribution- The Safeguarding Children Board is a partnership Board which holds partners accountable for safeguarding children and contributes to safe communities.
Children's Services Management											
Children's Services Management	Management team for Children's	2,267,578	-38,000	2,229,578	1,789,578	-440,000	Non policy previous year savings: -£150k following efficiencies in Education Non policy savings: Reduction in management numbers -£200k Reduction in admin support -£90k	N/A	Children's leadership team are ensuring that children are safe, happy, healthy and have a bright future.	N/A	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.
Disability Services											
Disability Services	Children with Disability Services	2,389,502	-450,000	1,939,502	1,939,502	0		N/A	Supports families and disabled children to ensure their wellbeing and safety and protection which is fundamental to the service.	Ensuring children with disabilities and their carers are well supported will help families living and working in walsall	Ensuring children with disabilities and their carers are well supported will help families living and working in walsall
Corporate Parenting											
Corporate Parenting	<ul style="list-style-type: none"> Providing Adoption, Fostering and Residential Care for looked after children (LAC) Contact between children and their parents and assessment of parents Commissioning external foster care and residential care Corporate Parenting Board 	287,578		287,578	287,578	0		N/A	Provides management of adoption, foster care and residential care for looked after children. High quality care helps prepare looked after children for work and for local foster carers and social workers potential opportunities.	A stable workforce prevents delays and gives consistency in the management of the childrens care.	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.
Family Placements	<ul style="list-style-type: none"> Support for LAC in Transition and Leaving Care 	3,930,430	-373,334	3,557,096	3,557,096	0		N/A	Provides management of adoption, foster care and residential care for looked after children. High quality care helps prepare looked after children for work and for local foster carers and social workers potential opportunities.	A stable workforce prevents delays and gives consistency in the management of the childrens care.	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.

								HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Budget 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Looked after Children		15,930,605	-919,904	15,010,701	14,461,828	-548,873	Investment: +£101k contractual inflation for foster carers fee & allowance payments. Policy saving: -£100k on reducing taxi costs Non policy saving: Focused on reducing the cost of looked after children -£550k	N/A	This funds placements of children and young people looked after by the council. High quality looked after children service prepares children for life.	The cost reduction plan will require increased use of local foster carers resulting in an increase in borough recruitment.	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.
Transition and Learning Care		1,018,108		1,018,108	1,018,108	0		N/A	Helps looked after children leave care at 18 and find accommodation, work and live safely and independently.	Helps looked after children leave care and find work.	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.
Internal Residential		4,049,909		4,049,909	3,512,909	-537,000	Non policy savings: Removal of staff budgets -£134k Review of night provision in homes -£103k Taking on more complex cases across the internet residential provision -£300k	N/A	Provides local residential care for looked after children.	High quality care can help prepare looked after children for work. Children's homes also provide local job opportunities.	Ensuring vulnerable children are safe and cared for and supported to learn and achieve will help make Walsall a better place to live. Helps them to become socially included.
Prevention, Workforce & Partnerships											
Prevention, Workforce & Partnerships and Common Assessment Framework	<ul style="list-style-type: none"> • Early support for families Common Assessment Framework; (CAF) Team of practitioners supporting all universal agencies and based in the Area Family Support Teams. • Area Family Support Teams; multi agency locality based teams working intensively as part of a (whole family approach) to meet the national guidance for vulnerable and troubled families • Workforce Development; central team that supports the wider partnership workforce and training requirements including parenting and inclusive of social worker recruitment and retention • Children's Centres and Early Years ; statutory provision delivering a core purpose and function of family support, child development, school readiness, child care and family learning. • Parenting Support; evidenced based 0-19 programmes delivered by trained practitioners to parents from vulnerable families • Think Family Team 'edge of care prevention'; central team of skilled practitioners working intensively with vulnerable children on the edge of going into care 	7,819,939	-733,089	7,086,850	5,436,850	-1,650,000	Non policy previous year savings: Improving integrated working in children's centres -£300k Policy savings: Reduction in children's centre funding -£930k. Non policy saving: Removal of teacher posts in children's centres -£320k Review of early years projects -£100k	N/A	Childrens centres provide early help and prevention to children and their families.	Provides childcare and family support to help families obtain employment and childrens centres also provide local employment.	Children's Centres help community cohesion by providing good social mix and by providing targeted support to those in greatest need.

								HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Budget 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Vulnerable Children											
Social Workers working with Vulnerable Children	<ul style="list-style-type: none"> Vulnerable Children Social Work teams x6 Social Work Initial Response Teams x3 	6,396,204	-52,764	6,343,440	6,046,440	-297,000	Policy saving: Spurgeons contract for the Family Support Service to expire -£282k Non policy saving: Utilising grants to fund research in practice costs - £15k	N/A	The service provides family support for vulnerable children and their families. Early help services make an effective contribution to supporting vulnerable children and families to help prevent children being taken into care.	High quality care and support can help prepare children into work. Social work posts also provide local job opportunities.	Ensures children are safe and cared for and supported to learn and achieve.
Safeguarding Children											
Safeguarding Children	<ul style="list-style-type: none"> Safeguarding Board 	2,665,156	-109,191	2,555,965	2,535,965	-20,000	Policy saving: Reducing Walsall Safeguarding Children's Board contribution (WSCB) -£20k	N/A	The WSCB is a Partnership Board and supported through resources from across the partnership. It is responsible for holding the partners to account in discharging their safeguarding responsibilities and will need to focus its resources to achieve this.	N/A	N/A
Young Peoples Support Services											
Integrated Young Peoples Support Services	<ul style="list-style-type: none"> Information Advice and Guidance; Targeted support to young people (YP) at risk of/or not in education employment or training Targeted Youth Support; Intensive 1-1 support to YP at risk or in need at level 2/3 Youth Justice Service; management of court ordered arrangements for young offenders to manage risk and reduce harm to YP and the community Positive Activities; Detached, mobile and centre based Youth work to engage targeted communities of YP to reduce youth crime and Anti social behaviour Active Involvement; support to voice of YP (customers) including LAC, UKYP, Walsall youth council etc Education Business Partnership; Delivering in schools, and supporting the schools/business partnership to increase skills and employability of YP Teenage Pregnancy; Range of support to teenage mums and activities to reduce teenage pregnancy Parent Partnership; Supports parents to ensure additional educational support to YP with SEN 	6,864,609	-559,035	6,305,574	5,690,575	-614,999	Non policy previous year savings: Service redesign -£90k Policy savings: Efficiencies within service -£450k Reduction in contracts with voluntary organisations and community associations -£75k	N/A	This service provides targeted support to vulnerable young people	This provides targeted support to help young people in to work.	This service provides targeted youth support and targeted youth work to some young people within local communities to prevent youth crime and youth related anti-social behaviour
Total Children's Services		233,410,493	-167,190,289	66,220,204	61,212,332	-5,007,872					

PORTFOLIO: COMMUNITY ENGAGEMENT AND VOLUNTARY SECTOR

A. Summary of Services within the Portfolio

The services to the Community Engagement and Voluntary Sector portfolio include:-

- Area Partnerships
- Community Development

B. Portfolio Objectives / Outcomes / Purpose

- Devolution through an Area Partnership model.
- Creating and sustaining a vibrant voluntary and community sector.

C. Service Design (informed by customer demand)

Our responsibilities include a very wide range of statutory duties in virtually all service areas, which increasingly will need to be prioritised. There may be scope to vary the level at which such services are provided and this will require further consideration. Many of the discretionary areas of activity (e.g. garden waste collection) are priorities for Members.

In preparing these savings options, we have been guided by the importance of prioritising activities important to local residents, particularly those where there is a statutory obligation. We are also seeing a move towards more generic working and with it a better response to customers, a greater reliance on income from users wherever possible, and further efficiencies in the use of staff, contracts, premises, equipment and finance.

The requirement to identify savings options that protect front line services has inevitably been a challenging one although there are many that do offer such protection. The saving proposals are as follows:

- Redesign the way in which Area Partnerships are promoted
- Removal of a vacant post

Whilst it has been possible to identify efficiency savings which have no or minimal impact on service levels, it needs to be recognised that there would be a reduction in the flexibility of services to respond to unforeseen demands and workload peaks. This would in turn increase the time taken to deal with some service requests and lead to a further need to ration services.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £1.864m compared to £1.911m in 2013/14, a change of £47k.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. There are no capital schemes for the Community Engagement and Voluntary Sector portfolio.

Community Engagement Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Cash limit Change	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Communities and Partnerships											
Area Partnerships	<ul style="list-style-type: none"> • Area partnerships • Community development 	960,939	-85,000	875,939	838,939	-37,000	Non policy saving: Reduction in the capacity of the area partnership teams -£37k	The six area partnerships have a health specific focus (with each having their own multi-agency group) and directly contribute to the health and well being strategy. Each area partnership has a health delivery plan.	Area partnerships work with children's services including the integrated youth support service to support this priority. Specifically each area partnership has a children and young person's delivery plan.	Each area partnership is supporting a delivery plan for this theme.	Area partnerships have a focus on this priority whilst contributing to the other elements of the Walsall plan/ corporate plan.
Voluntary and Community Sector	<ul style="list-style-type: none"> • Neighbourhood & community centres • Providing grant aid to local voluntary groups • Voluntary sector liaison 	1,252,491	-216,936	1,035,555	1,025,173	-10,382	Non policy saving: Removal of a vacant mobile play worker post -£10k	Support to the voluntary and community sector (VCS) enables community associations (CA's) and agencies such as the Citizen Advice Bureau (CAB) to provide much valued services to local communities e.g. support with matters such as tackling social isolation, or activities which help prevent ill health such as opportunities for exercise..	Support to the VCS enables CA's and agencies such as the CAB to provide much valued services to local communities e.g. diversionary activities at last for young people that may initially otherwise become involved in anti-social behaviour. The service also provides mobile play provision in the borough.	Support to the VCS enables CA's and agencies such as the CAB to provide much valued services to local communities e.g. support with matters such as welfare reform or training to get into work.	Support to the VCS enables CA's and agencies such as the CAB and Women's Voluntary Action (WVA) to provide much valued services to local communities e.g. support with being a victim of crime , support that helps build a sense of community or support to develop/sustain a local community group/third sector organisation.
Total Community Engagement		2,213,430	-301,936	1,911,494	1,864,112	-47,382					

PORTFOLIO: ENVIRONMENT

A. Summary of Services within the Portfolio

Clean & Green

The services currently provided by Clean and Green include:

- Grounds Maintenance: grounds, maintenance of parks, highways and public open spaces including tree planting and maintenance, cemetery maintenance and burials.
- Waste management and cleansing: domestic waste collection including bulky collections, trade waste collections, kerbside garden waste collection, dry recycling collections, education initiatives, waste disposal, street cleansing including town centre gold standard and public conveniences cleansing.
- Fleet Services: management of council vehicles, MOT / garage facilities
- Policy and Performance: management & administration, policy improvements and initiatives, performance review and customer consultation

B. Portfolio Objectives / Outcomes / Purpose

- We will continue the popular and successful household waste collection service and identify new ways to improve further our already impressive recycling rates.
- We will continue to promote a clean and green environment throughout the borough.

The outcomes we will achieve for communities and neighbourhoods are that:

- Residents are happy with local services
- Residents feel they can influence decisions locally
- Streets are well maintained and clean
- Residents recycle more waste
- Communities feel safe from crime and anti-social behaviour
- More residents volunteer locally
- Communities are cohesive

C. Service Design (informed by customer demand)

Our responsibilities include a very wide range of statutory duties in virtually all service areas, which increasingly will need to be prioritised. There may be scope to vary the level at which such services are provided and this will require further consideration. Many of the discretionary areas of activity (e.g. garden waste collection) are priorities for Members.

In preparing these savings options, we have been guided by the importance of prioritising activities important to local residents, particularly those where there is a statutory obligation. We are also seeing a move towards more generic working and with it a better response to customers, a greater reliance on income from users

wherever possible, and further efficiencies in the use of staff, contracts, premises, equipment and finance.

The requirement to identify savings options that protect front line services has inevitably been a challenging one although there are many that do offer such protection. The savings proposals are as follows:

- Staff reductions in street cleansing
- Service and staff reductions in grounds maintenance
- Further staff reductions and efficiencies including reduction in management costs

Whilst it has been possible to identify efficiency savings which have no or minimal impact on service levels, it needs to be recognised that there would be a reduction in the flexibility of services to respond to unforeseen demands and workload peaks. This would in turn increase the time taken to deal with some service requests and lead to a further need to ration services.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £16.286m compared to £17.383m in 2013/14, a change of £1.097m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. There are no capital schemes for the Environment portfolio.

Environment Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Strategy	<ul style="list-style-type: none"> Waste disposal Depot and support costs Fleet strategic 	13,367,689	-1,630,455	11,737,234	10,869,251	-867,983	<p>Non policy previous year savings:</p> <p>-£600k implementation of W2R waste disposal contract</p> <p>-£185k reduced usage of fuel through reduced fleet</p> <p>Non policy savings: Reduced gate fee for disposal charges - £300k</p> <p>Reduction in staffing levels within the depot -£185k</p> <p>Fleet reduction of 5% / increase age profile of vehicle to 7 years -£80k</p> <p>+£482k contractual inflation</p>				Reducing fleet and vehicle movements has a positive impact on fuel emissions and climate change etc
Operational	<ul style="list-style-type: none"> Waste collection Street cleansing Public conveniences Fleet services (excl fuel) 	7,633,501	-2,025,155	5,608,346	5,379,294	-229,052	<p>Investment:</p> <p>Management of road risk +£64k</p> <p>Contractual inflation +£93k</p> <p>Non policy previous year savings:</p> <p>-£34k waste collection efficiencies</p> <p>Non policy savings:</p> <p>Review trade waste collection service -£30k</p> <p>Change of working arrangements for cleansing service -£180k</p> <p>Efficiencies from maximising use of plant & equipment in street cleansing -£50k</p> <p>Improving working practices and efficiencies within the workshop / MOT bay -£87k</p> <p>Increased income via MOT bay & improving working practices and efficiencies within the workshop / MOT bay -£5k</p>			Trade waste service will still be facilitated for any business premises within the borough.	A borough wide cleansing service can be maintained
Neighbourhood Services Mgt	<ul style="list-style-type: none"> Management 	584,890	-547,476	37,414	37,414	0					
Total Environment		21,586,080	-4,203,086	17,382,994	16,285,959	-1,097,035					

PORTFOLIO: LEISURE AND CULTURE

A. Summary of Services within the Portfolio

Bereavement & Registration

- Streetly Crematorium, 8 Cemeteries (Bentley, Bloxwich, James Bridge, North Walsall, Ryecroft, Streetly, Willenhall Lawn and Wood Street Cemetery), Registration service (Births, deaths and marriages), shared Black Country Coroner service (with Sandwell, Dudley and Wolverhampton), Post Mortem service through Walsall Manor Hospital

Sport & Leisure

- Oak Park Leisure Centre, Bloxwich Leisure Centre, Gala Baths, Darlaston Swimming Pool, Sneyd Watersports Centre, Walsall (Aldridge) Airport Environmental & Outdoor Education Centre, Sports & Health Development, Town Hall Management (Walsall & Darlaston), Development and Box Office, Behavioural Improvement team

Technical, Safety & Admin

- Overall health and safety management within Leisure & Community Health, administrative and business support

Green Spaces

- Management and development of parks, open spaces and local nature reserves, play areas, urban forestry, allotments and community gardens.

Libraries

- Operating through a network of 16 branch libraries, mobile library services and a school's library support service

Museum services

- Through Walsall Museum and the Leather Museum

Archive and local history services

- Through the Local History Centre

Arts services

- The New Art Gallery
- Forest Arts centre and music service
- Creative Development Team

Adult and Community Learning, Apprenticeship Training and Training to support local Companies:

- Through Walsall Adult and Community College (WACC)

B. Portfolio Objectives/Outcomes/Purpose

On behalf of the Leisure and Culture Portfolio, the Leisure and Community Health Service seeks to “*maintain and improve the health and well-being of all Walsall’s residents.*”

This is delivered through the provision of a range of indoor and outdoor sports, leisure and recreation opportunities, the delivery of healthy and nutritional school meals, the availability of sports and health development, outdoor education and behavioural improvement

The objective is to get more people doing more activity, becoming healthier, being happier whilst also achieving a variety of health improvements such as weight loss, smoking cessation, less stress and fewer days off sick.

Libraries Heritage and Arts will offer residents of all ages a wider range of facilities and cultural experiences to use and enjoy and help to make Walsall a place that they can enjoy and be proud to live in. Services will also offer children and young people opportunities to learn, discover and develop to fulfil their full potential.

In line with the priority to support business, libraries will offer access to up to date business information and encourage new business by offering small business start up packs. Through free access to computers and basic skills courses they will help people develop their learning and skills to help them into employment.

In line with the Council’s commitment to improve residents’ prospects to secure and retain work, manage their own health and wellbeing and be active citizens, the College offers a range of courses that address skills for life, skills for employment, and skills for active citizenship as well as Apprenticeship training designed and delivered in collaboration with local employers.

C. Service Design (informed by customer demand)

Our responsibilities include a very wide range of statutory duties in virtually all service areas, which increasingly will need to be prioritised. There may be scope to vary the level at which such services are provided and this will require further consideration. Many of the discretionary areas of activity (e.g. New Art Gallery, leisure centres, Forest Arts Centre) are priorities for Members.

In preparing these savings options, we have been guided by the importance of prioritising activities important to local residents, particularly those where there is a statutory obligation. We are also seeing a move towards more generic working and with it a better response to customers, a greater reliance on income from users wherever possible, and further efficiencies in the use of staff, contracts, premises, equipment and finance.

The requirement to identify savings options that protect front line services has inevitably been a challenging one although there are many that do offer such protection. The following saving proposals are made:

- Increase in charges for certain services (e.g. bereavement and registration fees)
- Reduction in grants for allotments
- Service and staff reductions in grounds maintenance
- Reduction in reactive maintenance response (e.g. playground repairs)
- Staff reductions and efficiencies including reduction in management costs

Whilst it has been possible to identify efficiency savings which have no or minimal impact on service levels, it needs to be recognised that there would be a reduction in the flexibility of Services to respond to unforeseen demands and workload peaks. This would in turn increase the time taken to deal with some service requests and lead to a further need to ration services.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £14.359m compared to £15.965m in 2013/14, a change of £1.606m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. In summary, the proposed capital programme for the Leisure and Culture portfolio is £589k: £168k of prior year approvals and £421k of new bids. A further £88k is on the reserve list to be released should further resources become available. A provision of £250k has been set aside for match funding towards externally funded schemes, to be drawn down in year once external funding has been approved (£354k of schemes shown on Appendix 2b).

F. Revenue savings options requiring a change in policy to implement

There are a number of revenue savings options that require an executive decision to implement. For Leisure and Culture, these relate to –

- F1 Closure of Walsall Museum
- F2 Reduced maintenance and on site presence in Bloxwich, James Bridge and Bentley cemeteries
- F3 Reduce maintenance in playgrounds by 20%
- F4 Reduce grants to allotment associations by 50%
- F5 Remove subsidy to sports users for the maintenance of (grass) sports facilities
- F6 Increase fees and charges throughout the Bereavement & Registration service

F1: Closure of Walsall Museum

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£70,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 This proposal to save £70,000 will mean the closure of Walsall Museum to the public and the mothballing of its collections in storage. All access to the artefacts and informal learning opportunities offered from the museum will cease. The museum currently occupies space on the first and second floors of the Central Library and Museum building in Lichfield Street.

2. Implications Associated With Savings Proposal

2.1 Customers

Walsall Museum offers access to the historical and material evidence of how Walsall has developed as a town and how the lives of people and communities has shaped that development. It also continues to collect memories and artefacts showing the continued changes to communities and the emergence of new communities. This access and collecting of historical materials will cease if the Museum closes, meaning that the public will no longer have access to the museum or be able to view its collections. This will include several collections of specific interest: the Hodson Shop collection of working clothes, the Old Hall and Crabtree collections and the Bayards Colts.

The education programme will cease and school children and young people will be unable to view artefacts illustrating the development of Walsall, its people and communities or use them to support the curriculum. There is currently no other place in Walsall that offers this experience.

2.2 Employees

The closure of Walsall Museum would result in the deletion of 3 posts and the possible redundancy of those staff who currently work in the museum. Every effort will be made to avoid compulsory redundancy and staff will be put on the redeployment list as soon as possible.

2.3 Partners

The Heritage Lottery awarded £50,000 towards the refurbishment of the "Changing Face of Walsall" gallery in 2008. They may seek some repayment if there are no plans to redisplay the collections elsewhere using the display equipment purchased for this refurbishment.

2.4 Corporate Plan

Walsall Museum contributes to the Council's priorities:

- To improve the well being of older people: by working with them to preserve their experiences living in Walsall and giving them access to

artefacts to stimulate their memories and build pride in their past achievements.

- Improving learning and life chances for children and young people: through the education programme and by working with schools to build an understanding of the past and the development of Walsall
- Creating safe, sustainable and inclusive communities by collecting artefacts from the past to show how communities have grown and developed and their impact on Walsall as a place.

2.5 **Other Council Services**

This proposal will not impact on other council services, although it will impact on the schools education programme and support to the curriculum.

3. **Associated Risks**

- The collections evidencing the historical and social development of Walsall will remain in storage and be inaccessible to residents and students.
- The collections will not be cared for and will deteriorate which may lead to unique artefacts being lost to future generations.
- Many items are “on loan” from residents who may ask for them to be returned.
- Collecting will cease and many items of historical importance will be lost or destroyed.
- The Heritage Lottery awarded £50,000 towards the refurbishment of the “Changing Face of Walsall” gallery in 2008. They may seek some repayment if there are no plans to redisplay the collections elsewhere using the display equipment purchased for this refurbishment.

4. **Consultation and customer feedback**

- 4.1 Customer consultation on this proposal will form part of the budget consultation process between 24th October and the end of November and feedback will be considered by cabinet before the Budget for 2014/15 is finalised.

5. **Legal Implications**

- 5.1 None.

6. **Equal Opportunities and Environmental Implications**

- 6.1 Access to the collections of Walsall Museum will no longer be available to any member of the public.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F2: Reduced maintenance and on site presence in Bloxwich, James Bridge and Bentley cemeteries

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£50,230	£0	£0	£0

1 Description of the Savings Proposal

- 1.1 Reduced maintenance and on site presence in Bloxwich, James Bridge and Bentley cemeteries, with grass cutting frequency reduced to 3 weekly instead of fortnightly and general maintenance taking longer.
- 1.2 There will be one person less in Bloxwich (from 3 to 2) and one less in James Bridge / Bentley with no permanent site presence, there will be a shared presence at these 2 sites. Overall a reduction of cemetery staff from 15 to 13.

2. Implications Associated With Savings Proposal

2.1 Customers

All customers who use and visit cemeteries will be affected with more maintenance carried out on a mobile basis, there will be a greater impact for those visiting Bloxwich, James Bridge or Bentley cemetery where less people are employed and there will be a reduced site presence. Discussions will continue with colleagues in Bereavement Services to minimise overall impact on customers who visit the cemeteries across the borough.

2.2 Employees

The number of full time employees will reduce by 2 from 15 to 13.

2.3 Partners

There will be no direct impact on any partner associated with this saving.

2.4 Corporate Plan

The corporate plan has four priorities

- Improving health including wellbeing and independence for older people
- Improving safeguarding, learning and life chances for children and young people
- Supporting businesses to thrive and supporting local people in work
- Creating safe, sustainable and inclusive communities

We will continue to provide maintenance in cemetery sites, including grass cutting, general maintenance, litter picking and shrub bed / flower bed maintenance with a reduced onsite presence maintaining a clean well maintained environment for people, particularly elderly people, to visit deceased relatives and friends with the resources available.

2.5 **Other Council Services**

Grounds maintenance in cemeteries is carried out by Clean and Green Services who also contribute to associated burial activities with colleagues in Bereavement Services. Ongoing discussions are taking place to ensure there is minimum impact for service delivery and customers from this saving.

3. **Associated Risks**

3.1 The risks identified with this saving are identified below:

- Ad hoc assistance to service users locating graves will not be available on all sites and will require prior notice in some instances.
- On limited occasions there will be an inability of service users to make direct contact with the council on site.
- On some occasions there may be no staff on site to assist disabled bereaved visitors to access graves on demand
- Possible increased timescales for carrying out ad hoc remedial work – topping up graves, etc
- Communication with Memorial Masons to deliver the expected checking of memorials prior to installation will need to be carried out with prior agreement. Possible increased anti social behaviour, particularly in Bloxwich cemetery where there is a known alcoholic consumption problem by members of the public
- Increased opportunity for vandalism and wanton damage to grave owners property (headstone, surrounds, vases, flowers, memorabilia) and to trees and shrubs with less on site presence
- Adverse criticism of council for failing to maintain tidy and neat cemeteries

4. **Consultation and customer feedback**

4.1 There has been no consultation carried out on this savings proposal to date but discussions are ongoing with colleagues in Bereavement Services to minimise the impact to customers across all of the cemetery sites.

5. **Legal Implications**

5.1 There are no legal implications with this saving. All cemetery related burial activity will continue.

6. **Equal Opportunities and Environmental Implications**

6.1 There are no equal opportunity or environmental implications with this saving.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F3: Reduce maintenance in playgrounds by 20%

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£49,400	£0	£0	£0

1.0 **Description of the Savings Proposal**

- 1.1 A 20% reduction in the maintenance budget for play areas. Reduction in maintenance activities across play area sites with an emphasis on health and safety considerations.

2. **Implications Associated With Savings Proposal**

2.1 **Customers**

Customers who visit the parks and green spaces to enjoy the play and youth facilities will be likely to notice a difference as a result of reduced maintenance.

There will be a possible reduction in customer satisfaction with play areas as routine maintenance is not carried out or is delayed. There will be a likely reduction in the quality of play areas.

2.2 **Employees**

There are no employees affected by this saving.

2.3 **Partners**

There will be no direct impact on any partner associated with this saving.

2.4 **Corporate Plan**

The corporate plan has four priorities:

- Improving health including wellbeing and independence for older people
- Improving safeguarding, learning and life chances for children and young people
- Supporting businesses to thrive and supporting local people in work
- Creating safe, sustainable and inclusive communities

The life chances of children and young people may be adversely affected by the more limited access to play facilities. The well being of older carers may also be similarly affected.

2.5 **Other Council Services**

There will be no direct impact on any other council service as a result of this saving.

3. **Associated Risks**

3.1 The risks identified with this saving are identified below

- Potential decline in the quality of play areas across the borough as routine maintenance cannot be carried out or has to be delayed across financial years.
- Decreased level of customer satisfaction – adverse criticism for the council.
- Potential inability to deliver and maintain long term investment in play facilities across the borough as set out in the Play Strategy.

4. **Consultation and customer feedback**

4.1 There has been no consultation carried out on this savings proposal to date. Discussions with Friends and Users Groups will take place to explain the potential impact of the savings and ensure realistic expectations.

5. **Legal Implications**

5.1 There are no legal implications with this saving.

6. **Equal Opportunities and Environmental Implications**

6.1 An equality impact assessment will be completed for the savings proposal and the equalities team will be consulted.

7. **Equality Impact Assessment**

7.1 An equality impact assessment will be undertaken for this savings proposal, which will be assessed by the equalities team.

F4: Reduce grants to allotment associations by 50%

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£20,150	£0	£0	£0

1. Description of the Savings Proposal

In the 1990's self management of 27 of the councils allotment sites was established via Stewardship Agreement with 6 volunteer allotment associations. 12 allotment sites (Darlaston/Willenhall) remain under the direct control of the Council.

At the time an annual grant to support each of the Associations in the management and upkeep of the sites was approved – this has not changed or reduced since their establishment in 1992

The proposal is to reduce the grants paid to the 6 allotment associations by 50%. The current level of grant funding is identified below:

Allotment Organisation	Annual grant
Allotments - BGPW Local Management Association	£7,475.00
Allotments - East Walsall Local Management Association	£3461.44
Allotments - North Walsall Local Management Association	£9,034.00
Allotments - South Walsall Local Management Association	£10,925.50
Allotments - West Walsall Leisure Gardeners Local Management Association	£7475.00
Sutton Road Allotment Association	£3069.56
TOTAL	£41,440.50

2. **Implications Associated With Savings Proposal**

2.1 **Customers**

There are currently 6 Allotment Associations within the borough who manage 27 council allotment sites on behalf of the council.

The Associations are responsible for the complete management, maintenance and development of the sites including the infrastructure, repairs and maintenance, bookings and management of the respective waiting lists

Each of the Associations, however, are entitled to determine their own tenancy incomes, keep all their associated income and do not currently pay the council an annual rent fee as set out in the tenancy agreement

In anticipation of a future reduction or removal of the grant, a number of the Associations have built up savings. Some organisations have continued to receive a grant based on the number of plots and sites which are derelict.

2.2 **Employees**

There are no employees affected by this saving.

2.3 **Partners**

There will be no direct impact on any internal partner associated with this saving. The main impact will be on the Allotment Associations and discussions will continue with each Association to help minimise the impact of reducing their grant by 50%.

2.4 **Corporate Plan**

The corporate plan has four priorities:

1. Improving health including wellbeing and independence for older people
2. Improving safeguarding, learning and life chances for children and young people
3. Supporting businesses to thrive and supporting local people in work
4. Creating safe, sustainable and inclusive communities

The assistance for Allotment Associations via the provision of grants supports priorities 1 and 4.

2.5 **Other Council Services**

No other council services are affected by this saving.

3. **Associated Risks**

3.1 The risks identified with this saving are identified below

- That the Associations may have become too reliant on using the grant for non essential use and will require considerable support to identify ways for them to become sustainable
- Some Associations may feel aggrieved and there is a small chance that they may hand the management of some sites back to the council which

would place an increased impact and commitment on the council's current limited resources.

- As a result of the savings the quality of the sites (and the council's asset) may deteriorate if the Associations that have become too reliant on the grant and are unwilling to change their management approach. This could result in loss of tenants, non cultivated plots and associated income.
- Adverse criticism of the council for failing to provide adequate notice to allow each association to generate alternative income sources.

4. **Consultation and customer feedback**

In 2012/13 the Associations were informed at a series of meetings that the level of their future grant was likely to reduce in future years. There has been no formal consultation carried out on this savings proposal but discussions will take place with each of the Allotment Associations with a view to minimising the impact on customers and offer support.

5. **Legal Implications**

- 5.1 There are no legal implications with this saving as confirmed by Legal Services.

6. **Equal Opportunities and Environmental Implications**

- 6.1 There are no equal opportunity or environmental implications with this saving

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F5: Remove subsidy to sports users for the maintenance of (grass) sports facilities

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£90,000	£0	£0	£0

1. **Description of the Savings Proposal**

Remove subsidy to sports users for the maintenance of (grass) sports facilities. Whilst the saving is to be taken in 2014/15 the current subsidy to sports clubs will be met by reserves in that year to allow transition and adequate notice of the removal of the subsidy to users to come into force in 2015/16.

2. **Implications Associated With Savings Proposal**

2.1 **Customers**

The borough's parks and green spaces are well used for formal sports use. Some clubs will be unable to afford the increased cost of pitch hire as a result of the proposed removal of the current subsidy. The proposal will result in both a reduction in customer satisfaction and positive participation of the borough's parks.

Potential increase in mental and physical health problems for some residents as a result of them not being able to afford to participate in the relevant sports.

2.2 **Employees**

There are no employees affected by this saving.

2.3 **Partners**

The savings will have an impact on a number of external partner organisations including various NGBs (Football Association/English Cricket Board/English Bowls Association, etc) in that it will make it increasingly difficult to get individuals and groups involved in the sports that they represent.

2.4 **Corporate Plan**

The corporate plan has four priorities:

- Improving health including wellbeing and independence for older people
- Improving safeguarding, learning and life chances for children and young people
- Supporting businesses to thrive and supporting local people in work
- Creating safe, sustainable and inclusive communities

The current subsidised service supports priorities 1,2 and 3. The proposed saving will impact on the achievement of these priorities with significant impact on priority 1.

2.5 **Other Council Services**

The proposed saving will place an increased impact/pressure on other council services resources and budget particularly Public Health, Adult and Children's Social Services, and Sport and Leisure.

3. **Associated Risks**

3.1 The risks identified with this saving are identified below

- Reduction in the provision of sports facilities/users across the borough and reduced participation / usage
- Decreased level of customer satisfaction
- Criticism of the council
- Inability to deliver and maintain long term investment in sports facilities across the borough as set out in the Playing Pitch Strategy
- Inability to deliver the Greenspace Strategy
- A loss of income associated with sports bookings
- Reduced participation which is likely to lead to increased obesity, poor physical and mental health and well being

4. **Consultation and customer feedback**

4.1 A series of consultation sessions took place with sports groups in April / May 2013 in relation to future fees and charges. There has been no formal consultation carried out on this savings proposal to date.

5. **Legal Implications**

5.1 There are no legal implications with this saving.

6. **Equal Opportunities and Environmental Implications**

6.1 This saving may adversely affect older people.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F6: Increase fees and charges throughout the Bereavement & Registration service

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£165,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Increase fees and charges throughout the Bereavement and Registration service amounting to a 5.5% increase in fees; broadly in-line with other Black Country local authorities.

2. Implications Associated With Savings Proposal

2.1 Customers

Customers will be affected financially by the council charging higher funeral costs as well as the associated increase in the cost of memorials. The fees and charges for burial, cremation and registration services will affect all users of the service. It is anticipated that the highest quality service will continue to be delivered.

2.2 Employees

There are no staff affected by this proposal.

2.3 Partners

There are no partners affected by this proposal.

2.4 Corporate Plan

.The Corporate Plan has four priorities:

- Safeguarding interests of vulnerable people – children and adults
- Promoting economic prosperity for residents
- Reducing inequality
- Aim to make Walsall a better place to live and work

This proposal has no significant impact on any of these priorities.

2.5 Other Council Services

Environmental Heath will pay more for funerals that are arranged by them as per the provisions of the Public Health Act 1984. These include where no next of kin can be identified/traced or where there is unwillingness from the deceased's relatives to procure the funeral. There are approximately 10 such funerals per year. However, where possible these costs are claimed back by the council from the Estate of the deceased.

3. **Associated Risks**

- 3.1 It is possible that there may be a reduction in the sale of memorial products; Book of Remembrance entries, plaques and tablets.
- 3.2 The other Black Country Local Authorities may become more competitively priced however they too are considering price increases at this time.
- 3.3 The level of demand for burials and cremations is difficult to predict and accordingly, any increases in fees and charges do not necessarily generate the additional income forecast.

4. **Consultation and customer feedback**

- 4.1 Regular consultation with a range of stakeholders is undertaken during the year to establish views about the service delivery and assist the service in its path to excellence.

5. **Legal Implications**

- 5.1 The Local Authorities' Cemeteries Order 1977 empowers a Burial Authority to charge such fees as they think proper for, or in conjunction with, burials in a cemetery.
- 5.2 By virtue of Section 9 of the Cremation Act 1902, a Burial Authority may demand payment of charges and fees for cremating human remains in any crematorium provided for them.

6. **Equal Opportunities and Environmental Implications**

- 6.1 Bereavement and Registration Services charges affect all users of the service irrespective of age, gender, disability, race, religion/faith or sexual orientation.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

Leisure and Culture Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Walsall Adult & Community College											
Walsall Adult & Community College	<ul style="list-style-type: none"> Walsall Adult & Community College NVQ training fees (matched to Skills Funding Agency Funds). 	4,946,014	-4,536,833	409,181	358,592	-50,589	<p>Non policy previous year saving: -£5k reduction in NVQ training.</p> <p>Non policy saving: Reduction in NVQ centre budgets -£46k</p>	WACC contributes through its commitment to maintain and develop its provision for older learners utilising its Skills Funding Agency Community Learning funding. WACC delivers an older people's framework of learning inclusive of programmes to reduce social isolation, opportunities to maintain heritage crafts, stroke reablement programmes and health and well-being programmes.	WACC contributes through its delivery of family learning programmes that reach families experiencing intergenerational worklessness and other barriers to learning and employment impacting on the health and economic well-being of children and young people. WACC works in partnership with local schools and Surestart children's centres as well as IYPSS and Transitional Leaving Care to offer learning opportunities to young people in care.	WACC contributes through its commitment to increase focus on NEET Walsall residents who experience multiple barriers to learning and employment. WACC focuses on the delivery and development of pre-apprenticeship and apprenticeship opportunities enhancing real work opportunities. WACC continues to extend its reach into local employers with fewer than 1000 employees through relations with Walsall Regeneration, Walsall Works, the National Apprentice Agreement and Employer Pilot Scheme. WACC is continuing to develop a strong employer network to develop flexible, bespoke training solutions.	WACC contributes through its commitment to maximise the impact of community learning on the social and economic well-being of individuals, families and communities in Walsall. WACC has a strong Learning Partnership Network that operates across Walsall focusing on areas of high deprivation and economic need. WACC has a long track record in community engagement and making provision available in a wide range of venues and localities.
Leisure & Community Health											
Sport and Leisure Services comprising: * Sports Management * Sports Development * Venue Hire * Management Services	<ul style="list-style-type: none"> Oak Park & Bloxwich leisure centre Gala Baths & Darlaston swimming pool Sneyd Watersports Centre Walsall (Aldridge) Airport Environmental & Outdoor Education Centre Sports & Health Development Town Hall Management (Walsall & Darlaston) Development & box office Behavioural Improvement team 	5,284,114	-2,390,204	2,893,910	2,801,660	-92,250	<p>Non policy savings: Restructure in sports and leisure -£72k</p> <p>Reducing the operational subsidy to the maintenance team who look after the boroughs leisure facilities -£20k</p>	The Sport & Leisure service offers a range of services including leisure centres, health & fitness, sports coaching and outdoor education. Access to these services offers the opportunity for "more people, more active, more often", so leading to better overall health and well-being in old age Reducing operational subsidy to leisure facilities will help secure a sustainable provision of leisure centres.	The Sport & Leisure service offers a range of services including leisure centres, health & fitness, sports coaching and outdoor education. Access to these services offer the opportunity for "more people, more active, more often", so leading to better overall health and well-being from a young age. The provision of a service to school swimming pools will be retained.	The services do attract business (and spend) into the local economy. Additional maintenance works could be commissioned from local contractors.	The service creates an opportunity where all sectors and ages in a community (in particular children and young people) come together to mix, socialise, play and keep fit. Sport, leisure and recreation make a significant contribution towards diversionary activities. Leisure facilities will maintain a safe swimming environment in both leisure centres and schools. Swimming is a key life skill.
Bereavement Services	<ul style="list-style-type: none"> Streetly Crematorium 8 Cemeteries (Bentley, Bloxwich, James Bridge, North Walsall, Ryecroft, Streetly, Willenhall Lawn & Wood Street) Registration service (Births, deaths and marriages) Shared Black Country Coroner service (with Sandwell, Dudley and W'ton) Post mortem service through Walsall Manor Hospital 	2,138,557	-2,638,172	-499,615	-699,615	-200,000	<p>Policy saving: Increasing fees and charges -£165k</p> <p>Non policy saving: Reducing operational budget in relation to the SLA with the Manor Hospital -£35k</p>	The service manages Streetly crematoria and 8 other cemeteries. Its services are predominantly used by the elderly.	There is minimal contribution or impact for children and young people.	Work undertaken within the service and its cemeteries is predominantly sourced from local contractors.	Community involvement by various groups can be significant in terms of arranging and attending local burials; in particular by certain faith groups.
Catering	<ul style="list-style-type: none"> School catering service for 64 schools Walsall town hall restaurant Catering in park pavilions (Willenhall and Palfrey) 	4,604,464	-3,874,575	729,889	208,889	-521,000	<p>Non policy previous years saving: -£162k from passing on greater proportion of costs to the schools</p> <p>Non policy saving: Full cost recovery from the cost of school meals service -£359k</p>	Helps children and young people be able to sit and eat with others; having a potentially positive impact on their ability to do the same with their elders in a social environment.	Combines the health, educational attainment, social and dietary benefits that derive from having nutritional meals, thereby improving each child's life potential.	The schools' catering service employs some 250 staff, nearly exclusively all Walsall residents. Their earnings are therefore likely to be reinvested into the local economy.	Creates an opportunity where all children can come together at lunchtime to mix, socialise, and learn how sit, eat and be sociable. Helps them understand "rules" and their role in a cohesive society.
Libraries, Heritage & Arts											

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Library Operations	<ul style="list-style-type: none"> Operating through a network of 16 branch libraries Mobile library services School's library support service Housebound library service 	5,832,934	-468,053	5,364,881	5,269,805	-95,076	<p>Non policy previous years saving: -£2k for staff efficiencies following the introduction of self service facilities and revenue from chip and pin transactions.</p> <p>Non policy saving: Reduction of library operational areas from 5 to 3 -£93k.</p>	The service responds to the identified needs of older people and actively promotes health and well being.	The library service will work with children and young people and deliver targeted programmes of events and activities to promote and encourage reading, offer learning opportunities and support educational attainment.	The service supports people searching for jobs, writing CVs and seeking retraining opportunities and helps support research for local businesses.	The service is used by all sections of the community and offers a safe, neutral environment in which residents can learn to be responsible members of society.
Local History Centre	<ul style="list-style-type: none"> Local History Centre 	355,707	-13,642	342,065	334,666	-7,399	<p>Non policy previous years saving: -£7k on operational restructure</p>				
Museums	<ul style="list-style-type: none"> Walsall Museum Leather Museum 	543,638	-66,663	476,975	372,775	-104,200	<p>Non policy previous years saving: -£4.5k operational remodelling of the museum services</p> <p>Policy saving: closure of Walsall Museum -£70k</p> <p>Non policy saving: Increase efficiencies and income generation at the Leather Museum -£30k</p>	The Leather Museum will remain providing opportunities for older people to explore the history and heritage of Walsall. Walsall Museums make a valuable contribution to the positive mental health of the older people in Walsall, providing a wealth of opportunities for people to engage and to participate. Museums offer opportunities for regular volunteering. Events and publications celebrate Walsall's achievements and create a sense of place and local identity.	The remaining Leather Museum will continue to offer an educational programme for children and young people and work closely with schools to provide both formal and informal leaning opportunities. Children will have the opportunity to explore the history of Walsall's leather trade and discover how this has affected the development of the town as it is now and will be in the future. Education is at the heart of the museum services, working closely with Walsall primary schools to deliver a unique range of hands on activities that offer children and young people a deeper understanding of Walsall's history, development and traditions. Museums also work with organisations such as Walsall College supporting courses and offering resources and work placements for college students and adult learners.	The Leather Museum collects and showcases collections from Walsall businesses both past and present. This offers an opportunity to see how Walsall has developed economically and creates pride in the achievements of Walsall businesses. It also provides a destination for visitors to the town. A recent study demonstrated that the economic impact of Black Country Local Authority Museums was over £7.7 million in 2010/11. (Source: Black Country Museums Partnership leaflet). Surveys have shown that approx 5% of Museum visitors are from overseas.	The Leather Museum offers access to the historical evidence of how communities in Walsall lived and developed.
New Art Gallery	<ul style="list-style-type: none"> New Art Gallery 	1,884,011	-1,082,555	801,456	775,506	-25,950	<p>Non policy savings: Deletion of vacant staff post -£11k Reduction in programming -£9k Improved income generation and efficiencies -£6k</p>	Currently the New Art Gallery provides exhibitions, activities and events to attract older people to visit the Gallery. The challenging and exciting exhibitions stimulate thought and debate and the Garman Ryan Collection provides an opportunity to explore art through the family collections of Kathleen Garman and Sally Ryan. The Gallery works directly with some older individuals and groups to encourage them to take part, volunteer and get involved.	The New Art Gallery works extensively with schools, offering an education programme to encourage children and young people to explore creativity and to engage with the collections. It also works with students from higher education establishments, supports and mentors young artists and provides structured work experience opportunities, particularly for Looked After Children.	The New Art Gallery has a perceptible impact on the number of visitors to Walsall and thus on the local economy and gives Walsall a positive profile both nationally and internationally. An improved conferencing facility will provide a venue for local and regional businesses to use the New Art Gallery thereby attracting a wider clientele and increasing use.	In addition to its high quality temporary exhibitions programme (offering Walsall people the opportunity to see and experience art that is frequently only seen in London) the New Art Gallery engages directly with local people and communities and provides exhibitions and events which celebrate their diversity and create a wider understanding of the many different cultures in Walsall and the region.
Creative Development	<ul style="list-style-type: none"> Creative Development Team (CDT) 	551,541	-296,731	254,810	203,960	-50,850	<p>Non policy previous years saving: -£8k increase in income from wider commissioning from other services and agencies</p> <p>Non policy savings: Savings on current team accommodation -£13k restructure of team -£30k</p>	40% of CDT development work supports health projects; e.g. Cancer awareness, Smoking cessation and teenage pregnancy. CDT have skills in Social Marketing and creative methods for public health campaigns with hard to reach communities.	20% of CDT work is with young people. Work with looked after young people and work in schools around the PSHE curriculum.	CDT are promoting local creative businesses and supporting partnership funding bids, including developing 3 new social enterprises in 2013 which creates free lance work for local people. The team are committed to supporting Walsall Creative Network for one year.	CDT work supports local groups in all aspects of setting up local festivals and community events. The work has been commended for its effectiveness in generating social cohesion.

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Forest Arts	<ul style="list-style-type: none"> Forest Arts centre Music service Festive decorations 	1,538,090	-940,376	597,714	597,714	0					
Clean & Green Services											
Green spaces	<ul style="list-style-type: none"> Cemetery maintenance & burials Management of greenspaces, including parks & open spaces Allotments Arboricultural & green spaces improvement 	2,392,524	-257,646	2,134,878	1,726,674	-408,204	<p>Policy savings: Reduce playground maintenance -£49k Reduce grants to allotments -£20k Removal of subsidy for football, cricket pitches & bowling green -£90k</p> <p>Non policy savings: Restructuring by further integrating Greenspaces into Clean & Green Services -£239k Increasing income from timber management -£10k</p>	The budget provides strategic direction, improvement and use of green spaces together with maintenance of parks equipment to allow people to visit, exercise and generally improve their health and well being by using the facilities.	The budget provides strategic direction, improvement and use of green spaces together with maintenance of parks equipment to allow people, particularly young people, to visit, exercise and generally improve their health and well being by using the facilities.	N/A	The budget provides strategic direction, improvement and use of green spaces together with maintenance of parks equipment to allow people to visit, exercise and generally improve their health and well being by using the facilities.
Grounds maintenance	Grounds maintenance of parks, highways & public open space	3,086,542	-627,619	2,458,923	2,408,693	-50,230	<p>Policy saving: Reducing maintenance in cemeteries -£50k</p>	The budget funds the maintenance of cemetery sites, including grass cutting, general maintenance, litter picking and shrub bed/flower bed maintenance. Together with an on site presence, this creates a clean, well maintained environment for people, particularly elderly people, to visit deceased relatives and friends. Reduced maintenance and on site presence in cemeteries may make them less attractive.			Reduced maintenance and on site presence in Cemeteries may make the parks less attractive for people to visit. More complaints are likely.
Total Leisure and Culture		33,158,136	-17,193,069	15,965,067	14,359,319	-1,605,748					

PORTFOLIO: PUBLIC HEALTH & PROTECTION

A. Summary of Services within the Portfolio

Services to Public Protection include:

- Public Health
- Trading Standards and Licensing
- Environmental Health
- Community Safety

B. Portfolio Objectives / Outcomes / Purpose

- Improve health and well being and reduce inequalities
- Prevention and reduction of Anti Social Behaviour
- Deliver the Community Safety Plan
- Environmental Enforcement

C. Service Design (informed by customer demand)

Our responsibilities include a very wide range of statutory duties in virtually all service areas, which increasingly will need to be prioritised. There may be scope to vary the level at which such services are provided and this will require further consideration.

In preparing these savings options, we have been guided by the importance of prioritising activities important to local residents, particularly those where there is a statutory obligation. We are also seeing a move towards more generic working and with it a better response to customers, a greater reliance on income from users wherever possible, and further efficiencies in the use of staff, contracts, premises, equipment and finance.

The requirement to identify savings options that protect front line services has inevitably been a challenging one although there are many that do offer such protection. The following savings are proposed:

- Review of public health contracts
- Staff reductions and efficiencies including reduction in management costs

Whilst it has again been possible to identify efficiency savings which have no or minimal impact on service levels, it needs to be recognised that there would be a reduction in the flexibility of services to respond to unforeseen demands and workload peaks. This would in turn increase the time taken to deal with some service requests and lead to a further need to ration services. There would be a reduced capacity to respond to demand such as ASB incidents, demonstrations and extremist threats. And it would be harder to respond to new and emerging legislation such as ASB tools and powers, Assets of Community Value, etc.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £3.385m compared to £3.657m in 2013/14, a change of £272k.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. There are no capital schemes for the Public Health & Protection portfolio.

Public Health and Protection Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Public Health											
Public Health & Protection	<ul style="list-style-type: none"> Community Safety Anti - social behaviour Community cohesion 	14,984,000	-14,984,000	0	0	0					
Regulatory Services											
Environmental Health and regulatory services management	<ul style="list-style-type: none"> Environmental Health including food sampling, infectious disease control, environmental crime, noise nuisance, and animal health and licensing. Pest Control Dog Warden 	2,991,447	-910,721	2,080,726	1,831,726	-249,000	Non policy saving: Restructure of regulatory services, specifically general enforcement functions -£249k	The intention is to continue to provide health and hygiene services together with response to rogue trading that tends to target the elderly and vulnerable in their homes. A focus will be maintained on the health and safety aspects of the food supply chain.	We are to continue with the work carried out on combating the sale of age restricted products to minors including alcohol and tobacco. Complaints regarding the safety of consumer goods are investigated and appropriate action taken where necessary.	We provide advice and guidance to businesses and signpost them to other sources of information to help them to provide competitive and legal goods and services whilst also ensuring that the workforce is kept safe and accidents are minimised.	The primary function of Regulatory Services is to enforce those laws that have been enacted to create a safe environment for citizens in which to live and work including environmental crime, statutory nuisances, trading malpractices, health and hygiene in food premises, health and safety in the workplace, unauthorised encampments, doorstep crime and a lot more.
Trading Standards	<ul style="list-style-type: none"> Trading Standards Licensing of premises Licensing of Hackney Carriages & Private Hire 	1,452,979	-633,618	819,361	819,361	0					
Communities and Partnerships											
Community safety and Preventing Violent Extremism	<ul style="list-style-type: none"> Community Safety Anti - social behaviour Community cohesion 	1,159,009	-402,203	756,806	733,991	-22,815	Non policy saving: Redesign of the community safety service -£23k	Enabling people, including vulnerable groups such as the elderly, to live their lives within a safe environment.	Supporting children and young people (in partnership with Children's Services) to not commit anti social behaviour or crime.	Supporting local businesses to trade within a safe environment e.g. tackling the issues of street drinking and anti social behaviour	The service/budget fully contributes to this priority enabling the Borough's Community Safety priorities, with other agencies to be delivered. For example tackling Anti-Social Behaviour, the causes of crime e.g. drug and alcohol abuse, promotion of community cohesion whilst managing the potential for community tensions within the Prevent agenda.
Total Public Health & Protection		20,587,435	-16,930,542	3,656,893	3,385,078	-271,815					

PORTFOLIO: REGENERATION & TRANSPORT

A. Summary of Services within the Portfolio

Regeneration

- Strategic Regeneration
- Development & Delivery
- Planning Services
- Property Services
- Housing Services
- Engineering & Transportation

B. Portfolio Objectives / Outcomes / Purpose

Regeneration

“Create the conditions for sustained economic growth by supporting the growth of business and jobs in Walsall, ensuring Walsall people have the right skills and environment to make the most of opportunities”

Manage our assets well

- Stimulate private investment
- Support service delivery
- Reduce costs & liabilities

Support our town & district centres

- Improve footfall
- Increase investment
- Improve customer experience

Create the right sites for business

- Attract new business
- Retain existing business
- Raise external reputation of Walsall
- Create future supply
- Business friendly council

Support business growth

- Understand & respond to new & existing business needs
- Retain & increase jobs
- Promote Walsall to new investors

Address unemployment

- Reduce worklessness & resulting demands
- Raise aspirations
- Increase spending & demand in Walsall economy

Improve skills

- Improve chances of getting & keeping a job
- Improve future resilience & employment flexibility

New & better homes

- Respond to housing need
- Improve existing homes
- Create new homes

Note: - Delivery of the above activities (all or in part) rely on our continued ability to attract external resources, either through grants or income for services delivered. Cuts in mainstream budgets together with the austerity measures planned by the Government will have adverse effects on our ability to maintain delivery of services. Where known these have been factored into this plan.

Transportation

- We will continue to deal effectively with the poor condition of many of the Borough's roads and in so doing provide a durable solution which will help avoid more costly repairs in the longer term
- We will review town centre parking to balance the needs of visitors, traders and residents
- We will continue the successful trials to provide more energy efficient street lighting without compromising on road safety.
- We will take enforcement action against double yellow parking outside schools and fine drivers who use bus lanes illegally

C. Service Design (informed by customer demand)

The Regeneration directorate comprises a set of four services which taken together contribute to the place of Walsall, its economy, business base both existing and future, and the skills and economic abilities of Walsall people. It also holds the corporate property function which both allows the proper functioning of services and council offices in the right place in the right way, but also our disposal programme to ensure we drive capital investment to priorities, including regeneration outcomes, and exit expensive revenue liabilities wherever practical.

The budget options presented for 2014/15 consider ways in which the directorate is able to contribute to the budget challenge for 2014/15, with an eye on the future challenges we will face. It also seeks to continue to support businesses to expand and locate in Walsall so that we are able to shore up our business rate base and in time grow that base, while providing new jobs for Walsall people. It is mindful also of proposals for the future of property services and securing our best ability to save money in future years from a centralisation of property related spend.

Taking each service in turn, **Property Services** proposes a number of service redesign changes which include redundancies to areas which are no longer necessary in supporting the property services operating model. It also establishes efficiencies in operation in facilities management and design/project management. These will take out cost in areas in 2014/15 while allowing scope to fundamentally restructure the service over the coming 18 months to ensure a fit for purpose corporate property function, including specific capabilities in asset management and

programme/project management of capital projects and the ability to consider alternative models of delivery for facilities management and cleaning and caretaking. To properly address the scope of savings possible through our entire organisations property related spend, it is proposed to centralise budgets ready for 2014/15 so we can save money on buildings and their costs rather than services and people.

Planning and Building Control is fundamental to the future shape of the Borough and ensuring regeneration outcomes. It also protects life, property and the fair operation of the market through building control. Lastly, it holds directorate support functions which provide a bedrock of services upon which officers, councillors and the public depend. Changes proposed include: removal of a vacant post in development management; a restructure of support services to better align teams across property and the wider directorate following office consolidation in the Civic Centre; and some minor savings associated with previous restructures, training, etc.

Development and Delivery supports the council's flagship regeneration projects whilst also supporting businesses in the Borough and those who might choose to locate here. It works closely with developers, businesses and local, regional and national partners to support new development in the Borough and hosts the Walsall elements of the Black Country Enterprise Zone, Old Square, Walsall market and other major projects. It is also responsible for town centre management, including markets, and the district centres teams. Proposed budget reductions include the removal of two vacant roles, an increase in income targets, general efficiencies and savings on agency staff for the markets service.

Strategic Regeneration is the economic development function of the council and is largely externally funded through historic success in attracting such funding. It includes our economic intelligence, EU and external funding, major transport schemes and transport policy, Walsall Works and skills, and employment growth for existing businesses. This service holds responsibility for the Darlaston SDA £26m road improvement scheme and is promoting our M6 J10 project among others through the Black Country mechanisms. Since the team is largely composed of externally funded officers, there is little that can be saved from mainstream council resources.

Transportation responsibilities rest within Neighbourhood Services. The Engineering & Transportation Service provides a range of statutory and non-statutory services and are made up of several teams consisting of Pollution Control, Transportation and Forward Planning, Roadworks Management, Structures and Geotechnics, Highways Maintenance, Public Lighting, Traffic Management Urban Traffic Control and Parking Services, and Major Projects and Minor Improvements scheme delivery. The service also operates the Winter Service. The service is essential in assisting the economy and for regeneration of the borough with private sector and public sector within the requirements of the duty to cooperate as defined in the Localism Act. The saving proposal in this section relates to staff reductions and efficiencies including a reduction in management costs

Housing Services responsibilities rest within Resources under ‘**MONEY, HOME, JOB**’ - we have been re-designing service delivery in this crucial public service area. We have focused on the typical and predictable demands from our residents for assistance under the umbrella of ‘Help me with my money, my home, my job’. This addresses the high volume demands for help under the ‘traditional’ service areas of Benefits, Revenues, Housing and Customer Service. We provide a council tax service to over 110,000 households in the Borough and a more targeted service to around 35,000 people who typically need assistance because they do not have enough resources of their own for themselves and their families.

These four areas are being integrated into one seamless operation which provides our residents with a vastly improved service. This is achieved through empowering our staff to do their work in a very different way. Once staff empowerment has brought about a totally different service, we find that substantial resources become available through taking out the waste that was causing a less than optimum service and this enables us to make significant financial savings too.

Staff Empowerment

The Method is based on the underlying principle that our staff are capable of doing a fantastic job if we give them the flexibility to get on and help residents and businesses. We must have appropriate governance to look after public money properly, but otherwise only the rules that are necessary. We have been radically empowering our staff to help our residents and businesses better. Our staff are given opportunities to grow their role and to add to their own capability in order to provide a better all-round service. They have responded to this fantastically well. Nevertheless, the transition from a conventional way of thinking and behaving to a radically different mindset and approach to work is hugely challenging for leaders and staff alike. It requires a lot of hard work, and real determination and resolution to not allow the practices of the past to infect our current ways of working, especially given that we are clearly working in a system with other organisations who have a heavy influence on our residents who have not yet changed their thinking. In addition, those leaders and employees who haven’t been given the chance to learn a different way of thinking are often unsure and/or worried about it because it is counter-intuitive and in many cases entails the opposite of what they have been asked to do for many years. So this change is very difficult to pull off. When you do, it is far more compelling than change brought about by conventional thinking and much more sustainable. But the effort required is intensive and significant and it is by its nature a bumpy ride for all involved. If we stick with it, the prize is huge.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £24.728m compared to £25.816m in 2013/14, a change of £1.088m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. In summary, the proposed capital programme for the Regeneration & Transport portfolio is £27.782m – £5.527m prior year approvals, £4.707m new bids, and £17.548m externally funded schemes. A further £2.62m is on the reserve list to be released should further resources become available.

Further funding to support essential works, including health and safety and other projects that cannot be programmed at the start of the year (Asbestos removal, control of legionella, fire risk assessment statutory testing of buildings, demolition of redundant buildings, general repair and maintenance of council buildings) is earmarked as a separate capital reserve, to be drawn upon as required in year.

F. Revenue savings options requiring a change in policy to implement

There are a number of revenue savings options that require an executive decision to implement. For Regeneration and Transport, these relate to –

- F1 Cease contracted mobile security visits to 3 of the 4 homeless projects
- F2 New model for funding of category 2 school crossing patrols

F1: Cease contracted mobile security visits to 3 of the 4 homeless projects

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£32,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 More efficient arrangements for security for homeless accommodation. Cease contracted mobile security visits to 3 of the 4 homeless projects (Green Lane, Sandwell House and Dolphin Close), retain on site security at Rivers House only (youth homeless project) and spot purchase security if and when required elsewhere.

2. Implications Associated With Savings Proposal

2.1 Customers

The security is for the premises only and not the residents per se. There is no evidence to show that existing mobile security arrangements have prevented incidents occurring at the projects. On site security will be retained for our most vulnerable customers and spot purchased if and when needed.

2.2 Employees

No employees impacted.

2.3 Partners

Not applicable.

2.4 Corporate Plan

Not applicable.

2.5 Other Council Services

Not applicable.

3. Associated Risks

- 3.1 This is minimal as significant upgrading of the physical security of the Supported Housing properties, owned and managed by the council, has taken place over the last 24 months. The works have included upgrades to burglar alarms, new secure entrance doors and CCTV upgrades. Following consultation with the Police about the premises security window shutters are to also be installed to cover the offices that are part of the buildings.

The above improvement works and a review of the limited incidences over the last 12 months has highlighted that there is no need for the mobile security guard services in their current form. It is proposed to be retained only at

Rivers House (the youth homeless project) which has a higher risk level for burglaries / criminal damage to the property by members of the public.

4. **Consultation and customer feedback**

- 4.1 No impact on customers as the security services being amended relate to the premises.
- 4.2 Detailed consultation with local Police who fully support the proposal. They have recommended through their Crime Prevention service identified additional physical security measures for protection of information and equipment held on site (screens to office windows) and these will be installed once the proposal is approved.

5. **Legal Implications**

- 5.1 None.

6. **Equal Opportunities and Environmental Implications**

- 6.1 None.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F2: New model for funding of category 2 school crossing patrols

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£85,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 The proposal is to seek funding from schools to cover the cost of category 2 school crossing patrol wardens or withdraw the service.

2. Implications Associated With Savings Proposal

2.1 Customers

Customer or users of the service these being children, parents or carers would continue to utilise the service if the cost of the crossing was transferred to the school. If the service was to be withdrawn there would be impact on the customer.

2.2 Employees

There would no direct impact on employees if the service was continued to procured and delivered through Property Services and paid for by schools budgets. However if the service was withdrawn staff may have to be redeployed in to other positions or may have to be made redundant.

2.3 Partners

Schools and other bodies will have to be considered part of this proposal.

2.4 Corporate Plan

The proposal supports the corporate plan as to save money but puts the requirement on to individual schools to assess the need for the category 2 crossing service on a case by case basis.

2.5 Other Council Services

No impact.

3. Associated Risks

- 3.1 Risks are deemed to low as Category 2 is for a Warden supported by secondary crossing facilities therefore these are risk scored lower than a category 1. In the case of absences/vacancies these are NOT covered by relief wardens. The risk score from Road Safety sets the position on the category 2 listing.

4. **Consultation and customer feedback**

4.1 Consultation process will be considered as part of this proposal.

5. **Legal Implications**

5.1 Walsall Council provides a non statutory school crossing patrol service.

6. **Equal Opportunities and Environmental Implications**

6.1 There are no direct environmental implications arising.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

Regeneration & Transport Portfolio Cash Limit

								HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
Activity	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Property Services											
Building Services	<ul style="list-style-type: none"> Property management of all council operational buildings - revenue & capital Energy management and conservation Redundant buildings Building logbook process management Statues, memorials & clocks 	5,594,360	-2,754,919	2,839,441	2,713,768	-125,673	Investment: +£227k contractual inflation Non policy saving: Service redesign -£268k Policy Saving: New model for funding for category two school crossing patrol wardens -£85k	Ensures services occupy sites and buildings safely and legally to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge. School patrol wardens ensure public safety at locations of assessed higher risk including for those most vulnerable. Proposals carry risks that schools are not willing to fund wardens and that some crossings are no longer provided at lower category locations.	Ensures services occupy sites and buildings safely and legally to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge. School patrol wardens ensure public safety at locations of assessed higher risk including for those most vulnerable. Proposals carry risks that schools are not willing to fund wardens and that some crossings are no longer provided at lower category locations.	Ensures services occupy sites and buildings safely and legally to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge.	Ensures services occupy sites and buildings safely and legally to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge. School patrol wardens ensure public safety at locations of assessed higher risk including for those most vulnerable. Proposals carry risks that schools are not willing to fund wardens and that some crossings are no longer provided at lower category locations.
Facilities Management	<ul style="list-style-type: none"> Management of central office accommodation and town halls Curatorial service Cleaning & caretaking School crossing patrols Plant maintenance 	10,990,450	-10,375,809	614,641	572,109	-42,532	Investment: +£2.4k contractual inflation Non policy saving: Service redesign and restructure -£45k	Supports services to occupy sites and buildings safely and legally to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge.	Supports services to occupy sites and buildings safely and legally to effectively serve our customers.	Supports services to occupy sites and buildings safely and legally to effectively serve our customers.	Supports services to occupy sites and buildings safely and legally to effectively serve our customers.
Asset Management	<ul style="list-style-type: none"> Strategic asset management (including disposals/acquisitions) Estates service & land terrier Management of the non-operational estate- unclassified land & premises, shops & commercial premises & farms Asset management database 	839,650	-713,003	126,647	34,647	-92,000	Non policy saving: Service redesign and restructure -£92k	Ensures that the council has availability of sites and properties of the right type and at an appropriate cost in localities to effectively serve our customers.	Ensures that the council has availability of sites and properties of the right type and at an appropriate cost in localities to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge.	Ensures that the council has availability of sites and properties of the right type and at an appropriate cost in localities to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge.	Ensures that the council has availability of sites and properties of the right type and at an appropriate cost in localities to effectively serve our customers. Proposals carry some risk of implementation owing to both reduced capacity and loss of knowledge.
Design and Project Mgt	<ul style="list-style-type: none"> Building design Project management & procurement Contract & procurement Framework management 	888,127	-840,783	47,344	15,344	-32,000	Non policy saving: Service redesign and restructure -£32k	Ensures delivery of property related projects to agreed cost, time and quality in line with service delivery and business need. Reduction or removal of in-house design function puts reliance on supply chain to successfully deliver outcomes.	Ensures delivery of property related projects to agreed cost, time and quality in line with service delivery and business need. Reduction or removal of in-house design function puts reliance on supply chain to successfully deliver outcomes.	Ensures delivery of property related projects to agreed cost, time and quality in line with service delivery and business need. Reduction or removal of in-house design function puts reliance on supply chain to successfully deliver outcomes.	Ensures delivery of property related projects to agreed cost, time and quality in line with service delivery and business need. Reduction or removal of in-house design function puts reliance on supply chain to successfully deliver outcomes.
Smarter Workplaces		41,194		41,194	41,194	0		Supports the operation of the Council's major office buildings in support of all outcomes	Supports the operation of the Council's major office buildings in support of all outcomes	Supports the operation of the Council's major office buildings in support of all outcomes	Supports the operation of the Council's major office buildings in support of all outcomes
Strategic Regeneration											
Strategic Transportation and Major Scheme Development and Contract Management	<ul style="list-style-type: none"> Transportation strategy, policy & scheme development Transportation capital programme management Sub / regional joint working and partnership development Darlaston strategic development area (DSDA) major project development & implementation 	752,164	-405,875	346,289	346,289	0		N/A	N/A	Team are responsible for the design and submission of major transport projects, in support of economic development for submission ultimately to the Dept for Transport for support as well as implementation of currently approved schemes for delivery through the approved capital programme resources.	N/A

								HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
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Economic Growth Programme	<ul style="list-style-type: none"> • Think Walsall / business support • Social enterprise development • Promoting inward investment • Employment & skills programme • Local enterprise partnership / Black Country working • Growth sector development • Economic intelligence • Service management • Town & district centre management 	671,897	-334,925	336,972	336,972	0		N/A	N/A	The Economic Growth Programme supports the creation of new jobs and supports local people into sustainable employment through the delivery of: Invest Black Country, Supply Chain / Purchasing Development (Think Walsall), an Employment Sector targeted Growth Service, Employability & Skills Support, access to External Funding, all complemented by an Economic Intelligence Service.	N/A
Walsall Work Programme	<ul style="list-style-type: none"> • Walsall Works apprentices programme 	275		275	275	0		N/A	N/A	Walsall Works supports the development and delivery of a pre -apprenticeship programme that aims to support up to 250 beneficiaries to access the support they need to move into a full apprenticeship with up to an additional 450 entering sustainable employment as a full apprentice.	N/A
Planning Services											
Development Management	<ul style="list-style-type: none"> • Planning advice to applicants, agents and developers • Processing planning applications • Defending planning appeals • Planning enforcement activity 	1,185,369	-864,080	321,289	286,108	-35,181	Non policy savings: Following recent restructure in development management -£35k	N/A	N/A	The Planning service proactively guides applicants through the planning process, it aims to move them towards achieving approval within set timeframes (e.g. 13 weeks for major schemes). In achieving success, this supports the creation of appropriate housing and commercial developments, supporting the expansion of existing employers and encouraging new businesses to invest in Walsall, increasing the number of new jobs available for local people.	The service ensures that all approved planning permissions pay regard to and support the development of environments which are safe, support the development of inclusive communities and provide sustainable environments within which both our residential and business communities can be sustained. This is achieved whilst enhancing and safeguarding the natural and built environment in the public interest through the determination of planning applications, defending appeals and enforcing against breaches in planning control

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Land Charges and Central Administration	<ul style="list-style-type: none"> Maintaining local land charges register Undertake land & property searches Maintain a local land & property gazetteer (LLPG) IT development & support 	1,137,398	-861,753	275,645	220,027	-55,618	Non policy savings: Restructure of directorial support -£47k Offering up of additional budget no longer required -£9k	N/A	N/A	The land charges team provide businesses and prospective investors to make informed decisions in relation to the purchase of land and property. Maintains and makes available the authorities statutory land charge register to the public and responds to enquiries from: businesses, developers, professional bodies and citizens in relation to proposals by the authority which have not yet implemented, together with the discharge of planning conditions and the administration / consultation associated with the issuing of hot food and liquor licences. The Directorate Support Team provides comprehensive administrative and PA services	N/A
Building Control	<ul style="list-style-type: none"> Investigating & enforcing / prosecuting against breaches in planning control Building regulation applications Planning applications Advising & dealing with dangerous structures 	616,747	-393,417	223,330	223,330	0		N/A	N/A	The team supports developers and investors to achieve their desired end result, a safe and secure building that is compliant with the approvals granted, by providing on-going support, guidance and inspections to ensure regulatory compliance.	Ensure the citizens of Walsall and visitors have a safe, healthy and sustainable built environment in which they live, work and enjoy leisure time through the legislation of the Building Act and Building Regulations
Planning Policy	<ul style="list-style-type: none"> Producing, reviewing & monitoring planning policy 	428,792	-35,807	392,985	392,985	0		N/A	N/A	The Planning Policy Team was jointly responsible for the	The work of this team in the production of an approved BC
Development & Delivery											
Development and Delivery	<ul style="list-style-type: none"> Promoting and facilitating Development in the borough Major employment project delivery (including key Town Centre sites) Employment land assembly and preparation (including enterprise zones) Town and district centre management Strategic business engagement Securing external funding Landscape design Natural and built environment 	1,357,070	-257,617	1,099,453	1,011,377	-88,076	Non policy savings: Deletion of vacant regen officer post in Project Delivery - £34k Deletion of vacant regeneration offer post in SRF - £34k Increase development and delivery income target -£20k .	N/A	N/A	Team directly supports the delivery of the BC Enterprise Zone, development and delivery of key employment sites supporting City Deal and the Strategic Economic Plan and Town Centre developments with the aim of creating new jobs for the benefit of local people. The team also work with existing business to help them sustain their businesses and where possible assist with their future growth proposals. The service also provides a Town and District Centres Management Team which helps supports existing businesses and those who are looking for new retail premises.	The team supports development proposals which will ultimately provide new jobs which will mean that communities will be more able to sustain themselves and be less reliant on benefits. The team also supports the development of vacant sites with the aim of bringing them into sustainable productive use.

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Markets	• Delivery of Walsall markets service	1,047,248	-1,199,633	-152,385	-196,618	-44,233	Investment: +£2k contractual inflation Non policy previous years savings: -£1k impact of staffing efficiencies Non policy savings: Reduction in budget for agency / call out staff -£30k Other operational efficiencies -£15k	N/A	N/A	The service manages markets in Walsall, Bloxwich and Willenhall which enable market traders to operate their businesses and provide jobs for their employees.	The markets service ensure that the markets are operated safely in order to protect traders and shoppers.
Housing Services - Links to "My Money, My Home, My Job" within Resources portfolio											
Housing Strategy Partnerships	• Work with housing providers, developers & funders to maximise investment, increase the supply of new homes • Develop strategies & policies to improve housing choice & to ensure access to accommodation in the social & private sector	253,133		253,133	242,243	-10,890	Non policy saving: Improved operational efficiency -£11k	We have been re-designing service delivery in this crucial public service area. We have focused on the typical and predictable demands from our residents for assistance under the umbrella of 'Help me with my money, my home, my job'. This addresses the high volume demands for help under the 'traditional' service areas of Benefits, Revenues, Housing and Customer Service. We provide a council tax service to all 118,000 households in the Borough and a more targeted service to around 35,000 people who typically need assistance because they do not have enough resources of their own for themselves and their families. These four areas are being integrated into one seamless operation which provides our residents with a vastly improved service. This is achieved through empowering our staff to do their work in a very different way. Once staff empowerment has brought about a totally different service, we find that substantial resources become available through taking out the waste that was causing a less than optimum service and this enables us to make significant financial savings too. The integrated Money, Home, Job service is therefore a significant service improvement in an area where the council has faced, and continues to face, heavy increases in demand as a result of the recession and subsequent welfare reforms at a national level that have hit many Walsall residents hard. The new mindset has allowed us to approach the challenges of welfare reform by the government much more effectively than we would have done. So our support for those affected by the 'bedroom tax' has been comprehensive and joined-up and our approach to taking over responsibility for what was the 'social fund' from the DWP by creating the Walsall Crisis Support Scheme has enabled us to help a lot of residents who have nowhere else to turn in very difficult circumstances.			
Housing Standards & Improvement	• Work with landlords, tenants & home owners to ensure housing is safe & healthy to live in • Advice & assistance to private residents and residents • Manage the council's gypsy and traveller site • Work with home owners to bring back empty homes into use	785,964	-278,641	507,323	490,323	-17,000	Non policy saving: Improved operational efficiency -£17k				
Supported Housing	• Work with housing providers, CAB & others to prevent and tackle homelessness • Advice, assistance & services to residents in housing difficulty on their housing options • Manage a range of temporary and supported housing schemes • Provide access to a range of accommodation & support services for vulnerable households including rough sleepers, homeless households, gypsies, travellers & refugees	2,146,754	-1,701,525	445,229	413,229	-32,000	Policy saving: Improved operational efficiency through changes in arrangements for security at homeless accommodation -£32k				
Housing management	• Management of the service	284,107	0	284,107	253,200	-30,907	Non policy saving: Improved operational efficiency -£31k				

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Regeneration Management	<ul style="list-style-type: none"> Management of the service Directorate training programme Black Country Consortium 	826,244		826,244	687,776	-138,468	Non policy savings: Service redesign & restructure inc removal of assistant director post- £117k Review of partnership subscription levels -£16k Reduction of training budgets -£6k	Provides leadership to the directorate making appropriate links across the organisation and partners to support this outcome.	Provides leadership to the directorate making appropriate links across the organisation and partners to support this outcome.	A core role for the directorate, as such the management of the directorate co-ordinates and ensures Walsall Council is best able to support economic outcomes for people and businesses in the borough.	Provides leadership to the directorate making appropriate links across the organisation and partners to support this outcome.
Engineering & Transportation											
Highways Maintenance	<ul style="list-style-type: none"> Highway maintenance and Roadwork's Management 	4,781,438	-399,473	4,381,965	4,094,791	-287,174	Investment: +£118k contractual inflation Non policy previous years saving: -£250k from the reprioritisation of highways maintenance works programme and ceasing lowest priority schemes Non policy savings: Review of highways maintenance operations on road lining budget -£5k Efficiency savings within the current LaFarge Tarmac contract -£50k Changes in contract reactive maintenance rates -£100k	The highways maintenance service is essential to ensure quality of life, safety and economic vitality for all areas of the community and will continue.	N/A	The highways maintenance service is essential to ensure quality of life, safety and economic vitality for all areas of the community and will continue.	The highways maintenance service is essential to ensure quality of life, safety and economic vitality for all areas of the community and will continue.
Public Lighting	<ul style="list-style-type: none"> Street lighting PFI 	7,121,154	-1,720,348	5,400,806	5,380,806	-20,000	Non policy previous years savings: -£20k efficiencies from energy savings and use of new technology	Public lighting reduces the perception of crime and increases the confidence of vulnerable people.	Public lighting reduces the perception of crime and increases the confidence of vulnerable people.	Public lighting reduces the perception of increased prosperity and encourages businesses to the area.	Public lighting reduces the perception of crime and makes people feel safe.
Structure & Geotechnics	<ul style="list-style-type: none"> Limestone works Coal shafts General structure works Bridge Maintenance 	286,593	-93,210	193,383	193,383	0		N/A	N/A	Assists with the economic development of the area by ensuring ground conditions are suitable for development.	N/A
Pollution Control	<ul style="list-style-type: none"> Pollution Control 	689,503	-73,000	616,503	550,503	-66,000	Non policy previous years savings: -£51k increased prioritisation and general efficiencies Non policy savings: reduction in pollution control resources -£15k	The service addresses and deals with all aspects of flood risk management, pollution control and permitted commercial processes. The elderly are far more vulnerable than the general public to the adverse implications of these areas should they fail to be managed and regulated appropriately.	The service addresses and deals with all aspects of flood risk management, pollution control and permitted commercial processes. Children and young people are far more vulnerable than the general public to the adverse implications of these areas should they fail to be managed and regulated appropriately.	The service ensures that the risk to local businesses from unexpected flood events is minimised through the application of appropriate flood risk management actions. Businesses can then operate effectively and in an approved manner that does not present any risks from their processes to the general public. In doing so, the service ensures local businesses comply with their statutory duties enabling them to continue to provide local employment opportunities that would be at risk should there be a need for enforcement action to be taken.	The service manages and ensures that businesses are able to operate effectively and in an approved manner to ensure compliance with statutory requirements.
Transportation Fwd Planning	<ul style="list-style-type: none"> Road safety, engineering and education Highway development control and Rights of Way 	905,636	-177,073	728,563	728,563	0		Delivery of road safety and accessibility programmes.	Delivery of road safety and accessibility programmes.	N/A	Delivery of programmes targeted at those least safe or mobile.

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Major Projects & Minor Improvements	• Major Projects & Minor Improvements	539,449	-517,536	21,913	21,913	0		Design and supervise the construction of highway features specifically to assist older people.	Design and supervise the construction of highway features specifically to assist children and young people.	Design and supervise improvement schemes to enhance the accessibility of Walsall to encourage businesses to the area.	Design and supervise improvement schemes to enhance the safety of the highways network.
Engineering & transportation management	• Management.	4,629,914	-210,094	4,419,820	4,244,820	-175,000	Non policy saving: Full review and restructure of the engineering & transportation service, building on the recent senior management review -£175k	The service assists and contributes to the health of all ages with the sustainable travel strategy, air quality, management of commercial processes other pollution activity and particularly related to management of emergency events.	The service assists in education aspects including road safety, workplace experience for potential employment opportunities and with Children's services prepare the statutory Sustainable Modes of Travel strategy.	The government formally recognises the importance of the highway and management and operation of the road traffic network to ensure the benefit to the public and the economy through contributing and facilitating regeneration to create local and regional jobs. The service will continue to support the local economy to this end.	A key objective of the service is to ensure the public highway is made available for use in a safe and sustainable way by all sections of the community. Significant contributions are made to road safety, highway condition through the delivery of new schemes, application of appropriate traffic management arrangements, management and co-ordination of all works on the highway to limit its deterioration, provision of public lighting and dealing with pollution matters whether it be air, noise or contaminants. This service will continue.
Traffic Mgt	• Parking • Traffic Control	2,807,293	-1,806,442	1,000,851	1,205,351	204,500	Investment: +£250k for service pressure, reduction in car parking income +£12k contractual inflation Non policy previous years saving -£5k from review of service including use of consultants Non policy saving: Review of security at car parks -£52k	The service operates a range of town centre car parks that are patrolled on a regular basis to aid and promote perception of safety. The proposal will still meet the needs of our customers and support their wellbeing.	N/A	The service ensures that car parking provision is sufficient to meet the demand of businesses and visitors to the town centre with particular emphasis on the provision of affordable parking that helps local people stay in work.	The service provides and manages car parks that facilitate safe access to local services by all sections of the community.
Emergency Planning	• Emergency Planning	253,079	-30,000	223,079	223,079	0		Planning for emergencies or significant events is essential to assist all services during such an event with particular emphasis on social care.	Planning for emergencies or significant events is essential to assist all services during such an event with particular emphasis on education and children.	Planning for emergencies or significant events together with implementation of necessary business continuity plans is essential to assist all local and national businesses who may be affected.	Planning for emergencies or significant events is essential to ensure all of the community is safeguarded and risks are minimised leading to a safer community.
Total Regeneration & Transport		51,861,002	-26,044,963	25,816,039	24,727,787	-1,088,252					

PORTFOLIO: RESOURCES***A. Summary of Services provided by the portfolio***Communications, Marketing and Consultation

- PR and media management
- Reputation management
- Communications strategy, planning and campaign delivery
- Media monitoring and evaluation and Reporting
- Internal communications
- Social media
- Digital and websites (including: council websites and internet)
- Marketing (including income generation and the promotion of venues e.g. New Art)
- Gallery, through to the promotion of services e.g. fostering and adoption)
- Marketing (publications and promotional materials, sponsorship and advertising)

Shared Services & Procurement

- ICT Services and Support
- Procurement
- Print & Design

Programme Delivery and Governance

- Business Information and Intelligence, Business Analysis, service re-design
- Systems thinking training
- Programme and Project Management
- Governance Reviews - (of strategic programmes or projects)
- Freedom of Information Act/Data Protection Act - (co-ordination and management of all enquiries)
- Customer Complaints - statutory - (Social Care and Children's) and non-statutory
- Ombudsman - (co-ordination and management of issues and relationship with Ombudsman)
- Policy co-ordination - (maintenance of strategies and policy database, production and distribution of monthly policy round-up and legislation tracker, ad hoc support to policy development)
- Strategic Planning (production of Corporate Plan and contribution to other strategic documents)

Finance

- Accountancy, financial reporting, financial management, financial systems, financial strategy and planning, budget setting, financial support and advice to directorates
- Risk and Insurance - claims handling, insurance fund management, risk management
- Treasury Management including cash management and banking
- Financial administration – Accounts payable and receivable, debt management and recovery

Internal Audit

- An assurance service that provides an independent and objective opinion to the organisation on the control environment
- Advisory and related client services which are carried out to improve services and to add value, including the impact of proposed policy initiatives, programmes and projects as well as emerging risks
- Prevention, detection and investigation of fraud and corruption; and other irregularity

Benefits

- Advice, customer application support, assessment, revision, payment, recovery of overpayments, customer queries, complaints and appeals of the following benefits:-
 - Housing benefit
 - Council tax benefit
 - Discretionary housing payments
 - Free school meals
- The prevention, detection and investigation of benefit fraud and error, including the application of sanctions.
- Training and advisory sessions delivered to partner organisations.
- The administration of the housing benefit subsidy and grant claims and returns.

Revenues Service

- Council tax - billing, collection, recovery and enforcement
- Non domestic rates (business rates) - billing, collection, recovery and enforcement
- Banking hall – corporate income collection service, including cheque processing, car parking money, external payment facilitator (WHG, south staffs water), social care payments, petty cash, internal payment facilitator (most council service transacted).
- Welfare rights unit – income maximisation, debt advice, benefits based charging scheme (previously the fairer charging scheme)

Human Resources

- HR Direct, Intranet/HR portal
- Payroll and pensions/transactional services
- HR Specialist Services. The teams within this service are business partner (directorates support), wellbeing and equality and learning and development

Legal and Democratic Services

- Legal Services providing legal advice and dealing with litigation
- Constitutional advice
- Administration of the council's formal decision-making processes
- Elections and electoral registration

B. Portfolio Objectives / Outcomes / Purpose

Communications, Marketing and Consultation

- To let me know what the council does and how I can access the 800 services delivered I need in a way that suits me.
- To tell me (and a range of other customers, including the media) honestly what the council is doing.

- To provide a two-way communications service to internal departments and to support them in the delivery of their service priorities

Shared Services & Procurement

- To reduce my council tax bill by working in a way that makes best use of money.
- To help my council procure the best value for money.
- To allow me to access council services that are efficient at a time and place that I choose.

Programme Delivery and Governance

- To listen to what I tell the council and help change the council to focus on me.

Finance and internal audit

Enable the Council to be financially stable, well governed, making the best use of money the Council is given, and providing the citizens and businesses of Walsall the services they require.

Benefits

The benefit service will deliver the right benefit to the right person at the right time.

Revenues

The revenue service will ensure customers receive the right bill first time without delay and have a choice of how to pay their council tax or business rates. The service will also help customers to maximise their welfare rights income and offer debt advice for those who are in greatest need.

Human resources

Human Resources will Work with local community partners to promote 'local jobs for local people'; Continue to engage and involve staff; Reduce sickness absence within WMBC; Support a healthy workforce. Continue to manage the TUPE transfers in and out of services. Successful implementation of Pay & Grading; Successful restructuring and realignment of services

Legal and Democratic services

Support the councillors to do the best job they can for the citizens and businesses of Walsall. Enable the citizens and businesses of Walsall to trust the integrity of the Council and what it does and provide the legal services that they require.

C. Service Design (informed by customer demand)

'Money, Home, Job'

This kind of reduction in spending cannot be achieved effectively – without serious damage to what the council achieves for Walsall people – with conventional thinking. So, for 'Money, Home, Job' and increasingly for Resources as a whole, we are taking a systems thinking approach that addresses the huge waste systematically caused by conventional management thinking and empowers our staff to re-design what we do based on a thorough understanding of customer demand.

The intention is to focus on optimising public service delivery by re-designing to meet customer needs. This achieves startling performance improvement, not available with conventional thinking, and over time releases resources. At the same time we are

seeking to optimise support services through a similar process. This entails increasingly integrating support services with public service delivery in order to achieve real end-to-end delivery that effectively puts an end to the distinction between 'front-line' and 'support'. These services are all there to deliver the council's purpose.

The overall approach then is to prioritise resourcing and optimisation of public services whilst at the same time optimising and integrating support services with public services. The things that we can least afford to spend available money on are un-optimised support services.

We have been re-designing service delivery in this crucial public service area. We have focused on the typical and predictable demands from our residents for assistance under the umbrella of 'Help me with my money, my home, my job'. This addresses the high volume demands for help under the 'traditional' service areas of Benefits, Revenues, Housing and Customer Service. We provide a council tax service to over 110,000 households in the Borough and a more targeted service to around 35,000 people who typically need assistance because they do not have enough resources of their own for themselves and their families.

These four areas are being integrated into one seamless operation which provides our residents with a vastly improved service. This is achieved through empowering our staff to do their work in a very different way. Once staff empowerment has brought about a totally different service, we find that substantial resources become available through taking out the waste that was causing a less than optimum service and this enables us to make significant financial savings too.

Staff Empowerment

The Method is based on the underlying principle that our staff are capable of doing a fantastic job if we give them the flexibility to get on and help residents and businesses. We must have appropriate governance to look after public money properly but otherwise only the rules that are necessary. We have been radically empowering our staff to help our residents and businesses better. Our staff are given opportunities to grow their role and to add to their own capability in order to provide a better all-round service. They have responded to this fantastically well. Nevertheless, the transition from a conventional way of thinking and behaving to a radically different mindset and approach to work is hugely challenging for leaders and staff alike. It requires a lot of hard work, and real determination and resolution to not allow the practices of the past to infect our current ways of working, especially given that we are clearly working in a system with other organisations who have a heavy influence on our residents who have not yet changed their thinking. In addition, those leaders and employees who haven't been given the chance to learn a different way of thinking are often unsure and/or worried about it because it is counter-intuitive and in many cases entails the opposite of what they have been asked to do for many years. So this change is very difficult to pull off. When you do, it is far more compelling than change brought about by conventional thinking and much more sustainable. But the effort required is intensive and significant and it is by its nature a bumpy ride for all involved. If we stick with it, the prize is huge.

Service improvement

This work has led to startling performance improvement in key areas. For example, our conventional approach to dealing with electronic notifications from DWP of changes that had an impact on our customers entailed suspending benefits and typically it was taking

us 55 days to restore appropriate benefits. With our new mindset and approach, we have for several months been able to achieve the same thing within one or two days for 90% of our customers – this entails **a performance improvement of over 2000%** and would not have been available with conventional management thinking.

The integrated Money, Home, Job service is therefore a significant service improvement in an area where the council has faced, and continues to face, heavy increases in demand as a result of the recession and subsequent welfare reforms at a national level that have hit many Walsall residents hard. The new mindset has allowed us to approach the challenges of welfare reform by the government much more effectively than we would have done. So our support for those affected by the ‘bedroom tax’ has been comprehensive and joined-up and our approach to taking over responsibility for what was the ‘social fund’ from the DWP by creating the Walsall Crisis Support Scheme has enabled us to help a lot of residents who have nowhere else to turn in very difficult circumstances.

SUPPORT SERVICES

We are taking a similar customer-focused approach to our work to re-design support services to make them fit for purpose for our future organisation. Our work to understand purpose from the customer perspective and to understand customer demand over the last few months has led to two working purposes for our support services; ‘Help me when I need it – right, fast and simple’ and ‘Spend my council tax money wisely’.

Our intention is to continue to work to understand at a much greater level of detail the demand from our customers going forwards so that we can empower our staff and re-design our services to help to deliver the best possible public services. From what we know already, we expect underlying principles of our continued re-design to include:

- Increasing integration of support services with public service delivery – to ensure real end-to-end service delivery for the customers and businesses of Walsall
- Collaborative, multi-functional advice and support easily obtained.
- Ready access for our customers to the help and advice that they need at first point of contact – not having to speak to several people in order to get to the help that is needed.
- Our staff having optimum flexibility to give customers the help they need in the way they need it
- Effective use of ICT to assist our customers where it can be shown to meet their needs and add real value for them, not for the sake of ‘cheapness’ (which would be huge false economy).

Clearly, the needs from support services will be derived very largely from the changes made to direct public service delivery and so a collaborative approach will be needed with all executive directors to bring forward complementary savings options going forwards.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £33.184m compared to £35.335m in 2013/14, a change of £2.15m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. In summary, the proposed capital programme for the Resources portfolio is £1.3m – all council funded new bids.

Further funding to support essential works, including health and safety and other projects that cannot be programmed at the start of the year (Self insured property damage, risk management, review of leasing requirements) is earmarked as a separate capital reserve, to be drawn upon as required in year.

F. Revenue savings options requiring a change in policy to implement

There are a number of revenue savings options that require an executive decision to implement. For Resources, these relate to –

- F1 Increase charges for blue badges
- F2 Reduce participation in recruitability scheme
- F3 Cease in house print and design service

F1: Increase charges for blue badges

Estimated Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£33,000	£0	£0	£0

1. Description of the Savings Proposal

Increase in the application fee for blue badges from £2 to £10. This will raise an additional £33k income. The fee is refundable if the application is unsuccessful.

The introduction of the new blue badge scheme has led to an increase in printing and stationery costs, and thus an additional £35k pressure will be levied as a result of this change.

2. Implications Associated With Savings Proposal

2.1 **Customers**

A cross section of residents within the borough apply for blue badges and will be required to pay the additional fee. A significant percentage of residents applying for blue badges receive the disability living allowance (DLA) mobility component and therefore receive funds specifically for help towards their mobility. Therefore whilst any increase in fees may have an impact, this increase for a large percentage of our residents is mitigated by the DLA mobility award.

2.2 **Employees**

No impact.

2.3 **Partners**

No impact.

2.4 **Corporate Plan**

No impact.

2.5 **Other Council Services**

No impact.

3. Associated Risks

3.1 There is a reputational risk associated with any increase in fees. This increase is allowed for within the scheme and the risk is minimal.

4. Consultation and customer feedback

4.1 As part of the budget process appropriate consultation with blue badge users and applicants will be undertaken.

5. **Legal Implications**

5.1 The increase is allowed for within the Department for Transport Blue Badge Scheme.

6. **Equal Opportunities and Environmental Implications**

6.1 Blue badges are applied for by a wide cross section of residents from within Walsall. The Blue Badge generally is issued for a period of three years and the increase of £8 is minimal.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F2: Reduce participation in recruitability scheme

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£45,000	£0	£0	£0

1. Description of the Savings Proposal

Background

Recruit-Ability is a positive action programme that aims to further support the employment prospects of disabled people. Recruit-Ability opportunities are only open to people with a disability. Each placement is for up to 12 months with each person employed on a fixed term contract. The scheme aims to provide work experience and the opportunity to study for a qualification and is one of a number of provisions the Council currently has which supports equal opportunity and in particular people with a disability in the recruitment and selection process.

Savings

This proposal concerns the reduction of spend on the Recruit-Ability scheme from the current available budget of £90k (6FTE posts) to £45k (3 FTE posts).

2. Implications Associated With Savings Proposal

2.1 **Customers**

No implications.

2.2 **Employees**

A reduction in spend will reduce the number of available posts from 6 full to 3 full time equivalents. The council however will continue to fully support people with a disability in all of its recruitment activity and display the two tick symbol on all job adverts. This guarantees people with a disability an interview where their application meets the minimum specification for the job.

2.3 **Partners**

No Implications.

2.4 **Corporate Plan**

No implications.

2.5 **Other Council Services**

No implications.

3. Associated Risks

- 3.1 When recruiting to these posts the council receive a high number of applications and there is an expectation that this will continue. Reducing the number of posts available will reduce the number of specific opportunities on offer. The council however continues to take positive action for disabled applicants and provide a

guaranteed interview scheme for all jobs. This provision will continue to positively support applications from disabled applicants.

4. **Consultation and customer feedback**

- 4.1 The council is fully committed to building a truly representative workforce and will continue to ensure that the hardest to reach groups have access to job opportunities within the council through its equal opportunity policies.

5. **Legal Implications**

- 5.1 None.

6. **Equal Opportunities and Environmental Implications**

- 6.1 Walsall council is committed to a robust equal opportunities recruitment policy and all advertisements display the two tick symbol. This means that people with a disability, who submit an application which meets the minimum criteria for the job are guaranteed an interview. The council will continue to offer support through schemes that support its citizens including young people, the long term unemployed and people with disabilities. This is achieved through the Walsall Works Scheme and Corporate Apprenticeships placements for people of all ages. The council also provides a number of work experience placements for all people of all ages and will continue with its positive action schemes for people with disabilities through Recruit-Ability.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F3: Cease in house print and design service

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£150,000	£0	£0	£0

1. **Description of the Savings Proposal**

Stop providing an in-house Print and Design service as a result of continued unviability to operate commercially.

2. **Implications Associated With Savings Proposal**

2.1 **Customers.**

None.

2.2 **Employees**

There are 14 posts in the Print & Design department all of which would be at risk if this option is accepted.

2.3 **Partners**

We currently provide print and design services to Lichfield District Council and a few small external customers including WACC and schools.

2.4 **Corporate Plan**

None.

2.5 **Other Council Services**

Arrangements will need to be in place to manage print effectively; we currently print a number of council jobs in house including election material, pay-slips, committee documents, council tax bills and cheques which will all need to be correctly sourced elsewhere.

3. **Associated Risks**

3.1 There is a risk that contracts will be procured that are not fit for purpose and it is proposed that some capacity to manage these is kept in house.

There is a risk in processing council data with third parties and data governance activities and assurance will be sought from all suppliers and the SIRO and their team will be consulted on council work being taken off site.

Activity to get appropriate alternative suppliers for some work will need to commence before the Council meeting in February to ensure continuity of service.

4. **Consultation and customer feedback**

4.1 There is no impact on the customer but internal services will need to be consulted and supported in finding alternative providers.

5. **Legal Implications**

5.1 TUPE will be a factor if the service is outsourced. Advice on creating a Community Interest Company (or equivalent) may also be required.

6. **Equal Opportunities and Environmental Implications**

6.1 There will be no change to the environmental impact of printing. There is no expected detrimental impact to Equal opportunities.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

Resources Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Core services											
My Money, My Home, My Job	<p>The establishment of the integrated 'Money, Home, Job' service is the most advanced significant outcome from the application of the Vanguard Method approach. This service integrates four services which were previously in three different directorates – Benefits, Revenues, Housing and Customer Service. The benefits of this approach relate to empowering staff; improving services; and making substantial financial savings - which are the three objectives of the Working Smarter Programme. Services covered by My Money, My Home, My Job are:</p> <ul style="list-style-type: none"> • Council tax - billing, collection, recovery and enforcement • Non domestic rates (business rates) - billing, collection, recovery and enforcement • Banking hall – corporate income collection service, including cheque processing, car parking money, external payment facilitator (WHG, south staffs water), social care payments, petty cash, internal payment facilitator (most council service transacted). • Welfare rights unit – income maximisation, debt advice, benefits based charging scheme (previously the fairer charging scheme) • Advice, customer application support, assessment, revision, payment, recovery of overpayments, customer queries, complaints and appeals of the following benefits:- <ul style="list-style-type: none"> - Housing benefit - Council tax benefit - Discretionary housing payments - Free school meals • The prevention, detection and investigation of benefit fraud and error, including the application of sanctions. • Training and advisory sessions delivered to partner organisations. • The administration of the housing benefit subsidy and grant claims and returns. <p>The Housing service is shown within the Regeneration & Transport Portfolio.</p>	118,716,753	-112,168,423	6,548,330	6,240,377	-307,953	<p>Investment: +£163k reduction in housing benefit admin grant +£137k discretionary housing payments +£95k to offset other service pressures +£7k contractual inflation Non policy saving: Customer focused redesign, reducing roles that are no longer needed -£677k Policy Saving: Increasing income from the blue badge scheme -£33k</p>	<p>We have been re-designing service delivery in this crucial public service area. We have focused on the typical and predictable demands from our residents for assistance under the umbrella of 'Help me with my money, my home, my job'. This addresses the high volume demands for help under the 'traditional' service areas of Benefits, Revenues, Housing and Customer Service. We provide a council tax service to all 118,000 households in the Borough and a more targeted service to around 35,000 people who typically need assistance because they do not have enough resources of their own for themselves and their families.</p> <p>These four areas are being integrated into one seamless operation which provides our residents with a vastly improved service. This is achieved through empowering our staff to do their work in a very different way. Once staff empowerment has brought about a totally different service, we find that substantial resources become available through taking out the waste that was causing a less than optimum service and this enables us to make significant financial savings too.</p> <p>The integrated Money, Home, Job service is therefore a significant service improvement in an area where the council has faced, and continues to face, heavy increases in demand as a result of the recession and subsequent welfare reforms at a national level that have hit many Walsall residents hard. The new mindset has allowed us to approach the challenges of welfare reform by the government much more effectively than we would have done. So our support for those affected by the 'bedroom tax' has been comprehensive and joined-up and our approach to taking over responsibility for what was the 'social fund' from the DWP by creating the Walsall Crisis Support Scheme has enabled us to help a lot of residents who have nowhere else to turn in very difficult circumstances.</p>			
Electoral Services	• Elections and electoral administration	627,393	-3,545	623,848	623,848	0					

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Non-core services											
Finance - Accountancy	<ul style="list-style-type: none"> Accountancy, financial reporting, financial management, financial systems, financial strategy and planning, budget setting, financial support and advice to directorates Treasury Management including cash management and banking 	3,380,664	-96,601	3,284,063	2,987,738	-296,325	Non policy savings: Reduction in external audit fees -£133k Admin efficiencies and increased income from schools -£70k Improved operational efficiencies (removing vacant post) -£43k Reduce training budgets -£20k			Support services are being redesigned in order to improve their value to those providing public services through better integration, capability and staff empowerment. This will enable spending to be reduced over time to the minimum in order to enable the council to invest as much as possible in maintaining and improving, or at least protecting critical public services.	
Finance - Council Wide/Corporate	<ul style="list-style-type: none"> External audit fees CMT Council wide - added sums, corporate expenses All of the above are required to be accounted for centrally and the majority are non-controllable.	6,468,199	-217,175	6,251,024	6,141,522	-109,502	Investment: £149k to cover reduction of income in relation to " Right To Buys" Non policy savings: Increase in dividend income from investment in Birmingham Airport -£200k General efficiencies -£27k Improved operational efficiency through deletion of vacant admin support post -£31k				
Financial Administration	<ul style="list-style-type: none"> Financial administration – Accounts payable and receivable, debt management and recovery 	2,639,020	-146,513	2,492,507	2,440,766	-51,741	Non policy saving : Through improved operational efficiency deleting 2 posts -£52k				
Risk and Insurance	<ul style="list-style-type: none"> Risk and Insurance - claims handling, insurance fund management, risk management 	341,834	-205,494	136,340	15,472	-120,868	Non policy saving: Through reducing insurance premiums -£100k Deletion of vacant post -£21k				
Legal	<ul style="list-style-type: none"> Legal Services providing legal advice and dealing with litigation 	1,830,161	-237,421	1,592,740	1,592,740	0					
Democratic and Mayoral	<ul style="list-style-type: none"> Members allowances Group expenses Members allowances / expenses Mayoral services / transport / secretary Constitutional advice Administration of the council's formal decision-making processes 	2,257,768	-63,793	2,193,975	2,193,975	0					
Human Resources	<ul style="list-style-type: none"> HR Direct, Intranet/HR portal Payroll and pensions/transactional services HR Specialist Services. The teams within this service are business partner (directorate support), wellbeing and equality and learning and development 	3,954,875	-761,823	3,193,052	2,889,415	-303,637	Investment: +£77k to offset service pressures +£3k contractual inflation Non policy savings: Improved efficiency savings through deletion of posts in the sickness absence reporting centre -£70k Deletion of posts in specialised human resources teams -£143k Reduction of funding of recognised trade union activities -£100k Efficiencies from advertising council job vacancies primarily online rather than in hard copy -£25k Policy Saving: Reduce participation in the recruitability scheme -£45k				

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Internal Audit	<ul style="list-style-type: none"> An assurance service that provides an independent and objective opinion to the organisation on the control environment Advisory and related client services which are carried out to improve services and to add value, including the impact of proposed policy initiatives, programmes and projects as well as emerging risks Prevention, detection and investigation of fraud and corruption; and other irregularities 	584,363	0	584,363	584,363	0					Support services are being redesigned in order to improve their value to those providing public services through better integration, capability and staff empowerment. This will enable spending to be reduced over time to the minimum in order to enable the council to invest as much as possible in maintaining and improving, or at least protecting critical public services.
Programme Delivery and Governance											
Programme Delivery and Governance (Inc Business Solutions)	<ul style="list-style-type: none"> Business Information and Intelligence, Business Analysis, service re-design Systems Thinking training Programme and Project Management Governance Reviews - (of strategic programmes or projects) Freedom of Information Act/Data Protection Act - (co-ordination and management of all enquiries) Customer Complaints - statutory - (Social Care and Children's) and non-statutory Ombudsman - (co-ordination and management of issues and relationship with Ombudsman) Policy co-ordination - (maintenance of strategies and policy database, production and distribution of monthly policy round-up and legislation tracker, ad hoc support to policy development) Strategic Planning (production of Corporate Plan and contribution to other strategic documents) 	1,776,609	-15,889	1,760,720	1,605,790	-154,930	Non policy saving : Downsizing of the service -£155k.				Support services are being redesigned in order to improve their value to those providing public services through better integration, capability and staff empowerment. This will enable spending to be reduced over time to the minimum in order to enable the council to invest as much as possible in maintaining and improving, or at least protecting critical public services.
Shared Services and Procurement											
ICT	ICT Services and Support	5,282,739	-10,130	5,272,609	5,014,255	-258,354	Non policy savings: General efficiencies specifically on new telephone system & cancellation of subscription to DWP transactions engine -£40k Efficiencies through stopping use of ATAR, the electronic time recording system -£62k Deletion of post -£41k Downsizing Infrastructure team -£24k Customer focused redesign of support teams -£90k				Support services are being redesigned in order to improve their value to those providing public services through better integration, capability and staff empowerment. This will enable spending to be reduced over time to the minimum in order to enable the council to invest as much as possible in maintaining and improving, or at least protecting critical public services.
Post Room	Post room	509,398	-17,959	491,439	472,439	-19,000	Non policy saving: Through deletion of 1 post -£19k				
Print & Design		1,061,530	-810,902	250,628	100,628	-150,000	Policy Saving: Ceasing of in-house service -£150k				
Procurement	Procurement	1,804,880	-1,804,880	0	-188,114	-188,114	Non policy saving: From customer focused redesign -£188k.				

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013/14	Cash Limit 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Communications	<ul style="list-style-type: none"> • PR and media management • Reputation management • Communications strategy, planning and campaign delivery • Media monitoring and evaluation and Reporting • Internal communications • Social media • Digital and websites (including: council websites and internet • Marketing (including income generation and the promotion of venues e.g. New Art Gallery, through to the promotion of services e.g. fostering and adoption) • Marketing (publications and promotional materials, sponsorship and advertising) 	736,519	-77,000	659,519	469,380	-190,139	<p>Non policy saving: From downsizing of the service -£190k.</p>	Support services are being redesigned in order to improve their value to those providing public services through better integration, capability and staff empowerment. This will enable spending to be reduced over time to the minimum in order to enable the council to invest as much as possible in maintaining and improving, or at least protecting critical public services.			
Total Resources		151,972,705	-116,637,548	35,335,157	33,184,594	-2,150,563					

PORTFOLIO: SOCIAL CARE AND HEALTH**A. Summary of Services within the Portfolio**

The portfolio covers social care services for adults and older people with physical disability, sensory impairment, learning difficulties, mental health issues, substance misuse, autism, HIV/AIDS. Specifically we offer:

- Response, information, advice and signposting
- Preventative services, community alarms, tele-care, tele-healthcare
- Enablement and re-ablement
- Assessment and review
- Resource allocation and support planning
- Safeguarding of vulnerable adults
- Whole sector workforce planning and development
- Commissioning of services including residential, nursing, day care, home care, extra care (incl. Housing 21), supporting people and the learning disability and integrated community equipment pooled budgets
- Shaping and development of adult social care market
- Quality assurance of services
- Direct service provision: reablement, response, day and respite care, adult placements
- Housing related support for vulnerable groups

B. Portfolio Aims, Objectives, Priorities

Our operating model describes our approach:

“to support people to maximise their independence, health and well being and thus to ensure they have an amount of service that leads to personal outcomes in line with this goal”.

In addition, we focus on arranging services in ways that actively re-able people to regain a higher level of independence and well being, thereby reducing the amount of support needed over time.

The broad aims are:

1. To help citizens to access universal services
2. To assist citizens to access mainstream services
3. To provide access to a range of community based health and social care services
4. To prevent citizens becoming socially excluded and needing more intensive and costly health and social care services by providing a range of practical services close to home
5. To reduce dependence on services, and support independence and self directed support
6. To commission good quality services that provide real choices for citizens to achieve their outcomes

C. Service Design (informed by customer demand)

Adult Social Care and Inclusion is the single largest spending department of the Council. Nationally evidence indicates that on average over the last 3 years there has been a 7% reduction in the spend on adult social care by councils. In Walsall spend has been reduced by 24% but this has been off-set by new monies that have been top-sliced from NHS budgets by the Department of Health and allocated to local authorities.

Spend in Adult Social Care in Walsall can be divided into five areas:

- Spend on universal preventive services such as community alarms; voluntary organisations and supporting people monies (c£10 million)
- Spend on in-house services which include Intermediate Care, Day Care and some residential care (c£10 million) – some of these could be described as preventive services.
- Spend on assessment and care management and their support and business services (c£8 million)
- Spend on commissioned services from the private and voluntary sector to meet people's longer-term needs (c£50 million).
- Income from customers through their contributions to the cost of services (c£10 million)

In Adult Social care and Inclusion we have taken the following approach to our savings:

1. We have looked at how our new operating model (a focus on prevention) will help us to reduce demand for adult social care. We have predicted that we can reduce admissions to residential care for older people and the numbers of older people who will need on-going domiciliary care.
2. We have reviewed staffing across the directorate and reduced costs where we can. As part of this we have also decided that we cannot afford to continue with our "Quality Team". We will continue to undertake contract monitoring through commissioners (and through procurement and safeguarding investigations).
3. We have reviewed a number of services (including commissioned services) and proposed changes that will reduce costs through alternative ways of meeting people's needs.
4. We have reviewed charging and continue to move towards a full recovery cost model (within our legal constraints) for people receiving adult social care services. This means that those that are eligible for care and support will "pay" for services through their personal budgets (where they are means tested to make a contribution to the costs) and for those who are not eligible they will meet the full cost of the services. After next year there will be a cap on the cost of care for any individual of £72,000 and within this it is expected that younger adults will receive free services – they will not be expected to make a contribution (we are awaiting government guidance on this).
5. We have considered services or schemes that we operate that are not statutory (the recruitability scheme and the apprenticeship scheme) and reluctantly have recommended that we no longer offer these services.
6. We will use the new Department of Health monies to fund existing services that will enable us to sustain our joint working with health.

Going forward – we will need to continue to find savings in both learning disability (through the re-provision programme) and mental health (through lower use of residential care) budgets.

D. Financial analysis - reshaping the revenue budget (5 year financial plan)

The provisional revenue budget for 2014/15 is attached. This summarises the current cash limit for 2013/14 and the proposed cash limit for 2014/15. It details the proposed changes in activity required for 2014/15.

In summary the proposed net budget for 2014/15 is £64.859m compared to £70.775m in 2013/14, a change of £5.916m.

E. Future capital requirements

The draft capital programme for 2014/15 and future years is attached at **Appendix 2**. In summary, the proposed capital programme for the Social Care & Health portfolio is £786k – all external funded.

F. Revenue savings options requiring a change in policy to implement

There are a number of revenue savings options that require an executive decision to implement. For Social Care and Health, these relate to –

- F1 Removal of Social Care recruitability payments
- F2 Review of preventative low priority services
- F3 Review care costs in extra care housing
- F4 Reduce the number of community satellite bases for Day services

F1: Removal of Social Care recruitability payments

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£110,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 People who attend our day care workshops at Electrium Point under the Links to Work Programme are currently paid an allowance (less than the minimum wage) for the work they undertake. There is a national debate as to whether this is a legal payment – as it is below the minimum wage. The work they undertake for some is a training opportunity and a small number move onto permanent employment. For others, many of whom have a moderate learning disability, physical impairments and special needs; it is useful and purposeful day time activity. It is proposed to consult with the Users and the Carers on ending the payment in order to save money. For those who want to earn a wage they will be further supported to find work.

2. Implications Associated With Savings Proposal

2.1 **Customers**

The people who participate in Links to Work are adults who either have been diagnosed with learning difficulties or a condition within the autism spectrum. For many their care needs might be assessed as moderate and therefore they are unlikely to meet the Council's criteria to be eligible for care services. However because of their disability and the challenges they face the majority are unlikely to find a permanent job in Walsall. At Electrium Point a large workshop offers a variety of work type opportunities in a supervised environment for these adults to undertake some productive work. This includes packing for local firms; cleaning and recycling equipment from the Joint Equipment Store; running the storage of the food bank and the document warehouse for some council records and other contracts that from time to time are gained by the supervisors. An allowance is paid to many of the individuals for undertaking these routine tasks. The amount paid is less than the minimum wage for the hours they work. The adults who receive the allowance really value the fact that they can get minimal reward even though they are unable to secure and hold onto a permanent job. A small number do each year move from this project to permanent employment in Walsall.

2.2 **Employees**

There are supervisors who are employed to oversee the work undertaken and to support the customers. The proposals do not affect these employees directly.

2.3 **Partners**

Contracts are gained with local firms to undertake simple jobs such as packing components. Some of the work carried out supports the work of the council e.g. Data/document storage, recycling equipment, Telecare decommissioning / recycling etc.

2.4 **Corporate Plan**

This work is not a priority within the Corporate Plan. The council has always had a target of helping these adults into permanent employment.

2.5 **Other Council Services**

As above.

3. **Associated Risks**

3.1 There would be a risk that in losing the payment that some of the current attendees may decide not to come to work. This may impact on the overall viability of the scheme and its income streams which is valued by those that use it and their Carers.

3.2 Resulting non attendance at Electrium point may result in a need to reassess individual needs associated with their support package.

4. **Consultation and customer feedback**

4.1 A process of consultation with those who attend the services and their carers will now commence and this will be reported back to cabinet.

5. **Legal Implications**

5.1 None.

6. **Equal Opportunities and Environmental Implications**

6.1 This programme has been seen as an important part of helping people with moderate care needs help to find work. Only a minority of those who attend the service actually do successfully find permanent work. The aim is to continue the service but to withdraw the allowance which the attendees receive. For those who want to earn money from work this will act as a further incentive to help them find a permanent job though this is much harder under the current recession.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F2: Review of preventative low priority services

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£300,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 The council has funded a range of housing related support services under the previous "Supporting People Grant" arrangements. The Government removed the ring fence on this grant three years ago and the commissioning of these services has become much more integrated with the commissioning of health and social care services within the Joint Commissioning Unit. These services are at the preventative end of care pathways for older people, people with learning disabilities, and people with mental health problems and they are commissioned to provide low level support as a means of keeping individuals as independent as possible for as long as possible. All of the services are monitored against contract specifications and where it has been shown that they do not contribute to the care pathway they have been decommissioned. The total funding has therefore been reduced by circa £2 million in the last three years, with a further £500k reduction during this financial year 2013/14. The remaining services have all demonstrated a degree of effectiveness in supporting people to retain their independence. Over time, the care pathways are being developed further, and as part of this process it is possible to continue to reduce the expenditure on these contracts. The main criteria against which they are measured are the extent to which they support individuals to remain independent and thus not become eligible for social care services; the possible impact on other parts of the council if the contract is terminated (i.e. there is substantial expenditure on support for homeless people and for people who have experienced domestic violence); and the possible impact on partner agencies (particularly health).
- 1.2 This proposal is to continue to review all the current spend on the schemes that were previously funded by the grant to achieve a further saving of £300,000.

2. Implications Associated With Savings Proposal

2.1 **Customers**

Until the review is completed it will not be known on which customers there will be an impact.

2.2 **Employees**

An assessment of the impact on the provider is a fundamental part of the review. Some of the contracts are with internal council provided services and so there may be an impact on council staff. Until the review is completed it will not be known what the impact may be.

- 2.3 **Partners**
An assessment of the impact on partner agencies is a fundamental part of the review.
- 2.4 **Corporate Plan**
An assessment of the impact on other parts of the council is a fundamental part of the review.
- 2.5 **Other Council Services**
An assessment of the impact on other parts of the council is a fundamental part of the review.
- 3. **Associated Risks**
 - 3.1 An assessment of the impact on other parts of the council is a fundamental part of the review.
- 4. **Consultation and customer feedback**
 - 4.1 Customers will be consulted when proposed changes are being considered.
- 5. **Legal Implications**
 - 5.1 Customers will be consulted when proposed changes are being considered.
- 6. **Equal Opportunities and Environmental Implications**
 - 6.1 Customers will be consulted when proposed changes are being considered.
- 7. **Equality Impact Assessment**
 - 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

F3: Review care costs in extra care housing

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£750,000	£0	£0	£0

1. **Description of the Savings Proposal**

- 1.1 There are a number of housing schemes that were previously commissioned as extra care schemes where the providers have continued to receive funding for housing related support services whilst the number of individuals who have become eligible for a personal budget has increased. This has led to a situation where there is a duality of funding from both the old 'Supporting People' contracts and core social care commissioning budgets. Once reviews have been completed to determine which residents are eligible to receive a personal budget and those arrangements have been put in place, it will no longer be necessary to fund housing related support services separately, and so savings from those contracts will be possible.

2. **Implications Associated With Savings Proposal**

2.1 **Customers**

Those people who are eligible for social care services will be able to continue to receive a combination of care and support. There will be some people who are not eligible to receive social care services who will no longer receive housing related support services. A consultation exercise was completed to explain this.

2.2 **Employees**

This may impact on the numbers of permanent employees that are taken on by the companies that provide the care in the schemes.

2.3 **Partners**

Any changes will have to be made in conjunction with those Housing Associations who provide care in the schemes in the Borough.

2.4 **Corporate Plan**

This meets the objective in the corporate plan to promote the independence of older people in Walsall.

2.5 **Other Council Services**

There is no known impact on other council Services. The work that is undertaken will be shared with colleagues in the Housing Department.

3. **Associated Risks**

- 3.1 Not known.

4. **Consultation and customer feedback**

4.1 Consultation about any major changes will take place with those customers currently in the housing schemes.

5. **Legal Implications**

5.1 There is a risk of challenge from some people who will no longer be able to receive housing related support services. This has been mitigated by the consultation process and will also be addressed as part of the individual reviews for each resident of the scheme.

6. **Equal Opportunities and Environmental Implications**

6.1 The proposals will ensure that equality of access to services is more equitably applied for older people in the Borough. The current evidence would suggest that older people in extra care housing schemes are more favourably treated than other older citizens in the Borough.

7. **Equality Impact Assessment**

7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

7.2 There is a high offer of care within the model of extra care that is offered in Walsall. It is likely that some customers will lose care that they currently receive if they do not meet the council's stated eligibility criteria. Others will find that their care needs are still met but for some with a lower package of care.

F4: Policy template – Reduce the number of community satellite bases for Day services

Estimate Net Saving			
2014 / 2015	2015 / 2016	2016 / 2017	Implementation cost
£160,000	£0	£0	£0

1. Description of the Savings Proposal

- 1.1 Currently day service provisions for adults with learning disabilities are run from 8 different sites across the Borough. Seven of these are in community-based locations. Those with the highest care needs attend the centre at Goscote. This proposal is to rationalise the service, looking to continue to meet the needs of those with eligible care needs on two fewer sites. That means moving from 7 to 5 community locations. The rationalisation proposal does not directly affect Goscote.

2. Implications Associated With Savings Proposal

2.1 **Customers**

There may be an impact on some service users who may for personal reasons enjoy attending a centre within their locality and they may be used to a specific environment.

2.2 **Employees**

As part of rationalising the centres there are proposals to reduce the number of staff working across all of the centres from 39 to 30. This is a reduction of 9 staff. Full consultation will take place with the staff and the Trade Unions around the process for managing these changes. Voluntary Redundancy has been offered to all staff in Walsall and it is hoped that this approach will reduce the need for any compulsory redundancies as a result of these proposed changes.

2.3 **Partners**

Many of the services for adults with learning difficulties are funded jointly in a pooled budget with the local NHS. This is not the case for these services but we will share any proposals with them.

2.4 **Corporate Plan**

None.

2.5 **Other Council Services**

None.

3. **Associated Risks**

- 3.1 We will need to review care packages that service users receive in order to ensure that outcomes are being appropriately met. This will need a project plan and regular feedback of the progress to Management.
- 3.2 If the service continues to operate from 7 sites there would need to be a significant capital spend on 2 of the sites to make them fit for purpose.

4. **Consultation and customer feedback**

- 4.1 A full consultation exercise will be undertaken to go alongside any proposals to rationalise the sites.

5. **Legal Implications**

- 5.1 None.

6. **Equal Opportunities and Environmental Implications**

- 6.1 We will continue to meet the needs of those with eligible care needs on two fewer sites. A full consultation process will be implemented to ensure a smooth transition to the remaining sites.

7. **Equality Impact Assessment**

- 7.1 An equality impact assessment is currently being undertaken for this savings proposal, which will be assessed by the equalities team.

Social Care and Health Portfolio Cash Limit

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013-14	Budget 2014/15	Change £	Change Proposals	HOW DOES THE OVERALL BUDGET MEET STRATEGIC PRIORITIES ?			
								IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Access, Assessment & Care Management	<ul style="list-style-type: none"> Assessment and review 	6,412,740	-358,541	6,054,199	5,254,199	-800,000	Non policy saving: Reduction in staffing -£800k	The reduction in number of social workers could result in waiting times for assessment, which could have a negative impact on the health and well being of older people. Loss of independence could occur prematurely without timely access to support.			
Strategic Development	<ul style="list-style-type: none"> Response, information, advice and signposting Resource allocation and support planning Whole sector workforce planning and development Preventative services, community alarms, tele-care, tele-healthcare 	12,709,631	-9,050,386	3,659,245	3,170,575	-488,670	Investment: +£11k contractual inflation increases on CCTV contracts Non policy savings: Review of apprenticeships scheme -£250k Reduction in staffing -£250k	Adult social care will continue to meet programme priorities			
Provision	<ul style="list-style-type: none"> Enablement and re-ablement Direct service provision, re-ablement, response, day and respite care, adult placements 	9,759,606	-1,729,552	8,030,054	7,317,054	-713,000	Policy saving: Removal of recruitability payments -£110k Reduction in number of community satellite bases -£160k. Non policy savings: Reduction in staffing from provider & quality teams -£443k Reduction in number of community satellite bases -£160k.	Service users will continue to attend day care, so Council's priorities will be met. Council will support Telecare development to enable and support people to use assisted technology using a different approach which mainstreams activity. Council will use other means to ensure quality of service across residential and domiciliary care services. Work on the Autism strategy will continue within service areas and be co-ordinated by a lead commissioner.			
Management Support & Other	<ul style="list-style-type: none"> Strategic management of the directorate and the quality assurance team. 	1,609,926	-400,772	1,209,154	-233,846	-1,443,000	Non policy savings: Review of base budget -£250k Policy Saving: The use of new Department of Health monies to fund existing services that will enable us to sustain our joint working with health -£1.193m	Adult social care will continue to meet programme priorities			
Safeguarding	<ul style="list-style-type: none"> Safeguarding of vulnerable adults 	541,627	-23,989	517,638	517,638	0					

Service	Activity covered by this Area (per portfolio plan)	Gross Expenditure 2013/14	Gross Income 2013/14	Net Budget 2013-14	Budget 2014/15	Change £	Change Proposals	IMPROVING HEALTH INCLUDING WELLBEING AND INDEPENDENCE FOR OLDER PEOPLE	IMPROVING SAFEGUARDING, LEARNING AND LIFE CHANCES FOR CHILDREN AND YOUNG PEOPLE	SUPPORTING BUSINESSES TO THRIVE AND SUPPORTING LOCAL PEOPLE INTO WORK	CREATING SAFE, SUSTAINABLE AND INCLUSIVE COMMUNITIES
Commissioning	<ul style="list-style-type: none"> Commissioning of services including residential, nursing, day care, home care, extra care (incl. Housing 21), supporting people and the learning disability and integrated community equipment pooled budgets Housing related support for vulnerable groups Shaping and development of adult social care market 	70,562,921	-24,696,882	45,866,039	43,744,795	-2,121,244	<p>Investment: +£1.16m contractual inflation on numerous contracts Non policy previous years saving: -£129k for the continuation of the resettlement programme and reduction in packages of care Policy savings: Re-negotiation of Housing 21 contract -£480k Reduced use of domiciliary care (through re-ablement) -£1m Review preventative low priority services -£300k Review of care costs in extra care housing -£750k Reduction in use of residential care for short term placements -£500k Non policy saving: Reduction in staffing at the JCU -£125k</p>	<p><i>Housing 21</i> - service delivered should not be effected as people will have alternative care provided elsewhere so priorities should continue to be met. <i>JCU</i> - There will be less capacity in the JCU, at this stage it is difficult to assess impact on priorities. <i>Preventative services</i> - People may require more support from community groups to enable them maintain their health, well being and independence as they may not meet the criteria for formal care services. <i>Extra Care Housing</i> - Extra care support will be targeted on those with the highest level of need. <i>Short term placements</i> - Fewer people will be supported in residential care. More use of re-ablement.</p>			
Mental Health	<ul style="list-style-type: none"> Dudley and Walsall mental health trust Broadway North Mental health assessments and placements Drugs and alcohol teams 	6,952,467	-1,513,462	5,439,005	5,089,005	-350,000	<p>Non policy savings: Reduction in staffing -£250k Policy Saving: Closure of residential unit at Broadway North -£100k</p>	<p>A number of social care management posts, user empowerment and welfare rights posts will cease. This will directly impact on Walsall staffing within the partnership as there will be less visible social care managers. Expertise around welfare benefits for mental health users will be lost. The partnership between DWMHP will be strained as less staff are available to deliver social care interventions at a time of increasing demands for service and assessments. There might be a dilution in the quality and number of social care interventions and practice might suffer. Management support will be provided by other means and there is now a senior management structure in place. Changes in service at Broadway North may increase anxiety levels for some people until they get used to the new arrangements.</p>			
Total Social Care and Health		108,548,918	-37,773,584	70,775,334	64,859,420	-5,915,914					

Draft Capital Programme 2014/15 +

Capital programme resources are limited. The financing for capital expenditure on new investments is heavily reliant on grants and other funding received from the Government. The Government is clearly, in the medium term, planning to significantly reduce government financed capital spending.

The success that Walsall has had in securing a wide range of external funding may be harder to achieve as many of the sources of funding may stop or reduce. Government has also published its intention for more pooling of funds regionally which will require greater collaborative working between Local Authorities.

The remaining flexibility is currently through capital receipts and unsupported borrowing. Capital receipts projections however are limited, and fully dependent on when council assets are sold. Earmarking of capital receipts beyond what we are statutorily obliged to do is not recommended without overall strategic consideration of the entire capital programme. Use of unsupported borrowing incurs ongoing revenue debt charges and impacts on council tax payers.

Capital allocations and grants from Government and other sources have not yet been provided, therefore best estimates have been used, based on published information to date. Any further reduction in funding will require amendments to the draft programme.

Despite the above difficulties, significant investment is planned and funded over the three year 2014/15 to 2016/17 and the draft capital programme is balanced. The council is able to fund all existing commitments and has, through prioritisation of bids and resources and sound treasury management, been able to support new investment into key services, and areas of capital investment need.

The capital programme is presented in three parts:

- Council funded programme - funded by the council's own resources, through capital borrowing and receipts.
- Externally funded programme - funded from capital grants and third party contributions.
- Leasing Programme – funded from revenue (this is currently under review, and will be reported in the second draft budget report to Cabinet on 11 December.

Table 1 shows the draft capital programme against predicted available resources. The full draft capital programme is shown in **Appendices 2 a - d**.

<u>Capital Bids</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
<i>Council funded schemes</i>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Prior Year approvals	5.70	2.70	0.15
New bids	6.43	7.79	5.40
Capital Investment Earmarked Reserves	1.67	1.00	1.00
Match funded schemes	0.25	0.27	0.20
<i>Total council funded schemes</i>	14.05	11.76	6.75
Externally funded	23.56	13.99	10.35
Total Draft Capital Programme	37.61	25.75	17.10
<u>Anticipated Capital Resources</u>			
Capital Receipts target	1.50	1.50	1.50
General Unsupported Borrowing (USB)	4.63	4.67	4.52
Specific Unsupported Borrowing	0.73	0.73	0.73
Additional USB for solar panels scheme	0.43	0.00	0.00
Previous years underspend*	0.41	0.00	0.00
Earmarked capital Receipts	0.00	1.81	0.00
Carry forward from 2013/14	0.00	0.53	0.00
Use of Reserves	6.35	2.52	0.00
<i>Total council funded resources</i>	14.05	11.76	6.75
External Funding	23.56	13.99	10.35
Total Capital Resources	37.61	25.75	17.10

Through the anticipated generation of additional capital receipts in 2014/15, it is predicted that the prioritised new bids contained in **Appendix 2a** can be funded. A further review of proposed schemes will be required before capital allocations are released in year. For 2015/16 onwards, the full impact of these projects will be reviewed, and funding revisited as part of the ongoing budget process. There are also a number of projects totalling £354k that may require a match funding requirement in order to secure external funds – these are shown on **Appendix 2b**. Due to the timing of these, it is proposed to allocate £250k funding in year, whereby funds will be drawn down as projects are confirmed.

Capital receipts projections are based on professional estimates of property colleagues. Any additional receipts received in year (excluding those earmarked i.e. for Smarter Workplaces) will be considered to fund projects identified on the reserve list at **Appendix 2c**.

General unsupported borrowing relates to additional borrowing which is funded from the council's own resources – generated through savings, and/or paid for via the council tax. Council's are allowed to borrow in accordance with the Treasury Management Code of Practice. The current capital financing cash limit is forecast to be able to support £4.63m of additional unsupported borrowing to fund high priority items in 2014/15.

Schemes are recommended to go ahead as they represent council priorities, for a number of reasons:

- Addresses policy including;

- Supporting businesses to thrive and supporting local people into work
- Improving health including wellbeing and independence for older people
- Creating safe, sustainable and inclusive communities
- Improving safeguarding, learning and the life chances for children and young people
- Return on investment / Asset management - schemes that unlock external investment in the borough; drives out long term revenue savings; support the strengthening of the borough's economy; delivers an efficient and effective operational estate linked to the asset management plan; and invests in assets to grow future income streams for the council.
- Capital insurance reserves: to protect the council's position, for which funding is available should the need arise to draw it down.
- Priority schemes for which external funding can be drawn down and which may or may not require a contribution from the councils own resources.

Whilst the overall demand for resources usually exceeds those available, schemes deemed to be a high priority in terms of reflecting the council's priorities can be funded, representing a balanced programme.

As well as those in **Appendix 1a**, there are a number of large capital schemes that are in development or planning stages. It is expected that as individual business cases are developed and considered by Cabinet, they are then included in the latest update of the draft capital programme if they are deemed to be a high priority and affordable. Funding for these will need to be identified and may be through a combination of unsupported borrowing and/ or other contributions. Where practical, a payback agreement will be implemented, whereby projects should, wherever possible be self funded over the life of the project and beyond. Business cases currently in train include Phoenix 10, Active Living, the development of a one stop facility for young people in New Invention, a review of combined heat and power systems for the central council buildings in Walsall Town Centre to generate ongoing efficiencies.

A summary of forecast externally funded schemes is shown in **Appendix 2d**. Where a bidding process is required, it is assumed the full cost of the project is met from external grant and/or third party contributions. If it becomes clear during the process that this is not the case, the project cannot proceed without further consideration by Cabinet, and then only should resources be available and approved.

The draft capital programme is set out as follows:

2a	Council funded schemes	Page 113
2b	Schemes requiring match funding	Page 118
2c	Council reserve list	Page 119
2d	Externally funded schemes	Page 122

Draft Capital Programme 2014/15 to 2018/19 - Council funded schemes

Prior Year Approved Projects

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
LEISURE & CULTURE PORTFOLIO					
Neighbourhood Services	Walsall Arboretum - Illuminated Park	To supplement the improvements as part of the restoration programme, and to continue the long tradition of illumination within the park, additional capital funding is requested to deliver an 'Illuminated Park'. Hosting an Illuminated Park would broaden the offer of the park and contribute to audience development objectives, in particular raising awareness of the site, enhancing the users site experience and developing a programme of imaginative, interesting and fun events. Core principles would include illumination of key features such as buildings and plantings, main entrances being lit and maintaining the tradition of 'Illuminations' in Walsall, in line with the visitor centre framework contract.	£108,000	£0	£0
Neighbourhood Services	Willenhall Memorial Park	Landscape improvements to Willenhall memorial park, to include the building of a regional skate park, and improved pedestrian and vehicular access around the park with repairs to existing pathways and boardwalks.	£60,000	£0	£0
Neighbourhood Services	Bentley Library & Family Contact Centre	The construction of a new library in Bentley with a Family Contact Centre, approved in 2012/13, on the basis that the project would be fully funded from a mixture of receipts, covenant releases and approved council funding for that year. The provision of a family contact centre for looked after children assists the Local Authority in meeting the statutory requirement of section 34 of the Children's Act to provide for reasonable contact between children in care and their parents / guardians.	£0	£2,697,500	£150,000
Total Leisure & Culture			£168,000	£2,697,500	£150,000
REGENERATION & TRANSPORT PORTFOLIO					
Regeneration	Primark / Co-op Development	Cabinet resolved at its meeting on 24 April 2013 to undertake the role of developer by building the retail floor space for tenants Primark and Coop. Council approved the scheme on 7 July.	£5,527,113	£0	£0
Total Regeneration & Transport			£5,527,113	£0	£0
Total Prior Year approvals			£5,695,113	£2,697,500	£150,000

New Capital Bids

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
RESOURCES PORTFOLIO					
Resources	ICT Essential Maintenance - Virtual Server infrastructure	To improve the capacity of infrastructure services (virtual servers) that underpin the majority of ICT systems used within the council. The current server virtualisation estate is over committed and struggling to accommodate growth, and this upgrade will allow it to accommodate an increase in the use of systems.	£74,000	£0	£0
Resources	Increase Council Internet Security	To buy additional pieces of hardware to support the increase in the number of users accessing the internet for council business. Part of the Council's internet access services (proxy services) provide staff with secure, monitored and filtered access. This would include upgrade to Active directory 2008/12, additional virus scanning compatibility and Kerberos authentication for staff, giving increased logging and monitoring facilities.	£14,500	£0	£0

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
Resources	ICT Essential Software License changes	The Council needs to change the software licensing arrangements for certain ICT systems in order to remain within the law and allow for forecast capacity growth. This is primarily driven by having to keep software at certain levels to be compliant with the Governments Code of Connection. Software licensing legislation is complex and it can sometimes inadvertently be misused which can expose the council to potential fines. ICT intend to implement the upgraded systems over the third quarter of 2014 with project completion by the end of the first quarter 2015.	£46,000	£0	£0
Resources	Improvements to ICT security (Protection of Council Information)	To improve the hardware / capacity of the services that secure our email and documents we share publicly. This will allow the council to increase capacity to securely accommodate the increase in the number of partners and officers accessing information off site. By improving the councils ICT security barriers (known as DMZ services), this will allow secure access to internal ICT and external systems from the internet. The new hardware required will allow for the increased number of servers required for expanding the services provided over the web. The new servers would be built with failover and redundancy to suit the council requirement for data centre disaster recovery.	£18,000	£0	£0
Resources	ICT requirements to cater for blending transitioned services into WMBC ICT	Staff now working in Children's Services do not have the standard IT equipment they need to carry out their day to day work. During 2012/13 a number of services and functions transitioned to the Council from external organisations. To achieve the timescales involved in this, interim and temporary solutions were put in place for the final part of the Serco transition. To remove these temporary and interim solutions and to resume a full business as usual function for additional users there needs to be considerable investment in the supporting ICT infrastructure. ICT provision for 250 staff transferred has yet to be resolved.	£445,680	£0	£0
Resources	Social IT Systems Review & Enhancement	Case recording and reporting issues were highlighted in the Ofsted inspection conducted in June 2012. The council has been systematically undertaking a review of both the processes and systems in use in Social Care (specifically Children's), in order to help enable the organisation to customise deliverable outcomes that are client centred. This is supported and driven by key IT systems that are implemented to ensure that staff provide the best possible services and to drive efficiency across the organisation. The current system in use in Adults and Children's is provided by Civica, the name of the software solution is Paris and this was procured 9 years ago. Since the procurement of Paris it has not had any further supplier developments or updates in that time. Options are needed to find a solution that is fit for purpose, part of that solution will be the right system that fits with the business need and differing customer demand. Soft market testing has recently been finalised.	£550,000	£550,000	£0
Resources	Replenish Smarter Workplaces capital pot	Upgrading the Human resources (HR) IT system which manages the council's payroll, following the supplier issuing notice that it was discontinuing support in 2013/14. Pre-approved capital for the smarter workplaces programme is being used to fund the new HR system. This has delayed some smarter workplaces activity but not detrimentally to customers. This bid is to ensure that the smarter workplaces project finishes as the current infrastructure for smarter workplaces is not complete. This will enable the programme to purchase more storage and processing power to continue as planned.	£152,200	£0	£0
Total Resources			£1,300,380	£550,000	£0

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
REGENERATION & TRANSPORT PORTFOLIO					
Neighbourhood Services	New Car Park Provision - Lucknow Road	This scheme will provide a new off street car park with approximately 22 parking spaces to support the operation and vitality of the businesses at the Lucknow Road local shopping centre. The local shopping centre at Lucknow Road has very limited parking provision to cater for vehicular based passing trade. This limits the opportunity for the retailers to sustain and grow their business whilst also creating localised traffic congestion problems. The car park would improve parking for businesses and their customers, assisting with the safe and efficient access to goods and services by all sections of the community. This will create a more welcoming environment for existing and potential customers of the shopping facilities. The scheme development, planning permission requirements and construction timetable means the scheme will be delivered in April 2014 should the requested funding be allocated.	£168,000	£0	£0
Neighbourhood Services	Highway Maintenance Programme / Council Capital Mainstream.	This will enable capital investment for structural highway maintenance. As a Highway Authority we have a legal responsibility to maintain the highway network. Failure to do so inevitably leads to a deterioration of our roads and increased likelihood of accidents. This not only contributes to peoples health and wellbeing but is recognised as a significant factor affecting economic sustainability and growth.	£1,700,000	£1,900,000	£2,100,000
Neighbourhood Services	Public Lighting "Invest to Save" for replacement LED lighting	The objective of this invest to save initiative is; to reduce energy consumption, mitigate the electricity costs, contribute towards climate change plan and reduce the impact on the current change in law proposals. Over the last two years 1203 lanterns on over 25 year old lighting columns have been updated, and continued investment would enable a further 700 replacments in 2014/15. Phase 3 savings from 2014/15 allocation of £15k are estimated from 2015/16.This investment is for replacement of LED's, not lighting columns which form part of the street lighting contract.	£250,000	£250,000	£250,000
Neighbourhood Services	Traffic Signals Infrastructure - conversion to LED signal operation	The council operates over 250 sets of traffic signals across the borough with the majority using outdated, energy hungry technology for the display of signals. This would allow investment in its traffic signal infrastructure to reduce ongoing revenue costs associated with electricity and general maintenance. Currently 27% of the traffic signal infrastructure has been converted to LED technology. This bid will allow 10% of the remaining asset stock to be converted generating savings of £3-5k per annum through reduced energy bills.	£45,000	£40,000	£0
Regeneration	Aids and adaptations (statutory element)	To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property. In addition to this, Disabled Facilities Grant (DFG) is received. This directly assists over 1,100 households with vulnerable disabled residents (meets the statutory DFG need, reduces excess seasonal deaths, minimises slips trips and falls, enables people to stay living safer and longer in their homes). Further £600k added to reserve list.	£400,000	£1,000,000	£1,000,000
Regeneration	Supporting Independence & Preventative adaptations	This project assists directly with two key areas which both enable households to maintain greater independence and live in their homes for longer through a) Providing a low cost adaptation service for those who currently don't meet the statutory disabled facility grant (DFG) criteria – Preventative Adaptations b) Providing capital assistance with community projects to enable residents to access local services – Supporting Independence. Further £500k added to reserve list.	£500,000	£1,000,000	£1,000,000
Regeneration	Health through warmth and related Retro Fit schemes	To provide energy and fuel saving advice and energy efficient heating and insulation works to private homes targeted at help for vulnerable households. The funds have previously helped secure significant investment (circa £22m) from private energy companies and this is expected to be repeated in the future. In 2012/13 the capital investment helped 316 households with works and helped reduce excess seasonal deaths, reduce fuel poverty, minimise illnesses made worse by cold and damp homes and enables people to stay living safer and longer in their own homes. By investing a larger value in 2014/15 this would allow us potential to increase partner income. Further £500k added to reserve list. Further £500k added to reserve list.	£500,000	£750,000	£500,000

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
Regeneration	Regenerating Walsall	This project relates to the use of capital funding to create a stimulus for regeneration activity and de-risk projects for the private sector with particular emphasis on creating employment opportunities and stimulating housing renewal. This may involve for example, undertaking site investigations, obtaining outline planning consent, and undertaking reclamation and / or demolition work - where this leads to a capital scheme. Similarly, the programme will also support the capital receipts programme by preparing council owned sites for sale. The funding may also be used to enhance the physical environment, in town and district centres and along key employment corridors. Together these activities will help to create the conditions for economic growth and prosperity.	£0	£200,000	£200,000
Regeneration	Shop Maintenance	The planned maintenance programme is for repairs to council owned shop premises. The authority through Building Condition Surveys has identified a backlog of repairs for various properties. The council benefits from annual income from rentals.	£120,000	£120,000	£120,000
Regeneration	Replacement Development Management, Building Control and Land Charge ICT system	Supply and install a fully integrated Development Management, Building Control and Land Charge ICT system for Walsall Council. Migrate information from existing systems and provide effective maintenance support. The software enables the authority to deliver its statutory functions and provides on line access to information to residents and users of the service.	£98,700	£0	£0
Regeneration	Replace the heating & ventilation system within the First Stop Shop.	The present system is beyond repair and parts for the system are no longer available and a critical piece of the plant in the customer facing environment is subject to major breakdowns causing staff and customers to have to use the facilities in temperatures that are not acceptable. The plan is to replace the old system with new heating and ventilation systems which will control the operating temperature but also improve efficiency and provide future energy savings of circa 12%.	£100,000	£0	£0
Regeneration	Replace the existing heating and ventilation system within the link block.	The present system is beyond repair and parts for the system are no longer available and a critical piece of the plant in the office environment is subject to major breakdowns causing staff to use the facilities in temperatures that are not acceptable. The plan is to replace the old system with new heating and ventilation systems which will control the operating temperature but also improve efficiency and provide future energy savings of circa 12%.	£100,000	£0	£0
Regeneration	Solar PV Panels	The proposal is to install Solar PV panels on the roof of the civic centre. This would meet the objectives of the Carbon Management Plan, which commits the council to a target of reducing CO2 by 30% by 2014 and 40% by 2019 and underpins potential cumulative financial savings to the authority. Estimated savings of £33k per annum expected from reduced energy bills.	£425,000	£0	£0
Regeneration	Walsall Market	Permanent relocation of Walsall Market including the provision of new stalls, associated public realm works and storage facilities in order to provide a facility fit for the 21st century which is attractive to traders, shoppers and other businesses in Walsall Town Centre. We are currently in the process of assessing tenders for the Walsall Market Feasibility Study.	£250,000	£1,750,000	£0
Neighbourhood Services	Retained Housing Land Inspection and Maintenance of LSVT Sites.	During the LSVT of housing stock to Walsall Housing Trust several areas of land were retained by the authority. They included a network of foot paths and access roads within public sector housing estates. These areas did not transfer to the trust and are not classed as public highway. Inspection regimes and any associated essential remedial works will be ongoing throughout the financial year. This will eliminate any potential public liability risk to the Authority, community groups and the travelling public. For clarification this bid is for footpath maintenance used as public highway, whereas there is a separate bid on the reserve list relating to the green spaces at these sites. Further £50k added to the reserve list.	£50,000	£100,000	£100,000
Total Regeneration & Transport			£4,706,700	£7,110,000	£5,270,000

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
LEISURE & CULTURE PORTFOLIO					
Neighbourhood Services	Memorial Safety Management Pro-active memorial safety in Walsall cemeteries.	The project will assist in ensuring that Walsall Council complies with statutory obligations to provide a safe environment in its eight borough cemeteries in accordance with an agreed memorial management protocol adopted across the four Black Country authorities. This bid is to fund the inspection and making safe of memorials in eight Walsall cemeteries during the financial year particularly memorial mason work to re-fix back to back memorials and to install memorial raft foundations.	£80,000	£80,000	£80,000
Neighbourhood Services	Libraries Universal Digital Offer - A 21st Century Public Library Service.	Digital technology is developing rapidly and will continue to have a major impact on the way members of the public obtain and consume information. Members of the public expect a more rapid and interactive experience from technology and that the library service will keep pace with advancing technology and provide an up to date service that will meet their developing digital needs. The purchase of updated public computers, laptops, new digital devices and the provision of wifi in all libraries is essential to meet the needs and expectations of library users and vital to maintain the public service. Funds would provide 62 computers per year, wifi at 10 library sites (year one only), 6 laptops / new digital devices and some updated printers and scanners.	£67,540	£54,840	£54,840
Neighbourhood Services	Broadway West Playing Fields	This bid proposes further improvements at Broadway West Playing Fields to compliment the recent remediation of the playing surface and includes options for upgraded or replacement changing accommodation and the hard surfacing of the car park.	£75,000	£0	£0
Neighbourhood Services	Forest Arts Centre (Renovation of Sports Hall)	The sports hall is the only area of the Forest Arts site that has not been refurbished. Renovation of this space would complete the last phase of the Forest Arts site making it ideal as a multi purpose arts space and potential partnership development of a creative and performance skills facility and would strengthen any future bid by Walsall to become a Black Country "Super Hub" for music and arts education. Work would be include; roofing and balcony works, walls, insulation and cladding works and electrical flooring and decorating works.	£198,800	£0	£0
Total Leisure & Culture			£421,340	£134,840	£134,840
Total New Capital Bids			£6,428,420	£7,794,840	£5,404,840

Capital Investment Earmarked Reserves

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
Council Wide	Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year	Reserve to cover the following - 1. Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2. Control of legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 3. Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 4. Statutory testing of buildings - statutory testing of gas and electrical systems. 5. Demolition of redundant buildings to provide saleable assets and to increase market value of sites. 6. General repair and maintenance of council buildings. 7. Self insured property damage - excess towards insurance costs 8. Risk Management - unforeseeable events. 9. Review of leasing as the best financing options for acquisition of assets. Further £500k to be added to reserve list.	£1,000,000	£1,000,000	£1,000,000
Council Wide	Capital contingency	Provision to manage unforeseen expenditure following budget approval in February 2014	£669,413	£0	£0
Total Capital Investment Earmarked Reserves			£1,669,413	£1,000,000	£1,000,000
Total Council funded Capital Bids			£13,792,946	£11,492,340	£6,554,840

Draft Capital Programme 2014/15 to 2018/19 - Council funded schemes - where match external funding sought

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
LEISURE & CULTURE PORTFOLIO					
Neighbourhood Services	Walsall Arboretum Extension - Resurfacing of Grange Car Park and footpath link from car park to the historic core of the park	Whilst the historic core of the Arboretum is being improved through the Restoration Programme, the infrastructure and facilities contained within the extremely popular Arboretum extension are inadequate to meet the recreational needs of the community effectively and the existing facilities are below a reasonable quality standard for such a strategic park and regional visitor attraction. Resurfacing of the car park and the footpath link will be of benefit to park users, new visitors to the park and help support the hosting of events and contractor access to the park. External funding to be sought of £50k in 2015/16 as match funding.	£170,000	£50,000	£0
Neighbourhood Services	The New Art Gallery - Building Maintenance.	To improve the experience of the arrival and welcome of visitors we are looking to revamp the foyer area improving the comfort, accessibility and orientation for all visitors . The gallery is looking to re-consider the current layout of the foyer service point, signage and information, improve heating, visitor resources and facilities. This will truly reflect and introduce the qualities and excellence of the New Art Gallery Walsall. External funding also sought to match fund, of £400,842 over 2 years (£237,207 in 14/15, £163,635 in 15/16) for Arts Council.	£59,302	£40,909	£0
Neighbourhood Services	Allotment & Community Garden Strategy.	There is an unbalanced geographical spread of allotments in the borough and a bias towards greater investment by the authority in sites that are not directly managed by the council. This has resulted in 14 sites lacking key infrastructure such as good pathways, security, basic facilities and lack of community hubs. Whilst infrastructure has improved during the past 12 months continuing investment is then required to build on this success and achieve the national community award for such spaces. Work would include clearance of dereliction, work on infrastructure (pathways, signage, installation of services), creation of storage and meeting huts and toilet facilities, as well as development of a new allotment / community garden site. External funding sought of £25k per annum to match fund.	£25,000	£25,000	£25,000
Neighbourhood Services	Green Space Strategy Mainstream Capital Investment Plan	The project proposes the strategic enhancement of Walsall's 18 strategic green spaces over the next 5-10 year period in line strategic, community and corporate targets, aims and aspirations. Despite success over the last 5 years there are still a number of key actions which are followed on through the new 5 year adopted Green Space Strategy. The proposal is vital to address ongoing deficiencies, reduce barriers, protect the boroughs valuable green assets, ensure equitable access to and enjoyment of local outdoor free accessible facilities and open space for all residents. The outline plan at this point includes spend at the following strategic sites; Bentley West, LEA - Goscote, Rushall Park, Leamore Park, Doe Bank, Aldridge Airport, Holland Park & Pleck Park.	£100,000	£150,000	£175,000
Total Leisure & Culture Portfolio			£354,302	£265,909	£200,000
Total Match Funded bids			£354,302	£265,909	£200,000

Draft Capital Programme 2014/15 to 2018/19 - Reserve List (Council Funded)

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
REGENERATION & TRANSPORT PORTFOLIO					
Regeneration	Aids and adaptations (statutory element)	To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property. In addition to this, Disabled Facilities Grant (DFG) is received. This directly assists over 1,100 households with vulnerable disabled residents (meets the statutory DFG need, reduces excess seasonal deaths, minimises slips trips and falls, enables people to stay living safer and longer in their homes). Further to £400k on council funded list of schemes.	£600,000	£0	£0
Regeneration	Supporting Independence & Preventative adaptations	This project assists directly with two key areas which both enable households to maintain greater independence and live in their homes for longer through a) Providing a low cost adaptation service for those who currently don't meet the statutory disabled facility grant (DFG) criteria – Preventative Adaptations b) Providing capital assistance with community projects to enable residents to access local services – Supporting Independence. Further to £500k on council funded list of schemes.	£500,000	£0	£0
Regeneration	Health through warmth and related Retro Fit schemes	To provide energy and fuel saving advice and energy efficient heating and insulation works to private homes targeted at help for vulnerable households. The funds have previously helped secure significant investment (circa £22m) from private energy companies and this is expected to be repeated in the future. In 2012/13 the capital investment helped 316 households with works and helped reduce excess seasonal deaths, reduce fuel poverty, minimise illnesses made worse by cold and damp homes and enables people to stay living safer and longer in their own homes. By investing a larger value in 2014/15 this would allow us potential to increase partner income. Further £500k added to reserve list. Further to £500k on council funded list of schemes.	£500,000	£0	£0
Neighbourhood Services	Traffic Signals Infrastructure - replace obsolete control equipment.	The Council needs to invest in its traffic signal infrastructure to replace obsolete equipment and reduce ongoing revenue costs associated with electricity and general maintenance. The Council has a statutory duty to maintain all its traffic signal infrastructure and needs to begin a programme of planned pedestrian crossing replacements to ensure safe and efficient movements of pedestrians all across the borough. Signals will be improved all across the borough at traffic signal locations where the control equipment is now obsolete. The scheme will facilitate the replacement of obsolete traffic control equipment at 6 pedestrian crossings per year, replacing 30 of the current 74 obsolete pedestrian crossings over the five year period. An ongoing investment programme of £200k per year is required to clear the backlog and address future obsolescence's through a planned asset management programme.	£200,000	£200,000	£200,000
Neighbourhood Services	Promotion of Community Health & Safety.	This relates to ongoing capital funding to provide traffic calming measures in local communities. As a highway authority there is a statutory duty to deliver a road safety programme. In supporting the delivery of these local schemes it is possible to improve local quality of life and safety creating safer communities. Furthermore increasing public perception of road safety can bring about a change in travel mode which further contributes to the health and well being of individuals while removing anxiety and concern of individuals affected. The Road Safety Programme is developed in detail each year and reported to Cabinet as part of the annual Local Transport Plan. On an investment of £240k it is anticipated that three schemes per year could be implemented and a saving of 50% of all collisions expected, which could achieve a reduction in claims to the council of £350k.	£240,000	£240,000	£240,000

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
Neighbourhood Services	Retained Housing Land Inspection and Maintenance of LSVT Sites.	During the LSVT of housing stock to Walsall Housing Trust several areas of land were retained by the authority. They included a network of foot paths and access roads within public sector housing estates. These areas did not transfer to the trust and are not classed as public highway. Inspection regimes and any associated essential remedial works will be ongoing throughout the financial year. This will eliminate any potential public liability risk to the Authority, community groups and the travelling public. For clarification this bid is for footpath maintenance used as public highway, whereas there is a separate bid on the reserve list relating to the green spaces at these sites. Further to £50k on the main council funded list of schemes.	£50,000	£0	£0
Neighbourhood Services	Residential parking - Construction of new residential parking facilities (verge parking)	To provide suitable parking facilities in residential areas. Residents continue to raise concerns regarding the lack of suitable parking facilities and how this is contributing to a reduction in road safety whilst also having a detrimental impact on the general environment and street scene. New parking facilities would normally entail the conversion of existing green space or highway verges into formal parking. Every Area Partnership is currently determining their scheme priority for this year with construction expected Qr ¾ and starting a priority process for 2014/15 onward. Every area partnership expected to have one scheme delivered per year.	£250,000	£250,000	£250,000
Regeneration	Carbon Management Programme projects	The Carbon Management Plan commits the council to a target of reducing CO2 by 30% by 2014 and 40% by 2019 and underpins potential cumulative financial savings to the Authority. We have an opportunity to reduce our emissions and save the authority money by investing in carbon saving projects in our buildings. This will require investment to existing building stock. To implement various energy efficiency measures such as the installation of low energy lighting, efficient heating systems, automatic lighting controls, electric heating controls, swimming pool covers, improving buildings thermal insulation, water conservation and renewable energy projects with the aim of reducing the impact of rising energy costs and achieving a reduction in carbon emissions.	£280,000	£280,000	£280,000
Total Regeneration & Transport			£2,620,000	£970,000	£970,000
LEISURE & CULTURE PORTFOLIO					
Neighbourhood Services	Willenhall Lawn Cemetery extension - Development of land for burials in Walsall.	The bid is to fund the development of the infrastructure and layout of an extension to Willenhall Lawn Cemetery for continued provision of new graves for the benefit of Walsall residents. There is estimated a 2 year capacity remaining on the current site. Provision is required for future burials which currently run at about 100 full adult burials per year. The amount of available suitable land within its existing boundaries has diminished with usage and in order that new full adult burials may possibly continue for many future years it is necessary to take steps to develop an adjacent piece of land to the east of the cemetery.	£0	£1,400,000	£0
Neighbourhood Services	Open space associated with retained housing land.	Since LSVT was implemented there is a significant portfolio of open space across the borough which falls under the category of former retained housing land. In September 2012, the Council in adopting the Green Space Strategy, actioned a review of the management responsibility for retained housing land, and Green Spaces have now taken on corporate responsibility for the strategic management, maintenance and development of these open spaces, with over 400 identified. The proposal therefore requests a small allocation of funding over the next 5 years to implement a programme to assist with this. For clarification this bid is for public open green spaces, whereas bid ENV1 relates to footpath maintenance used as public highway.	£25,000	£10,000	£10,000

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £
Neighbourhood Services	Enable the Local History Centre and the New Art Gallery to develop their collections	Both the Local History Centre and NAG use their collections to provide a unique educational and historic resource for the local and wider communities of Walsall, a cultural and educational service and to develop pride in Walsall. In order to continue to collect and develop their collections both services require adequate storage space which meets certain basic standards. Current facilities are full so a new storage facility is required. In order to meet their storage needs the services propose to rent a warehouse to store both records and art works. This would enable both services to continue to collect. Storage would be provided also for works of art from the Council House.	£63,000	£0	£0
Total Leisure & Culture			£88,000	£1,410,000	£10,000
Council Wide	Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year	Reserve to cover the following - 1. Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2. Control of legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 3. Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 4. Statutory testing of buildings - statutory testing of gas and electrical systems. 5. Demolition of redundant buildings to provide saleable assets and to increase market value of sites. 6. General repair and maintenance of council buildings. 7. Self insured property damage - excess towards insurance costs 8. Risk Management - unforeseeable events. 9. Review of leasing as the best financing options for acquisition of assets. Further £500k to be added to reserve list.	£500,000	£500,000	£500,000
Total Reserve List			£3,208,000	£2,880,000	£1,480,000

Draft Capital Programme 2014/15 to 2018/19 - Externally funded schemes

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £	Funding Body
CHILDREN'S SERVICES PORTFOLIO						
Children's Services	Basic Need	Confirmed that 2 year allocation awarded for 2013/14, with further years to be confirmed.	£1,160,396	£0	£0	Department for Education
Children's Services	Devolved Formula Capital	Figures to be confirmed. Allocation based on 2013/14 less 5% estimated fall out to Academies per annum.	£531,483	£504,909	£479,664	Department for Education
Children's Services	Capital Maintenance	Figures to be confirmed. Allocation based on 2013/14 less 5% estimated fall out to Academies per annum.	£3,530,556	£3,530,556	£3,530,556	Department for Education
Total Children's Services			£5,222,435	£4,035,465	£4,010,220	
REGENERATION & TRANSPORT PORTFOLIO						
Neighbourhood Services	Highway Maintenance / Additional Local Funding	In making this money available the Government stresses the importance of a well maintained transport infrastructure to foster job creation, encourage economic growth and support local communities.	£184,000	£0	£0	Department for Transport specific grant.
Neighbourhood Services	LTP Highway Maintenance Programme	This capital funding known as the maintenance block is distributed by the Integrated Transport Authority. It is entirely provided to local authorities for expenditure on maintenance of the classified highway and bridge maintenance.	£2,028,000	£2,028,000	£2,028,000	Department for Transport via the Integrated Transport
Regeneration	A461 Corridor Highway Improvements Scheme / Major Transport Schemes Programme.	The A461 Corridor Highway Improvements Scheme seeks to address the issue of growing congestion and the lack of traffic capacity along this strategic route. The scheme includes updating four major junctions in the corridor, which involves rearranging the existing junction layouts, updating the traffic signals, updating all pedestrian crossings; and installing CCTV cameras along the route.	£155,000	£3,834,750	£2,334,750	Department for Transport / West Midlands ITA / Black Country LEP
Regeneration	Disabled Facilities Grant	This project directly supports the council's statutory requirement to provide disabled facility grants (DFGs). It is based on the delivery of the ring fenced award of grant money from government. The project has a direct positive impact on the number and subsequent varied costs to the council from the increasing level of demand for home adaptations. This project is a continuation of one already underway and is proposed to continue up to March 2019.	£1,355,717	£1,355,717	£1,355,717	Department of Communities and Local Government. We understand that from 2015/16, this will be included in the Integration Transformation Fund, and paid by Department of Health.
Regeneration	Integrated Transport Block / Local Transport Plan 2014/15	The Government provides each locality with grant funding to help implement the Local Transport Plan in their area. The grant is used for the implementation of small scale capital schemes; development of major capital schemes and to part fund major schemes implementation costs. The programme is designed to address road safety issues, progress the Council's major scheme aspirations; and resource the required 'local contributions' to approved major schemes.	£2,119,000	£0	£0	Department for Transport / West Midlands ITA.

Draft Capital Programme 2014/15 to 2018/19 - Externally funded schemes

Directorate	SCHEME / PROGRAMME OF WORKS	DETAILS OF PROJECT & CUSTOMER BENEFIT	2014/15 £	2015/16 £	2016/17 £	Funding Body
Regeneration	Black Country Business Property Investment Programme (BCBPIP)	The Council, with its Local Authority partners, has a priority agenda to promote economic growth and job creation throughout the borough and Black Country. The Black Country Business Property Investment Programme (BCBPIP), along with a raft of other initiatives and programmes, supports this wider comprehensive approach to business and enterprise growth. The purpose of the Programme is to create the conditions for business and enterprise growth by addressing the need to provide modern floor space to accommodate future business need across the Black Country sub-region. The Programme will also create much needed new jobs.	£4,562,173	£489,958	£0	Department of Communities and Local Government
Regeneration	Darlaston Strategic Development Area Access	The project was developed in response to poor traffic access to and through the Darlaston Green area, especially for heavy goods vehicles. The key transport constraints to the wider economic regeneration of the area were identified as: poor north south access, narrow & weak canal & rail bridges in Bentley Road South and poor east - west access.	£7,144,000	£2,255,000	£619,000	
Total Regeneration & Transport			£17,547,890	£9,963,425	£6,337,467	
SOCIAL CARE & HEALTH PORTFOLIO						
Social Care	Community Capital Capacity Grant	The Department of Health allocates the Community Capacity Capital Grant to local authorities, providing capital funding to support development in three key areas of Social care: personalisation, reform and efficiency. The funding will support the Directorates 5 yr commissioning strategy delivering transformation of Adult Social care provision. Expenditure would cover the following areas; innovative alternatives for residential care, service redesign of intake component of Target Operating model, structural improvements to SCI's property portfolio, capital investment focused on early intervention and prevention and investment in services for people with Autism & Dementia.	£785,511	£0	£0	Department for Health
Total Social Care & Health			£785,511	£0	£0	
Total Externally Funded Capital Bids			£23,555,836	£13,998,890	£10,347,687	