

Cabinet – 18 January 2006

Report title: Draft Corporate Revenue Budget 2006/07 – 2010/11

Portfolio: Councillor J G O'Hare – Deputy Leader

Service Area: Corporate finance

Wards: All

Forward Plan: No

Summary of report:

This report presents the draft revenue budget for 2006/7 - 2010/11 prior to distribution to scrutiny panels for comment as part of the budget setting process. The final budget will be presented to Cabinet in February before being considered by Council in March.

Recommendations:

1. That the following be noted:
 - a) the current draft revenue budget totals £362.317 m, band D equivalent of £1,202.52, equivalent to a council tax increase (excluding precepts) of 3.94%, the details of which are set out in this report and its appendices;
 - b) the provisional formula grant entitlement for 2006/7 of £113.031 m;
 - c) that, at the time of despatch of this report, the precepting authorities (fire and police) had not notified the authority of their council tax increases;
2. That this report be circulated to the council's scrutiny and performance panels requesting them to comment on its contents, to enable those comments to be considered by cabinet at a meeting in February 2006 as it makes budget recommendations to full council.

Resource and legal considerations

The draft budget has been constructed in accordance with the principles set out in the council's medium term financial strategy (MTFS). The main objectives contained within this strategy relate to maintaining good underlying financial health, adoption of a longer-term perspective and a desire to deliver good quality, value for money services which are modern, efficient, effective, and fit for purpose. This requires a framework that delivers both transformation and core strength.

For several years the council has adopted a policy-led, medium term approach to financial planning and management. We seek to ensure our budgets are clearly linked to our vision, aims and objectives. Having successfully stabilised our finances in 2003 after more than a decade of significant and continuously worsening challenges, we are committed to maintaining financial stability and delivering value for money through effective and efficient services. Our eight key objectives are to ensure that:

1. Our financial planning and management contributes to the transformation, development and improvement of the organisation through policy-led resource allocation, the use of options appraisal, income maximisation, and the creation of headroom through savings and efficiency.
2. Our budget is set to enable delivery of the Council's defined priorities, ensuring that resources are allocated according to the corporate vision, aims, objectives and pledges.
3. Our financial standing is stable and sustainable, so we are able to meet our expenditure commitments throughout each financial year and end each financial year with the working balance broadly intact.
4. Our financial planning and budgeting is undertaken on a medium-term, policy led basis, to ensure that the impact of decisions of one year are reflected in the future outlook, and that future developments with financial implications are proactively identified and managed.
5. We seek to deliver value for money in what we do, consider this within the various aspects of our corporate planning, identifying efficiencies and improvement and demonstrating this in measurable ways.
6. We adopt a mixed economy of service provision, where partnership, joint ventures and commissioning, outsourcing, in-house provision, consortia and all other options for service delivery are explored, appraised, and implemented with the aim of delivering good services, value for money and continuous improvement.
7. We work with our external partners, (including but not restricted to: health, police, Education Walsall, third sector) to share and optimise resources, improve services, and deliver value for money.
8. Our budget is linked to performance measures so we can assess the effectiveness of resource allocation by using of a combination of performance indicators, trend analysis, benchmarking and year on year comparison.

Councils must set and maintain a budget sufficient to cover all known expenditure and headroom for unknown expenditure. Chief financial officers (CFOs) are required to report to members on the adequacy of reserves, and this will be included in the February budget report. It is prudent for councils to maintain an adequate working balance. A risk assessment is used to determine the final levels of reserves and contingencies.

Key headlines:

- Our provisional formula grant entitlement for 2006/7 is £113.031 m and for 2007/8 it is £116.89m.
- The draft budget for 2006/7 at this stage is £362.317 m, band D equivalent of £1,202.52, equivalent to a council tax increase (excluding precepts) of 3.94%,
- Efficiencies of £5.968 m are included,

- Other savings of £2.497 m are included,
- This has been used to fund investment of £2.904 m and corporate financial pressures of c£3.5 m,
- Opening general reserves will be c £4.6 m and,
- Central contingency will be £371k,
- Funding for Education is now through a Dedicated Schools Grant (DSG) and not through mainstream RSG. DSG for 2006/7 is £158.28 m.

Citizen impact

The draft budget would result in a 3.94% council tax increase. As this is below 5% we should not be at risk of capping if the final budget is set at the level set out in this report. The budget is aligned with service activity in service plans. Investment has been targeted at service improvement, delivery of the council's vision of excellence and service-user demand. A stable financial position ensures activity is targeted on service delivery and improvement.

Community safety

The draft budget provides funding for community safety initiatives.

Environmental impact

Investment bids for 2006/7 onwards include supporting environmental improvements.

Performance and risk management issues

As part of the budget setting process, a corporate financial risk assessment is undertaken to determine key risks, and their impact on the budget.

Regular financial monitoring reports are presented to management teams and Cabinet.

The efficiency review requires the delivery of annual efficiency targets of 2.5%. Savings and efficiencies contained in this report total £8.465 m, which will contribute to this target, along with other activities that are not directly recognised in the budget setting process.

Equality implications

Services have regard to equalities in setting budgets and delivering services. The 2005/6 budget included investments that promoted equality and inclusion. Further bids have been received for 2006/7 onwards.

Consultation

Managers are accountable for delivering services to standard, on time and within budget and are involved in constructing the base budget, bidding for investment and in working up savings options. Cabinet and EMT receive regular budget updates to support their leadership of and participation in the budget process. Budget consultation takes place with a wide range of stakeholders. The medium term financial outlook, investment and efficiency options were considered by Cabinet at a decision conference on 14 November. Resources Scrutiny & Performance Panel had a decision conference on 30 November and 15 December and the outcomes and recommendations arising from that event are contained in a separate report on tonight's agenda. All scrutiny panels received service efficiency and investment options in relation to services within their own remit during November 2005 and will have further opportunities to comment during January 2006.

Vision 2008

The budget and each investment and efficiency is assessed as to its contribution to the delivery of the Council's vision.

1. General Reserves and Central Contingency

The current MTFS requires opening general reserves of between 1% and 1.25% of the net general fund revenue budget (including the education element funded by DSG). The precise level of reserves is informed by the risk assessment. In 2006/7 this equates to £4.6 m. **Table 1** shows this to currently achievable.

Table 1: General Reserves	
Description	2005/06 £M
As at 01.04.05 post audit	-6.628
Allocations during 2005/6	1.856
Estimated revenue outturn @ 31.03.06	0.454
Replenishment of reserves in 2006/7 draft budget	-0.282
Total estimated general reserves @ 31.03.06	-4.600

Reserves above that required by the MTFS will be prudently and appropriately earmarked in-year by the CFO in consultation with the cabinet member with responsibility for finance. This will be done to maintain and support financial health and stability. The draft budget 2006/7 includes c £3.5 m to cover shortfalls right to buy income from WHG and street advertising income, to manage the pressure of changes to commutation grant and to manage the impact of single status. A central contingency of £371k is also funded.

2 Revenue Budget Process

2.1 Budget Guidelines and Underlying Principles

The budget process is based on a continuous annual cycle. Budgets have been prepared using corporate budget guidelines. The draft budget provides for full inflation, pay awards and contractual inflation, as stated in **table 2**.

Table 2: Cost increase assumptions within Draft Budget 2006/7 to 2010/11					
Year \ Assumption	2006/7 %	2007/8 %	2008/9 %	2009/10 %	2010/11 %
Pay awards	2.95%	3%	3%	3%	3%
Contract related cost increases	A s p e r c o n t r a c t				
Water increases	3.1%	2.1%	1.8%	1.2%	1.2%
Electricity increases	5.0%	5.0%	5.0%	5.0%	5.0%
Gas increases	30.0%	5.0%	5.0%	5.0%	5.0%
General inflation	2.1%	2.0%	2.0%	2.0%	2.0%

2.2 Overall Strategy

The budget has been constructed in line with the council's MTFS and all relevant corporate financial protocols, resulting in:

- A focus on a policy-led, medium term, risk assessed budget setting approach using corporate priorities established by cabinet,
- Funding corporate pressures, the full year impact of investment choices approved in 2005/6 and demand as the highest priorities,
- Analysis of the impact of the DSG,
- Prudent and appropriate use of prudential borrowing to support capital investment proposals, where affordable and sustainable, with the revenue costs being reflected in this report,
- Inflationary and other cost pressures recognised in the budget,
- Ensuring the opening working balance is set at between 1% and 1.25% of the net revenue budget (precise level being informed by the risk assessment), equivalent to an opening balance of c£4.6 m @ 1.4.06, as required by the MTFS.

A separate report covers the draft capital programme 2006/7 to 2010/11. The financial implications arising from this are contained within the draft revenue budget.

2.3 2006/7 Budget Process

Draft service estimates were produced in November 2005. Cabinet held a budget decision conference on 14 November 2005 and the decisions and outcomes from that event are reflected in this report. All directorates held decision conferences to consider their draft budgets, and investment, efficiency and savings proposals. EMT have continuously considered the overall draft budget. The final budget will be considered by Cabinet in February prior to approval by Council in March.

3 **Draft Revenue Budget 2006/7**

Appendix 1 summarises the draft budget for 2006/7 and shows the draft preliminary forecasts 2007/8 to 2010/11. These figures exclude precepts. The exact values of levies are not yet known so estimates have been made. The details of the 2006/7 net budget requirement are shown in **table 3**.

Table 3: Draft Budget Requirement 2006/07	£M	More details
Basic forecast 2005/6	342.470	
Budget refresh (pay award, inflation, removal of one-off investment and efficiencies, etc)	21.908	
Corporate Pressures	3.500	
Total investment	2.904	Appendix 2a & 2b
Total efficiencies	5.968	Appendix 3a
Total other savings	2.497	Appendix 3b
Total Net Draft Budget Requirement 2006/7	362.317	
Council Tax Increase	3.94%	

This draft net budget would result in a band D council tax (for the Walsall Council element only) of £1,202.52, an increase over last year of £45.58 or 3.94%. Most properties in Walsall (68%) are in bands A or B – this would be an annual increase of £30.39 for band A and £35.45 for band B. At the time this report was prepared, the precepts had not been received so are excluded from this report.

Each £880k increases or decreases council tax by 1%. In making any budget reductions, members are strongly advised to not reduce prudent provisions such as inflation, pay awards, reserves, and setting aside of funds for known future commitments.

The final settlement is expected in late January, and will impact on the final budget.

3.4 Delivering Excellence by 2008 - Strategic Choices

Robust challenge forms an integral part of the budget process to ensure that the council continues to modernise and improve and to meet the vision of achieving our vision of excellence. This ensures that the process is policy-led and decisions reflect the medium to longer term impact. All services have undertaken a budget decision conference to rigorously examine current service scope and delivery methods with a view to creating savings and resources for reinvestment in both their own service and the wider corporate arena. This is the third year this approach has been taken.

3.5 Investment

The 2005/6 revenue budget included significant funding for service improvement, customer demand, legislative changes, and to meet target performance levels. The 2006/7 draft budget seeks to build on the improvements delivered in the last two years, with investment bids totalling £1.25 m to support continued improvement in these priority areas. In addition, new investment bids totalling £1.654 m are included, as they have been identified as a very high priority by Cabinet and as being essential to meeting legislative requirements and/or to meeting performance targets. Details are at:

- **Appendix 2a** – Full year effect of bids approved in 2005/6 of £1.25 m.
- **Appendix 2b** – Priority new bids totalling £1.654 m.

In respect of Education, the budget assumes that any pressures will be accommodated from the schools dedicated schools grant.

3.6 Efficiencies, Savings and Service Realignment

Senior managers have identified economies and efficiencies where considered achievable without changes in approved policy and/or an adverse impact on service delivery. Reviews of fees and charges have also taken place. Efficiencies and savings of £8.465 m are reflected in this report. These effectively release funding for other council priorities and investment. Removal of any saving increases the proposed draft council tax and percentage increase. Additional savings would reduce it. Details are at:

- **Appendix 3a** – Efficiencies of £5.968 m.
- **Appendix 3b** – Savings arising from policy changes of £2.497 m.

3.7 Council Tax Levels

The MTFS states the Council will seek to establish and maintain its council tax at a level to ensure ongoing income from local taxation sufficient to support planned levels of expenditure. It also states that the council tax increase will be sufficient to ensure adequate resources are available to provide the current and planned budgeted levels of service provision in the context of the medium term. Comparative draft council tax levels for 2006/7 for other West Midlands or national councils are not yet publicly available.

3.8 Risk Assessment

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

4 Budget Consultation

The council is statutorily obliged to consult with representatives of non-domestic ratepayers before setting the budget for the following financial year. Public consultation has been ongoing since November 2005 through a series of facilitated workshops involving representative samples of different parts of the community. A report on the outcomes of this consultation appears elsewhere on tonight's agenda.

5. Medium Term Financial Outlook

The council has a longstanding commitment to medium term financial planning. The annual process requires services to calculate a provisional budget for the next 5 years. This is summarised at **Appendix 1** and includes the full year effects of changes identified in 2006/7 and inflationary and other known pressures. **Table 4** shows the current council tax requirement and an amount of efficiency savings required to achieve a scenario of council tax increases. The approach adopted in setting the budget, of matching spend and investment to priorities is now embedded.

Table 4: – Estimated Council Tax Scenarios 2007/8 to 2010/11				
	Preliminary figures			
Description	2007/8 £M	2008/9 £M	2009/10 £M	2010/11 £M
Base Budget	386.527	408.243	426.958	452.575
External Support	285.763	295.193	304.935	314.997
Net requirement	100.764	113.046	122.023	137.578
CT %age Increase Requirement	9.98.%	12.05%	7.80%	12.60%
Efficiency Savings to achieve 3% increase	6.392	9.128	5.432	11.732
Efficiency Savings to achieve 4% increase	5.476	8.119	4.300	10.583
Efficiency Savings to achieve 5% increase	4.559	7.110	3.168	9.285

It is clear that some work will be needed to achieve a low single figure council tax increase in 2007/8 onwards, based on latest RSG projections. A number of pressures are emerging, including the expected increase in employer pension costs. It is essential that in setting a budget for a particular year, the council has regard to the medium term outlook. The council annually updates its medium term financial goals and targets. The information in this section provides a baseline assessment of likely resources and investment pressures. This will be developed further in the new financial year, with reports being brought forward to both senior officers and members in the summer.

Government consultation of the new funding formula included the possibility that councils would be required to set at least an indicative budget and council tax level for two years. Final information is required on this and should this be made a requirement by central Government, then this will be done in setting the final budget.

6 Summary

This report presents a balanced draft budget resulting in a council tax increase of 3.94% excluding precepts, equivalent to a band D council tax of £1,202.52. The key issues are:

- Further changes may be made to the draft budget before the final draft is considered by Cabinet in response to emerging issues and scrutiny feedback.
- The final settlement may vary from the draft settlement, requiring change.
- Funding for corporate financial pressures of c £3.5 m.
- Funding for continued improvement of £1.25 m to support priority areas.
- Additional investment of £1.654 m focussed at front line services, corporate core infrastructure, and key developments.
- Overall the total investment is £2.904 m.
- All schools pressures are to be met from the DSG.
- Opening general reserves of c £4.6 m
- A central contingency of £0.3 m (minimum 0.01% of the net general budget).
- Savings and service re-alignments of £8.465 m.
- Full provision for the various pay awards, routine and contractual inflation and currently estimated demands, legislative changes and trends.

Background papers:

Various financial working papers.

MTFS approved by Cabinet on 30 November 2005

Revenue Support Grant Provisional Settlement – Cabinet 21 December 2005

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Signed: **Signed:**

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Portfolio Holder: Cllr J G O'Hare

Date: 11.01.06

Date: 11.01.06

SUMMARY OF DRAFT CORPORATE REVENUE FORECAST 2006/7 - 2010/11 INCLUDING INVESTMENT

SERVICE / LEVY ETC.	DRAFT 2006/7 BUDGET INCL FYE OF 5/6 INVESTMENT £000	FYE OF INVESTMENT APPROVED 2005/6 £000	EFFICIENCY & POLICY SAVINGS £000	NEW PRESSURES EMERGING £000	CURRENT DRAFT BUDGET 2006/7 £000	DRAFT BUDGET 2007/8 £000	DRAFT BUDGET 2008/9 £000	DRAFT BUDGET 2009/10 £000	DRAFT BUDGET 2010/11 £000
Corporate	15,817		-1,451	300	14,666	15,687	16,770	17,817	18,404
Social care & inclusion	65,529	915	-1,711	539	65,272	68,141	72,110	75,498	81,322
Children & young people	227,895		-1,492	225	226,628	239,126	249,064	257,392	271,563
Neighbourhood services	68,748	335	-3,301	430	66,212	69,799	72,323	75,339	76,469
Regeneration	2,763		-510	160	2,413	2,543	2,557	2,632	2,603
SUB TOTAL SERVICES	380,752	1,250	-8,465	1,654	375,191	395,296	412,824	428,678	450,361
Capital Financing	14,737				14,737	17,589	19,550	21,515	24,306
LESS: Capital Charges	-42,306				-42,306	-42,306	-42,306	-42,306	-42,306
Non-service specific prudence/central items	1,133				1,133	2,421	3,374	3,444	3,651
					0				
SUB TOTAL CENTRAL ITEMS	-26,436	0	0	0	-26,436	-22,296	-19,382	-17,347	-14,349
Levies:									
PTE (% increase to be advised)	13,430		0	0	13,430	13,441	14,711	15,532	16,464
Environment Agency	82		0	0	82	86	90	94	100
					0				
NET REVENUE EXPENDITURE	367,828	1,250	-8,465	1,654	362,267	386,527	408,243	426,957	452,575
(Use of)/contribution to general reserves	50		0	0	50	0	0	0	0
GRAND TOTAL BUDGET REQUIREMENT	367,878	1,250	-8,465	1,654	362,317	386,527	408,243	426,957	452,575

2006/7 FULL YEAR IMPACT OF APPROVED 2005/6 INVESTMENT

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
	SOCIAL CARE AND INCLUSION							
A	Client demand learning disabilities - new identified growth 05/6 To be spent on a range of new services to include supported living, home care, day care etc	368	368	368	368	368	Ensuring that vulnerable adults with learning disabilities are safe and secure and their assessed needs are met.	Existing demand continues to increase - failure to fund new demands will result in new packages of care not proceeding and support to citizens not met - in addition the CSCI view that services in Walsall for people with learning disabilities was excellent.
B	Home treatment services - mental health Reconfiguration of assertive outreach team, mental health crisis team+B13 - shift towards home treatment - compliant with Strategic Health Authority (SHA) and National Services Framework (NSF) regs - approved Social Work requirement for out of hours. This will pay for new star workers to release SW posts.	10	10	10	10	10	Ensuring needs of those with serious mental illnesses are met.	This is a national requirement and Walsall has been highlighted by the strategic health authority as failing to comply with national guidance. There is an improvement target associated with this. Any failure will result in a negative assessment.
C	Fall out of mental health grant Shortfall of Mental Health Grant based on changed national formula - leads to a cut in mainstream resources.	42	85	85	85	85	Improving performance and outcomes for those with mental health problems.	As the formula for this grant has been reconfigured Walsall's allocation will be reduced year on year. If the reduction is not replaced by new resources, directly delivered services will be reduced as they rely on this as part of their core funding.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
D	Mental health social worker posts 3 social workers at West Community Mental Health Team for Older People (CMHTOP), Central CMHTOP and East CMHTOP - specialist service for OP with MH needs.	23	23	23	23	23	Ensuring older people with mental health problems and dementia receive services to meet their needs.	Insufficient social work support at CMHTs for older people.
E	Supporting people contractual and commissioning support Contractual support to ensure Supporting People (SP) programme can be delivered.	7	7	7	7	7	This will help the council spend more money on helping people stay in their own home and improve the services they receive under supporting people grant.	Will not be able to commission underspends from 03/04 - convert ODPM contracts to new contracts, will not be able to fund the full SP budget.
F	Contract management of agency staff contract Contract manager to monitor agency staff contracts to be implemented in 2004.	7	7	7	7	7	This will deliver better value for money and secure safe contracts for the provision of agency staff which ensures service continuity for vulnerable people.	Will not get best value from the contract. Contract quality will be at risk.
G	Home care contract monitoring Contract officer staff to monitor core and additional quality standards.	34	34	34	34	34	This will ensure vulnerable people receive safe and effective home care services and also that the council receives value for money.	Must respond to user survey, additional contract standards.
H	Commissioning support - PDSI Final post to complete all commissioning development d+B19 officers for all client groups - 20 hours residual hours across whole service.	6	6	6	6	6	Social inclusion will be enhanced by ensuring that services to people with sensory disability and sensory impairment are developed to better meet their needs.	No support in commissioning to this client group.
I	Direct payments support Funding support - contracting for direct payments.	6	6	6	6	6	This will provide help for people to manage their direct payments for services which helps them choose and fund their own services.	Unable to deliver government targets for direct payments.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
J	Agency staff clearing house Co-ordination of agency staff placements in line with new contracting arrangements - admin staff	10	10	10	10	10	Necessary for effective administration of the employment of agency staff.	Purchasing would revert to managers which would not be co-ordinated and increase risks of non compliance with new contract arrangements.
K	Improvement plan In 2003/04 it was assumed that a number of costs contained within the social services improvement plan would fall out. This is not the case, so this now generates an additional pressure.	325	325	325	325	325	Ensure appropriate skilled & qualified managers are retained within service area.	The improvement plan involved recruitment to a number of key senior management posts which would need to be deleted if this investment is not approved.
L	Additional housing support workers - supported housing Additional housing workers to increase Walsall's number from 2 to 4, rising to 5 in year 2.	30	30	30	30	30	Ensuring vulnerable adults receive high quality and timely advice.	Failure to demonstrate significant improvement in performance, investment in the governments prevention agenda at a time when the service is judged to be a poor service.
M	Homelessness prevention strategy Full year effect of bids for new technology to speed up info gathering £10k, homelessness prevention fund £15k - new post pro active 'home visiting' prevention officer £30k, mediation serv, £10k and expand rent scheme £10k.	15	15	15	15	15	Reducing causes of homelessness. Intended to develop tools to respond to the homelessness prevention agenda and provide an effective advice service.	Unable to deliver plan in the homelessness strategy, increased homeless applications if opportunity to prevent not taken.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
N	Additional costs of occupation of additional accommodation - SC&I Covers a variety of accommodation related Issues, Lime House, Tameway Tower due to increased costs of rent, rates, service charges, BOSS etc.	25	25	25	25	25	This investment in accommodation will provide enhanced facilities for staff and service users making it easier for people to access services and encouraging staff and citizens to feel proud of Walsall MBC.	Inadequate accommodation to meet service requirements - some staff are in buildings which are not fit for purpose - potential breach of health and safety.
O	Supported people admin grant Fall out of SP grant - est. per national indication in 05/6 - investment required to sustain level of staffing within SP team in future pending Government review of SP admin.	180	309	309	309	309	Supporting people service helps hundreds of citizens remain in their own homes & enjoy more choice. The ODPM reduces the grant for support services each year even though the demand for support increases, this funding will ensure that the supporting people service continues to ensure choice.	Loss of core funding.
P	Energy efficiency officer Requirement by GOWM to undertake energy efficiency work for the council. We currently do not have a dedicated resource or the skills and knowledge to undertake more focused energy efficiency work.	10	10	10	10	10	Targeted work by an energy efficiency officer will help more vulnerable people live at home and help the council meet the decent homes target for the private sector.	Failure to employ a specialist officer could impact on our housing inspection score and on meeting our 2008 vision.
Q	Introduction of a 6 place supernumerary disability scheme Establishment of a 12 place supernumerary scheme for people with a disability in order to address poor employment performance.	18	18	18	18	18	Increase the councils BVPI 16a - employing people with a disability.	The authorities profile of employing people with a disability remains low and may hinder the authority's attempt of becoming an excellent council - not achieving or exceeding current BVPI target.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
R	Freedom of information act (FOI) - permanent post To establish a dedicated resource to co-ordinate responses to FOI requests in line with tight statutory timescales; to continue training and awareness raising within the council; to make further improvements in council records management systems.	9	9	9	9	9	To meet a new statutory obligation to provide a wide range of information held by the council on request, in line with the act and related guidance. Relates closely to the council priority to make it easier to access local services - and information about those services.	The council must fulfil its new statutory obligations - the Information Commissioner has a range of powers to require councils failing to deal with FOI effectively to take urgent action. Risk of damage to the council's reputation locally and nationally.
	TOTAL SOCIAL CARE AND INCLUSION	1,125	1,297	1,297	1,297	1,297		
NEIGHBOURHOOD SERVICES								
S	Increase in landfill tax Landfill tax will increase by £1 per tonne in 2004/05 and thereafter annually by £3 per tonne until a ceiling of £35 per tonne is reached.	255	785	1,190	1,590	1,590	Contributes to vision 2008 priority 1 "ensure a clean and green borough".	Spending on landfill is unavoidable and without growth the existing budget would be overspent. Impact on BVPI 86 and 87
T	Disposal of garden refuse Contractual arrangements will see the introduction of a gate fee for the disposal of green waste. The cost assumes arrangements continue following the end of the existing contract (2006/07). Tenders for this work have also been sort via the Black Country Waste Management Forum.	40	80	80	80	80	Contributes to vision 2008 priority 1 "ensure a clean and green borough".	Potential impact on BVPI 82b, 82d, and 87. Overspend on existing provision for waste disposal. Impact on statutory recycling and composting target (24% - 2005/06).
U	Anticipated growth in tipping Growth has averaged 1.9% over the past three years.	40	85	130	175	175	Contributes to Vision 2008 Priority 1 "ensure a clean and green borough".	Overspend on existing budget provision for waste disposal.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
V	Walsall outdoor adventure centre Outdoor adventure centre, via new opportunities funding (NOF) 3 scheme, £400k ear marked. Facility based on Aldridge airport site. Grant has been approved.	2	4	6	8	8	The investment will enable children and young adults to have access to facilities that are not available at the moment in the borough. The new facility will be an asset to people of the borough.	Building and service cannot progress and £400k of funding will be lost.
W	Replacement of flexible learning centres pc's (172 in all) on a 3yr cycle To keep public access computers in libraries up to date. 19 libraries in the borough - 3 computers in small libraries & 10-16 in large libraries. Government standard is 6 computers available per 10,000 of the population.	23	28	22	22	22	Giving residents access to ICT facilities is a key priority. It will improve their skills and enable them to access online services.	Poor facilities, potentially under used, unable to meet standards.
X	Increase in number of properties requiring domestic refuse collections Growth in number of domestic properties.	5	15	20	30	30	N/A	N/A
Y	Mortuary accommodation - winter provision To meet a proportion of the cost of providing temporary additional mortuary accommodation during the winter periods attributable to the use of the facility by the coroner.	2	0	0	0	0	Ensures that the coroner is able to carry out his responsibilities with the minimum of distress to residents and maintain the required level of service throughout the year.	Mortuary accommodation might not be available - council could be in breach of statutory responsibility. Poor image of council.
Z	Schools Catering Investment needed to resolve the under funded position of the service - higher investment was needed in 05/6 hence reduction in future years.	-50	-71	-71	-71	-71	N/A	N/A

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000		
AA	Black Country Study - Reduction in investment given in 05/6. Increase in investment was only needed for 2 years.	0	-188	-188	-188	-188	N/A	N/A
AB	Music Support Grant Growth was awarded during the 2004/5 budget setting process. It was then anticipated that music service standards fund will not drop out until at least 2007/8 so saving offered up until this time.	0	607	607	607	607	N/A	N/A
AC	New licensing laws for public houses - funding of licensing team Personal licence now req'd, renewable every 10 yrs and one-off premises licence covering the life of the business. Funding req'd to finance the operation of the team.	32	32	32	32	32	Ensure council able to comply with statutory licensing requirements and licensing team able to provide high quality service to its customers.	Inadequate funding will inhibit the ability of the council to comply with statutory requirements.
	TOTAL NEIGHBOURHOOD SERVICES	349	1,377	1,828	2,285	2,285		
	TOTAL	1,474	2,674	3,125	3,582	3,582		

SUMMARY OF FYE OF APPROVED 05/6 INVESTMENT	2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000
Social Care & Inclusion	1,125	1,297	1,297	1,297	1,297
Children & Families	0	0	0	0	0
Regeneration	0	0	0	0	0
Neighbourhood Services	349	1,377	1,828	2,285	2,285
Corporate Services	0	0	0	0	0
TOTAL	1,474	2,674	3,125	3,582	3,582

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)	
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
SOCIAL CARE AND INCLUSION										
1	Fall out of asylum grant - supported housing. Income received via Birmingham Consortium ceased on the 31.12.05. All direct variable expenditure has been stopped however a small amount of fixed overheads funded via this income cannot cease.	80	80	80	80	80	Funding will assist in the maintenance of care across all client groups.	If unsuccessful supported housing service will need to identify an additional £80k worth of savings.	N/A - service ceasing	
2	Learning disabilities (LD) - client demand growth future years To meet demographic changes incl. 1% growth of LD population, increasing dependency and survival rates. More than 9 school leavers in 06/07 will need funding for help to live at home, support to access community, day services, short breaks & 24 hour support packages. In addition, this will fund an increase in dementia support to 14 new clients per year.	350	1,068	1,660	2,375	3,450	Helping people to live at home with care packages tailored to meet their needs and providing more choice about where they live. This addresses important government targets and indicators.	Not offering services to vulnerable clients, not meeting legislative requirements. Will not meet statutory duties. Could lead to serious risks to welfare of vulnerable adults, legal action, bad publicity/enquiry. No new placements or care packages would be made - people left at serious risk, judicial reviews. Children reaching 18 evicted from residential placements or college.	PAF B11(DIS 2124), PAF C28(BV53, DIS 2123) KT, PAF C30(DIS 2215), PAF C51 (BV201, DIS3323) KT, PAF C62(DIS 2714), PAF E50 (DIS2144), DIS 2147, DIS 2211, DIS2212, DIS 2213, DIS 2214, DIS 2210. PAF C28 and C30 are key indicators regarding increasing intensive home care and helping more people with learning disabilities to live at home. If this is not approved, then these indicators could be adversely affected.	

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
3	Direct payments financial auditors (1.5 FTE) & infrastructure support 2007/8 onwards Increase in payments has left a greater risk of mis-spend of monies. Figures for 05/6 suggest payments will total c £1m. To reduce risk we propose to bring in reviewing officer posts whose job purpose will be to follow a specific audit procedure as identified in the care plan which includes any unspent payment being clawed back.	9	29	60	102	155	Green paper requirement to increase direct payments to empower users.	Negative on PI's, achievements etc. Higher level impact of risk of public monies being mis-spent.	Direct payments is a performance indicator for Walsall Council. Increased numbers of individuals receiving direct payments will increase our blob ratings from 3 to a 4. For a 4 blob rating we need to hit 150 recipients receiving direct payments in the 18 - 64 category across adults services.
4	Direct payments support service (adults) As recipients increase the annual cost of paying for a support service (DIAL/Pendererlls) will increase. While DP care services can be funded out of purchase budgets, the support costs are an additional cost. It may be that they can in part be funded by a reduction in the cost of directly purchased care, but this is too uncertain.	100	150	150	150	150	Green paper requirement to increase direct payments to empower users.	Negative effect on PI's ; achievements etc. Supporting people programme will not be delivered, loss of £7.4 million grant.	PAF C52
	TOTAL SOCIAL CARE AND INCLUSION	539	1,327	1,950	2,707	3,835			
	CHILDREN AND FAMILIES								

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
5	Contact and transport payments Brought forward pressure - contract and support payments full year effect.	40	40	40	40	40	Enables reunification of child with their family. Reduces numbers of looked after children.	Fail to comply with court ordered contact - risks court intervention to force Walsall to comply.	Reduces numbers of LAC, contributes of PAF A1 (KT) stability of placements and PAF D35 long term stability
6	Planning support to produce integrated children's plan Planning support to meet statutory requirements to produce, review and publish annually an integrated children's plan.	35	35	35	35	35	Meeting children's needs.	Statutory requirement to produce an annual plan from April 2006. Failure to meet statutory requirement impacts on performance assessment.	Ensuring we enable children to succeed in every child matters outcomes and related performance indicators.
7	Relative and friend carer allowances We are currently being challenged regularly in court about our policy of paying differential rates to stranger carers, as compared to relative & friend carers. Legal are strongly advising us to bring relative & friend allowances in line with other foster carers. The investment will enable this to be undertaken but does not take into account other one off payments, which foster carers can claim for.	150	150	150	150	150	Ensure young people are safe and secure; Listen to what people want and need	Judicial review, adverse publicity, financial penalties and forced payments, negative impact on recruitment and retention of relative and friend carers and indeed stranger carer demand, instability of placements, CSCI enforcement / adverse reporting	A1 Stability of placements for LAC, B8/10 cost of service for LAC and D35 long term stability of LAC
	TOTAL CHILDREN AND FAMILIES	225	225	225	225	225			
	REGENERATION								

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
8	Town Centres Management (TCM) The proposal is for the establishment of new TCM team to develop and deliver an integrated high quality approach to the management of Walsall Town Centre and the key district centres.	50	50	50	50	50	1 - co-ordination & facilitation to ensure maintenance in the town & district centres is achieved to the highest standards 6 - contribute to achieve of vibrant & attractive town centres. 8 - significantly contributing to the attraction of private investment into the town centre. 9 - seek to respond to views of town centre users, visitors and businesses.	Loss of retailer and investor confidence in the town centre if the council does not use its best endeavours to secure TMC	N/A
9	Walsall Markets This proposal corrects an ongoing shortfall in current income targets. It will enable the service to be modernised with a view to increasing income in future years. This proposal builds on the outcome of the recently completed markets review.	110	110	50	50	50	6 - contributing to achievement of vibrant and attractive town centres. 8 - significantly contributing to the attraction of private investment into the town centres and encouraging existing investors to remain and further invest.	The service will continue to miss income targets leading to an overspend. It will also affect the ability to transform the service which is urgently required.	N/A
	TOTAL REGENERATION	160	160	100	100	100			
	NEIGHBOURHOOD SERVICES								
10	Traffic signal maintenance Costs of maintaining traffic lighting infrastructure.	25	25	25	25	25	New urban traffic control and traffic management investment will deliver major improvements to management of network and hence facilitate meeting priority of making it easier for people to get around. It will also assist with easing congestion thereby reducing the cost to business and the local economy.	Detrimental impact on BVPIs and congestion, and potential increase in road traffic accidents.	We are currently almost failing to meet all but emergency repairs and in light of recent inspector criticism of congestion and impending traffic management bill for network management we cannot adequately control traffic if signal loops etc are inadequately maintained.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
11	Highways maintenance procurement strategy The provision of highways maintenance in the borough is in need of a fundamental review and this money would facilitate a detailed options appraisal.	0	100	25	0	0	A review would have the joint aims of improving the efficiency and delivery of the highways maintenance programme, meeting the aspirations of the public and members and would comply with DfT/ODPM requirements to achieve the necessary approval in CPA terms.	Inability to improve efficiency, deterioration in service delivery and a potential reduction in the councils CPA score and its ability to attain excellence.	Improved performance against statutory BVPI and LPI's for highway condition and maintenance. Compliance with ODPM guidelines and meeting recommendations of council CPA/Environment CPA inspection.
12	Household waste recycling centres A new contract will run for 5 years, 01.05.06 to 31.03.10. It will include the day to day management of 2 household waste & recycling centres & a transfer station - the council retaining ownership of materials & the contractor responsibility for their transportation to reprocessing or disposal sites.	300	300	300	300	300	The implementation of the scheme will contribute to 'ensuring a clean & green borough' and 2005 pledge to significantly increase the rates of recycling and composting over the short, medium and long term to meet government targets and reduce waste to landfill. Achieve government target of 25% for waste materials that are recycled & composted.	Increase in recycling is essential in the municipal and household waste streams as the UK is under a legal obligation under the European Landfill Directive to make a significant reduction in the amount of biodegradable municipal waste (BMW) sent to landfill. The Landfill Allowance Trading Scheme (LATS) came into effect in April 2005 and sets allowances that all Waste Authorities must adhere to or pay fines of £150 per tonne.	BV82A & BV82B. In 2004/05 approx. 80,000 tonnes of municipal waste was handled at the transfer station & 30,000 tonnes at 2 recycling centres – of which 40% was recycled or composted & a further 20% re-used/recovered. We are encouraging prospective contractors to provide innovative ways of increasing recycling as part of the process with targets of 55% in 2006/07 and a minimum of 60% in year two of the contract.

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
13	Home Composting This investment would offer an estimated 8,000 home composting units to residents.	40	40	40	40	40	Will contribute to 'ensuring a clean & green borough' and 2005 pledge to significantly increase the rates of recycling and composting over the short, medium and long term to meet government targets and reduce waste to landfill. Achieve government target of 25% for waste materials that are recycled & composted. The garden waste collection service is in high demand from residents across the borough.	With the introduction of the Landfill Allowance Trading Scheme (LATS) regulations within the Waste and Emissions Trading (WET) Act 2003, waste disposal authorities face financial penalties if they do not limit the amount of biodegradable waste going to landfill. Councils will be allowed to send decreasing percentages of waste to landfill, with surplus waste being fined £150 per tonne over allowance.	BV82A & BV 82B. The Government's waste strategy aims to minimise the production of waste and either recycle or compost as much of the remaining waste as is practicable. Walsall's recycling target for 2004/5 was to recycle and compost 18% of biodegradable waste, which was achieved but the target increases sharply to 24%, with an aspiration target of 25%, in 2005/6, which presents a challenge.
14	Streetly cemetery Environment Agency requires on-going ground water monitoring (@ approx. £15k pa) for a cemetery to continue to accept burials. This is to protect drinking water from contamination. In order for the Streetly Cemetery extension to go ahead there will need on-going monitoring carried out.	15	15	15	15	15	Meeting ground water standards thereby ensuring a clean and green borough and maintaining appropriate standards of drinking water thereby keeping people safe.	The Council has almost no capacity for Muslim and general burials at Streetly. The Cemetery will have to be closed for new burials if the Council cannot develop the land earmarked for this purpose.	N/A

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST					DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPI5)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000			
15	Ready Steady Summer To provide a co-ordinated programme of activities for children and young people in all areas of the borough during the summer holidays 2006. The programme aims to alleviate the boredom of the summer holidays and channel young people into positive activity, thus offering positive experiences and opportunities which will improve and enhance life chances.	50	50	50	50	50	The programme contributes to almost all of the Council's priorities but in particular it impacts on reducing crime and in making our schools great.	In the previous 3 yrs (2002-05), the summer activities programme has been jointly funded by Walsall MBC (£200k) & the Walsall Borough Strategic Partnership (£250k). Commitment of the WBSP has now come to an end and as yet no further support has been promised. A letter received in July indicates that NRF funding "should not be relied on to support existing programmes and robust exit strategies should be identified".	22% of target audience (8 - 19 years) engaged. Target was 15%. 17.46% drop in crimes associated with young people. This equates to a massive 46.29% drop since 2002 (when there was no scheme running), 55.56% drop in hoax / malicious calls since last year. Not only has crime over the summer period dropped dramatically, August 2005 was in fact the month with the lowest number of youth crimes recorded all year.
	TOTAL NEIGHBOURHOOD SERVICES	430	530	455	430	430			
	CORPORATE SERVICES								
16	Client / Strategic Change Team Costs of the new team to drive the authority towards excellence.	300	300	300	300	300	To achieve excellence by 2008.	If not approved could reduce the success of achieving excellence by 2008.	Contributes to improved CPA and BVPI performance.
	TOTAL CORPORATE SERVICES	300	300	300	300	300			
	TOTAL	1,654	2,542	3,030	3,762	4,890			

SUMMARY OF NEW INVESTMENT	2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000
Social Care & Inclusion	539	1,327	1,950	2,707	3,835
Children & Families	225	225	225	225	225
Regeneration	160	160	100	100	100
Neighbourhood Services	430	530	455	430	430
Corporate Services	300	300	300	300	300
TOTAL	1,654	2,542	3,030	3,762	4,890

BUDGET - EFFICIENCIES

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
	SOCIAL CARE AND INCLUSION									
1	Refocus and rationalisation of council's policy function to optimise our strategic approach to all policy-related activity.	-52	-100	-100	-100	-100	3	Some aspects of the council policy function are currently disbursed, this will consolidate and re-organise such activity.	Greater strategic focus on policy matters and ability to maximise opportunity.	No direct impact but strengthened corporate core.
2	Supported housing - reduce investment in repairs & refurbishment	-30	-20	-20	-20	-20	0	Look to redirect existing homelessness staffing resources away from reactive to proactive housing advice, focusing on prevention.	Potential risk to service of implementing savings - lack of investment in council's properties can lead to long term degeneration of accommodation. Government agenda is to provide decent accommodation for all. Lack of repair and maintenance resources may reduce the capacity to provide this which may have an effect on inspections.	None.
3	Learning disabilities - reduction of respite block contract	-72	-72	-72	-72	-72	0	Renegotiation of block contract for respite provision. Reduction in contract from 3 beds to 2 in 2006/7 will create a saving of £72k.	Risk of increasing demand. If there was an unprecedented & unpredictable increase in demand for challenging behaviour this may result in expensive out of borough placements. Greater value for money when delivered.	Could increase admissions to residential care, PAF C26 & C27, including older people with older carers and reduce the number of people helped to live at home and therefore have a negative impact.
4	Strategic housing - Increase agency fee by 0.9%	-55	-45	-45	-45	-45	0	Increase agency fee by 0.9% to reflect costs.	Minimal.	None.
5	Reduce management layer in housing	-61	-61	-61	-61	-61	1	Refocus of function following recent appointments has enabled a vacant post to be deleted.	Greater value for money.	No direct impact.
6	Reprovisioning of older peoples services	0	-166	-166	-166	-166	0	Procurement savings from private sector.	Private sector may require a reduction in overall level of demand.	None.
7	Sharpened approach to corporate procurement activity	-100	-750	-750	-750	-750	0	Significant financial savings are possible from a more robust approach to procurement with corporate catalogues, revised contracts and further modernisation of processes.	Greater value for money. This will be continuously reviewed to enable more challenging targets to be achieved.	Direct positive contribution to value for money element in use of resources aspect of CPA.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
8	Learning disabilities - termination of SLA with older peoples services	-74	0	0	0	0	0	Whilst there is an increasing demand for services for older people with learning disabilities their need is such that generic older persons services have not been able to meet this need. As older persons services face additional demands work will now be completed by the end of March 2006 to identify appropriate services for future development.	This restricts our development of older peoples services for adults with learning disabilities.	No impact on indicators - no activity generated.
9	Younger adults - reduction in posts - 2.5%	-38	-38	-38	-38	-38	1	Delete two team manager posts currently vacant within structure and create an additional service manager post.	Reduce flexibility by not allowing resources to be switched to front line service provision. This creates a shortfall in front line managerial capacity which, in a newly established service area, increases the risk of poor performance in key areas such as assessments, reviews, services for carers. Puts at potential risk current ongoing service improvements which may not be able to be sustained.	Potential adverse effects on indicators B11, C27, C29, C51 (KT1), C62, D40 and (KT1), C28 (KT1), C29, C32, D54 (KT1), D55 (KT1), and D56 (KT1). Increasing delivery times for equipment. Increasing residential and nursing admissions. Decreasing intensive homecare. Decreasing people helped to live at home. Increasing waiting times for assessments.
10	Support services - domiciliary care FYE of procurement efficiencies	-75	-150	-150	-150	-150	0	Domiciliary care fye of procurement savings (2.5% reduction 04/5 to 05/6)	Improved value for money.	Value for money element of use of resources in CPA.
11	Support Services - departmental budget, publicity and promotions - additional 1.5%	-23	-23	-23	-23	-23	0	Publicity and promotions - £2k, Allens Centre accom general running costs- £1k, Tameway Tower general running costs- £3k, support service budget reduction in funding for building maintenance - £15k. £2,462 represents the transport cost centre budget minus the value of the external transport contract.	Reduction in awareness of service users with regard to availability of services, adverse impact on staff morale.	None

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
12	Mental health - reduction in posts from adult services	-60	-60	-60	-60	-60	2	Removal of housing support post and community support worker post.	Removes the only post in mental health dedicated to housing which may result in a change of role for other staff and/or a delay in securing appropriate housing for service users, particularly those waiting for discharge from hospital. Reduces the number of support workers by one, thus increasing the workload for other community staff, particularly support time and recovery workers.	Potentially adversely affects on performance indicator C31 adults with mental health problems helped to live at home .
13	Re-configure centralised risk pool	-85	-85	-85	-85	-85	0	Pool set up to manage unplanned variations will be eliminated.	By fully allocating all budgets any unplanned variations will require changes to services budgets.	None.
14	Health & safety budget efficiencies	-45	-45	-45	-45	-45	0	Central funding of health and safety items will stop.	Some health and safety items may not be affordable.	None.
15	General efficiencies - agency staff	-65	-65	-65	-65	-65	0	Replacement of agency staff with substantive posts.	May affect flexibility and council will carry higher operational overhead.	None.
16	Team Walsall	-92	-92	-92	-92	-92	0	Generation of external funding to make TW self funding.	Failure to generate sufficient funding may result in budget pressure requiring reduction in number of posts.	None.
17	Learning disabilities - re-provision & restructure	-120	-120	-120	-120	-120	0	Reconfiguration of re-provision process. Narrow Lane to be retained and brought back to full capacity. Re-provide existing placements at Fallings Heath then convert building to re-provide expensive out of borough placements and high cost specialist services as identified. Running costs to be funded by budget brought back from out of borough with estimated efficiency savings of £10K for each of 12 placements.	Will be viewed as structural & service re-provision rather than person centred, which needs to be balanced with the need to provide cost effective services, could lead to challenge from users, carers CSCI & valuing people. Due to the impact of change & individual need there is a chance that the efficiency saving may not be fully achieved.	Would improve cost / price related indicators but only if providers (internal & external) accept and sustain the savings. A significant change to the strategic intent resulting in greater residential care admissions PAF C26 (dis 2129) PAF C27 (DIS 2130) & PAF B12 (DIS 2125) and reduced support for Helped to Live at Homes PAF C30 (DIS 2215). If these indicators decline it could adversely effect Walsall's direction of travel.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
18	Learning disabilities - review taxi arrangements	-20	0	0	0	0	0	Review taxi arrangements for short breaks & make appropriate change in policy in terms of entitlement linked to mobility component of DLA.	Needs to be managed to ensure service continues to reflect individual needs.	If carers withdrew from services it would impact upon PAF C30 (DIS 2215) helping people with learning disabilities live at home.
19	Younger adults - reduction in post	-32	-32	-32	-32	-32	1	Delete one social worker post from YADS social work team.	Reduce flexibility by not allowing resources to be switched to front line service provision. This reduces front line managerial capacity which, in a newly established service area could reduce performance in key areas such as waiting times for assessments, reviews, services for carers. Current ongoing service improvements may not be able to be fully sustained.	Potential adverse effects on indicators B11, C27, C29, C51 (KT1), C62, D40 and D55. Increasing delivery times for equipment. Increasing residential and nursing admissions. Decreasing intensive homecare. Decreasing people helped live at home. Increasing waiting times for assessments.
20	Younger adults - reduction in post	-32	0	0	0	0	1	Not to recruit to existing vacant fourth team leader occupational therapy post during 2006/7. Other three posts filled on permanent basis.	This will reduce flexibility by not allowing resources to be switched to front line service provision. This reduces front line managerial capacity which, in a newly established service area could reduce performance in key areas such as waiting times for assessments, reviews, services for carers. Puts at risk current ongoing service improvements may not be able to be fully sustained.	Potential adverse effects on indicators B11, C27, C29, C51 (KT1), C62, D40 and D55.(KT1), D55 (KT1), and D56 (KT1). Increasing delivery times for equipment. Increasing residential and nursing admissions. Decreasing intensive homecare. Decreasing people helped live at home. Increasing waiting times for assessments.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
21	Younger adults - reduction in post	-40	-40	-40	-40	-40	1	Delete 1 S/W (Deaf) post £28,551 and reduce pinfold day centre establishment budget by £11,449.	Service to particularly excluded groups, i.e. people with sensory impairments as well as other disabilities will be reduced and could compromise the aims of the community plan to promote active engagement and participation and improve quality of life. Pinfold will have to reduce the successful rehab service resulting in more people going into more dependant care settings. Longer waits for s/w assessments for deaf children & adults.	Increase in C26 and C27 (residential submissions). Increase in D55 (waiting times for assessments). Decrease in C29 and C32 (helped to live at home).
22	Business support - efficiencies from 04/5 investment for consultancy & project development work	-13	-13	-13	-13	-13	0	Reduction in consultancy and project development budgets.	Support to projects / events may be restricted.	None.
	TOTAL SOCIAL CARE AND INCLUSION	-1,184	-1,977	-1,977	-1,977	-1,977				
CHILDREN & FAMILIES										
23	Reorganisation to provide an integrated communication and print and design function.	-30	-54	-54	-54	-54	1	Departure of an officer provides opportunity to reorganise the service.	Greater focus on value for money.	None directly.
24	Reduction of funding to LNP development funds of a further 20%	-34	-34	-34	-34	-34	0	Reduction of funding to LNP development funds of a further 20%.	Reduction in service delivery by both local authority and voluntary sector youth groups. Some risk that Ofsted action plan for the youth service cannot be achieved.	Best value performance indicators for achievement of accredited and recorded outcomes for young people may be missed.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
25	Delete head of strategic commissioning - children and families	-56	-56	-56	-56	-56	1	Current post holder is leaving and it is planned not to replace them.	Potential for LAC numbers to increase in the absence of a strategic lead.	May affect B8.
26	Children's efficiencies across children's services in relation to mileage & subsistence - 1% saving	-50	0	0	0	0	0	Efficiencies across children's services in relation to mileage and subsistence.	Increased value for money.	N/A
27	Children's - Zero based budget review - 1 % saving	-20	0	0	0	0	0	Zero based budget review - furniture, equipment and non staffing - across all areas	Increased value for money.	N/A
28	Children's - procurement savings - external foster placements - 2.5%	-50	-50	-50	-50	-50	0	To achieve efficiency savings in the procurement of independent residential and foster care placements.	Reduction of placement advice, risk of budget overspend, but greater value for money when achieved.	Key indicators - will support stability of placements for children looked after (a1), promote educational qualifications of children looked after (A2), reduce the number of children looked after absent from school (C24), promote the long term stability of children looked after (D35), reduce the number of care places within 20 miles of the borough, promote best value, improving PAFB8 - costs of children looked after children.
29	Children's - reduction of agency staff - looked after children (LAC) team - 1 % saving	-30	-30	0	0	0	1	Permanent post currently filled by agency staff to be made vacant.	Potential negative impact on productivity because of reduced flexibility in planning of work and increased pressure on existing permanent staff because of deletion of posts. Greater value for money if achieved.	Reduction in posts could have significant impact on PI's. C20 - Reviews of child protection cases, C64 % of core assessments that were completed within 35 working days, C68 Timeliness of reviews of looked after children. Also the inability to allocate cases of vulnerable children and those in other high priority groups.
30	Reduction in costs for looked after children	-200	-200	-200	-200	-200	0	FYE of reduction in numbers completed in 05/06.	Better value for money.	Improved unit costs.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
31	Children's - establishment analysis and control - match growth	-300	-300	-300	-300	-300	10	Currently as at September 05 there are 135 vacancies. Conduct audit / establishment control activity to posts which may be deleted.	Deleting posts may have effect on workloads of remaining staff, possible on costs - in terms of overtime and agency filling. Failure to control establishment may lead to overspends. This will be considered in determining which posts will be deleted.	Likely impact on PIS. Potentially reduced ability to allocate cases of vulnerable children and those in other high priority groups. C20 - reviews of child protection cases, C64 % of core assessments that were completed with 35 working days, C68 - timeliness of reviews of looked after children.
32	Children's - deletion of 1 senior practitioner post - match growth	-40	-40	-40	-40	-40	1	Reduced staffing costs, equivalent to a children's services senior practitioner post, to be identified from the children's resource service staffing budget. This saving will be achieved from a combination of part post cutting activity and subject to management exercise.	Should be marginal as combined cost savings will be individually risk assessed and across the relatively large employment numbers within the service. Greater value for money.	B8 - unit costs - reduction in unit cost. best value - service delivery in efficiency and economic terms.
33	Children's procurement savings - external residential placements 2.5% growth	-140	-140	-140	-140	-140	0	To achieve efficiency savings in the procurement of independent residential and foster care placements.	Reduction of placement advice, risk of budget overspend due to market forces, but increased value for money when achieved.	None.
34	Children's - reduction of 4 external placements - at £2k pw - 2.5%	-400	-400	-400	-400	-400	0	To reduce the number of external placements by 4, at a saving of £2k per week producing a total saving of £400k.	Reduction of placement advice, risk of budget overspend, a challenge to fully achieve but would deliver greater value for money when achieved.	Key indicators - will support stability of placements for children looked after (a1), promote educational qualifications of children looked after (A2), reduce the number of children looked after absent from school (C24), will promote the long term stability of children looked after (D35), reduce the number of care places within 20 miles of the borough, promote best value, improving PAFB8 - cost of children looked after.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
35	Children's - establishment analysis and control - 2.5%	-46	-46	-46	-46	-46	2	To replace 3 agency workers with local authority staff. The process of recruiting staff from overseas has commenced, this together with UK recruitment is likely to encourage existing agency staff to apply for local authority posts. The minimum hourly saving between a local authority social worker and an agency worker is £8.00 per hour. This would amount to a saving of £15k per year for one employee and for three £45k.	Successful recruitment of permanent staff would enhance stability and continuity and value for money.	Timeliness of reviews and caseload management, vacancy savings could have negative impact on reviews C20, C64 and C65.
	TOTAL CHILDREN & FAMILIES	-1,396	-1,350	-1,320	-1,320	-1,320				
	REGENERATION									
36	Markets security staff	-20	-20	-20	-20	-20	0	Ceasing of cash security service for collection of cash from market traders by moving to a non-cash system.	Implications for market traders of moving to a non-cash system, e.g. those that don't have bank accounts. But safer and more cost effective collection method.	None.
37	Reduction in supplies and services	-34	-34	-34	-34	-34	0	General reduction in supplies and services budgets across the regeneration directorate.	No significant service implications.	N/A
38	Regeneration officer business support	-36	-36	-36	-36	-36	1	Post is currently vacant and recruitment process suspended whilst exploring options to fund via Local Area Agreements and LEGI. If unsuccessful post will remain vacant.	Greater value for money.	N/A
	TOTAL REGENERATION	-90	-90	-90	-90	-90				
	CORPORATE SERVICES									
39	Legal executive post - vacant post deleted	-28	-28	-28	-28	-28	1	Deletion of vacant post.	Requirement to re-prioritise work around available capacity.	N/A
40	Law to charge time to capital programme	-31	-31	-31	-31	-31	0	Allocation of time to capital programme for a proportion of time spent on capital schemes.	Correct accounting treatment to reflect actual workload.	N/A

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
41	Increase in section 106 income	-10	-10	-10	-10	-10	0	Bring s106 work in house and generating fee income.	Achievement is dependent on number of s106 agreements made in 2006/7.	N/A
42	Payroll & pensions and revenue and benefits	-137	-270	-270	-270	-270	6	General efficiencies to be achieved from payroll and pensions and revenue and benefits.	Requirement to re-prioritise work around available capacity.	N/A
43	EMT - income from fees and reduction in supplies and services and travel expenses	-6	-6	-6	-6	-6	0	Fee income from engagements	If fee income opportunities do not arise, this would require savings in other EMT areas.	N/A
44	Charging officers time to capital schemes	-25	-25	-25	-25	-25	0	Corporate finance time to be charged more appropriately.	Correct accounting treatment to reflect actual workload.	N/A
45	Performance - one year dampening impact of c/fwd less implementation costs	-23	0	0	0	0	0	Reduce consultancy support during 2005/06. Undertake work in house.	Realignment of work priorities within the team.	N/A
46	Business support efficiencies	-498	-600	-600	-600	-600	17	Deletion of vacant posts within legal admin, rationalisation of debtor, creditors and aspects of financial systems and introduction of e-government concepts and greater use of ICT.	Realignment of work priorities within service.	N/A
47	Custodian and courier services	-15	-30	-30	-30	-30	1	Modernisation and optimisation of courier, postal and custodian services.	Realignment of work priorities within service.	N/A
48	Democratic services officer - delete vacant post	-27	-27	-27	-27	-27	1	Deletion of vacant post	Requirement to re-prioritise work around available capacity.	N/A
49	Law - head of service delete vacant post	-85	-85	-85	-85	-85	1	Post holder retired deletion of vacant post.	Requirement to re-prioritise work around available capacity.	N/A
50	Constitutional services vacant officer	-32	-32	-32	-32	-32	1	Deletion of vacant post	Requirement to re-prioritise work around available capacity.	N/A
51	Performance - scrutiny manager and performance improvement manager - delete vacant posts	-93	-93	-93	-93	-93	2	Deletion of vacant posts.	Requires restructuring of team and process re-engineering.	N/A
52	Performance - knowledge mgt officer vacant post deletion	-37	-37	-37	-37	-37	1	Deletion of post.	Requires the re-prioritisation of knowledge management. This work will progress much slower.	N/A
53	Internal audit - partner work allocation	-20	-20	-20	-20	-20	0	Rationalisation of work allocated to internal audit partner.	Potential impact on internal audit work programme if non regularity audits increase. Greater value for money when delivered.	N/A

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
54	Special projects team - self funding	-5	-5	-5	-5	-5	0	Reduction in use of consultants/specialists in advisory roles on major projects due to increased in-house capacity.	Minimum risk - becomes a risk if expertise is lost through recruitment / retention difficulties.	N/A
55	Finance - supplies and services	-25	-25	-25	-25	-25	0	General efficiencies .	Minimum risk - need to proactively manage this risk to secure the greater value for money this will deliver.	N/A
56	Rescheduling of debt from treasury management	-100	-100	-100	-100	-100	0	Review of debt portfolio and restructuring to take advantage of favourable interest rates.	Risk is dependent on movements in market in terms of interest rate changes and volatility of these. Walsall already has lowest avge rate in West Midlands, therefore this is a challenging target. Greater value for money.	N/A
57	Reduction in external audit fee base	-5	-5	-5	-5	-5	0	Reduced Audit Commission annual fees.	Low risk - as Audit Commission activity in respect of grants is expected to reduce.	N/A
58	Extension of insurance renewals agreement - more favourable	-40	-40	-40	-40	-40	0	Extension of existing insurance renewal agreements at more favourable rates than currently.	Minimum risk as this has been negotiated and delivers greater value for money.	N/A
59	Internal audit training budget reduction	-20	-20	-20	-20	-20	0	Reduction in budget available for training of officers.	Due to excess demand for unplanned irregularity/ consultancy work, some of this budget provision has been used to fund regularity audit work given to our external partner. Although the unplanned allocation is set at a realistic level, should this prove insufficient next year, then the audit planned target level may not be achieved at the year end but this is considered low risk.	Loss of this funding may result in a minor reduction in the degree of achievement of the audit plan target of 95%.
60	Deletion of vacant post - accountant	-25	-25	-25	-25	-25	1	Deletion of existing vacant accountant post.	Review & reprioritisation of existing workloads.	N/A
61	Rationalisation of the residual parts of the finance function currently located in other services - final phase of fundamental restructuring	-24	-47	-47	-47	-47	2	All staff undertaking finance activity should report through to the S151 officer. This provides the professional support such officers require and enables maximisation of economies of scale.	Review & reprioritisation of existing workloads.	N/A

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
62	Rationalisation and refocus of member support	-35	-35	-35	-35	-35	1	Deletion of one post.	Reallocation of work and priorities.	N/A
63	Deletion of vacant post - senior finance assistant	-13	-13	-13	-13	-13	1	Deletion of existing vacant senior finance assistant post.	Review & reprioritisation of existing workloads.	N/A
	TOTAL CORPORATE SERVICES	-1,359	-1,609	-1,609	-1,609	-1,609				
	NEIGHBOURHOOD SERVICES									
64	Coroner - impact of partnership working	-15	-15	-15	-15	-15	0	Cost efficiencies from working with other local authorities.	This is a demand led service so costs may exceed the available resources if there is an unexpected increase in the need for coroner services e.g. flu pandemic.	N/A
65	Testing fees sampling - food samples and non-food samples	-15	-15	-15	-15	-15	0	Savings from microbiological testing fees.	The maintenance of a risk based food sampling programme is a component of BVPI No.166.	Failure to achieve target within service plan and BVP166. Inability to respond to food safety emergencies.
66	Works in default	-10	-10	-10	-10	-10	0	Reduction in works in default expenditure.	More officer time to resolve certain complaints leading to long officer response times and a poorer service to public. Increased refuse in and around domestic premises.	Maintenance of targeted response times. Reduction in level of dumping and fly tipping.
67	Reduction in LNP consultancy costs	-10	-10	-10	-10	-10	0	General budget reduction in LNP budget for consultancy costs	Reduced capacity to bring in expertise relating to the development of LNP's.	N/A
68	Car park maintenance	-20	-20	-20	-20	-20	0	Reduction in maintenance budget for council car parks.	Potentially reduced standards of car parking facilities. Walsall's car parks are currently below the national standard and this represents 25% of the total budget. This reduction may hamper regeneration prospects.	N/A
69	Reprofiling of revenue funded highways maintenance	-375	-435	-435	-435	-435	0	Reduce revenue highways maintenance (this saving however assumes that the resources will be replaced via capital).	Significant reduction in revenue maintenance budget will have detrimental impact on the ability to maintain the highways network, if capital funding is not available to replace revenue.	Unless replaced by capital funding this would have significant implications for VIPs, CPA rating and impact on the highways service.

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
70	Introduction of alternate weeks green bin collection to reflect increase in recycling following further planned development	0	-300	-300	-300	-300	0	Introduction of alternate weeks green bin collection to reflect increase in recycling following further planned development	There may be some initial resistance from the public to such a proposal and any move to an alternate scheme would be reliant upon increases in recycling rates to make it feasible. This however should be achievable, particularly if a plastics recycling scheme can be introduced, which may be possible given additional funding from DEFRA.	BV82A & BV 82B. The Government's waste strategy aims to minimise the production of waste and either recycle or compost as much of the remaining waste as is practicable. Walsall's recycling target for 2004/5 was to recycle and compost 18% of biodegradable waste, which was achieved but the target increases sharply to 24%, with an aspiration target of 25%, in 2005/6, which presents a challenge to this council.
71	Efficiencies and optimisation of funding in the youth service to maximise value for money	-50	-50	-50	-50	-50	0	By combining more efficient working practices with the optimisation of external funding savings can be achieved without detrimental impact on youth services.	Improved value for money.	N/A
72	Management savings in Neighbourhood Services	-67	-67	-67	-67	-67	2	Staffing efficiency savings in Planning & Transportation.	N/A	N/A
73	Procurement and other efficiency savings in libraries	-67	-69	-69	-69	-69	0	Savings will be generated from improved book procurement.	Improved value for money.	N/A
74	Increase productivity at depot through modernisation of working practices	0	-50	-50	-50	-50	0	Savings can be expected in 07/08 from the various service reviews taking place within the Street Pride service.	N/A	N/A
75	Organisational development	-209	-300	-300	-300	-300	2	Reduction in training budgets and vacancy savings and subsequent reorganisation.	Reallocation of work and priorities.	N/A
76	Human resources	-137	-137	-137	-137	-137	5	Staff will no longer accompany managers on welfare visits and also admin response for vacancy processing will be increased from 3 to 5 days.	Reallocation of work and priorities.	N/A

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		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
77	ICT - service efficiencies	-105	-105	-105	-105	-105	2	To be achieved by deletion of vacant posts and general efficiencies within telephony services.	Reallocation of work and priorities.	N/A
78	Estate management - general efficiencies	-69	-69	-69	-69	-69	0	General efficiencies across the service.	Reallocation of work and priorities.	N/A
79	Facilities management - general efficiencies	-40	-40	-40	-40	-40	0	General efficiencies across the service.	Reallocation of work and priorities.	N/A
80	Operational services - general efficiencies	0	-50	-50	-50	-50	0	General efficiencies across the service.	Reallocation of work and priorities.	N/A
81	First stop shop / customer facing	-12	-12	-12	-12	-12	1	General efficiencies across the service.	Reallocation of work and priorities.	N/A
82	Libraries and museums	-78	-78	-78	-78	-78	0	General efficiencies across the service.	Reallocation of work and priorities.	N/A
83	General service reductions/efficiencies - arts events and tourism	-25	-25	-25	-25	-25	0	Reduction in front line services and performance programmes.	Potential for negative impact on event attendance, service profile and satisfaction but this will be managed to avoid as much as possible.	Potentially residents / customer satisfaction BV119 / tracker.
84	General service reductions/efficiencies - art gallery	-20	-20	-20	-20	-20	0	Removal of lighting maintenance from external contractor, reducing utility costs by efficiency monitoring, general maintenance savings, reduce spend on the purchase of new artwork, a general reduction in marketing, and audience development spend.	The transfer of in-house lighting maintenance will reduce the gallery technicians time for other duties. The reduction in planned maintenance may lead to higher repair costs in future years. Missed opportunity to purchase new art work which is relevant and valuable to the collection. A risk of reduction in visitor numbers. The risk of missing out on the development of new audiences.	BV170 - Visits to and usage of Museums & Galleries
85	Car parks water rates - budget realignment	-5	-5	-5	-5	-5	0	Actual costs are less than budget.	N/A	N/A
86	General service efficiencies - grounds maintenance and street cleansing	-130	-130	-130	-130	-130	0	Carrying out additional works within current budget	N/A	N/A

No.	BUDGET EFFICIENCIES	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF EFFICIENCY	CONSEQUENCES / RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
87	Street pride - ongoing savings arising from action plan 2005/6	-200	-200	-200	-200	-200	0	On-going savings from the 2005/06 action plan that are deemed to be deliverable on a permanent basis but which should not have a significant impact on service delivery eg reduction of the use of agency staff and better workforce management.	Potential reduction in service standards, cleanliness etc but where expected to have minimal and manageable implications.	N/A
88	Rationalise family learning team	-60	-60	-60	-60	-60	T.B.C	The team will not be required to manage community language service or playing for success programmes because they are sufficient in their own right. Team work reducing to nil. Impact on schools, but work the unit did was not charged out or evaluated in terms of key stage attainment.	No consequences that are immediately recognisable. Work in schools would cease but SERCO have a remit there.	
89	Introduction of LNP based team working systems for grounds maintenance	-120	-120	-120	-120	-120	0	More cost effective operations enabling teams to undertake a range of tasks within one area, to raise the quality of our prestige parks in line with customer expectations.	Potential impact on street pride operations and income, within the current contracted arrangements. Greater value for money.	Potentially residents / customer satisfaction BV119/ tracker
90	Re-tendering of winter maintenance service	-100	-100	-100	-100	-100	0	Alternative provision of winter maintenance service i.e. re-tendering contract in open competition.	Re-tendering of the service may not generate the required level of savings, but gives greater value for money when delivered.	N/A
	TOTAL NEIGHBOURHOOD SERVICES	-1,939	-2,492	-2,492	-2,492	-2,492				
	TOTAL	-5,968	-7,518	-7,488	-7,488	-7,488				

SUMMARY OF EFFICIENCIES	2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000
Social Care & Inclusion	-1,184	-1,977	-1,977	-1,977	-1,977
Children & Families	-1,396	-1,350	-1,320	-1,320	-1,320
Regeneration	-90	-90	-90	-90	-90
Neighbourhood Services	-1,939	-2,492	-2,492	-2,492	-2,492

BUDGET - CHANGES IN POLICY

No.	BUDGET REDUCTION	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF BUDGET REDUCTION	CONSEQUENCES / RISKS OF BUDGET REDUCTION	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
	SOCIAL CARE AND INCLUSION									
1	Older peoples services - reduction in level of external day care	-100	0	0	0	0	0	Reduce purchase of external day care for older people through service level agreements.	High risk. Significant resistance from voluntary sector. We would have assessed needs we could not service.	C32 would reduce the number of older people helped to live at home by the council.
2	Equalities	-10	-10	-10	-10	-10	0	Reduction in general budgets of the equalities unit, mainly supplies and services.	Reduce ability to support directorates in achieving equalities targets.	BV2 may affect successful achievement of level 3.
3	Equalities officer - delete vacant post	-30	-30	-30	-30	-30	1	Deletion of vacant post.	Reduce ability to support directorates in achieving equalities targets.	BV2 may affect successful achievement of level 4.
4	Increase in fees & charges - community support packages	-100	-100	-100	-100	-100	0	Charges to be increased by inflation. This has not happened since the introduction of fairer charging in 2003.	Same service but users may have resistance to taking up the service.	N/A
5	Preserved rights	-145	-145	-145	-145	-145	0	Number of people qualifying for this is reducing.	Numbers may not continue to fall at predicted rates.	None
6	Supported housing - reducing NCO services	-150	-150	-150	-150	-150	5	Reducing services provided by the housing and advice service by either ceasing to provide a service or reducing resources such as staffing levels. Such a "saving" would equate to 5 full time posts – approx 17% of the workforce.	This is a key deliverable against the governments homeless prevention agenda which needs increased investment. This low level prevention service, helps 250/300 elderly people retain their independence. Further significant reductions could eventually have a negative impact on some social services key thresholds e.g. C32 – helped to live at home and increase the number of admissions to residential care.	BVPI results will be poor, poor CPA score / inspection. Negative impact on C32 older people helped to live at home and C26 admissions to residential and nursing care.
7	Cessation of funding for vacated posts for officers currently on secondment in external organisations (where funding for secondment is provided by external organisation).	-45	-45	-45	-45	-45	0	Posts have been held for long term secondees which is not required. This will lead to reduced costs.	N/A	N/A

No.	BUDGET REDUCTION	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF BUDGET REDUCTION	CONSEQUENCES / RISKS OF BUDGET REDUCTION	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000				
8	Business support - reduction in grants to voluntary bodies	-84	-84	-84	-84	-84	0	To reduce the council's budget to provide grants to voluntary bodies.	Reduce the sum available to allocate to community and voluntary organisations; greater risk of disappointment among applicants, organisations' funding support may be reduced or withdrawn, potential negative press coverage.	None.
	TOTAL SOCIAL CARE AND INCLUSION	-664	-564	-564	-564	-564				
	CHILDREN & FAMILIES									
9	Introduction of charge to users of the music services to bring us in line with other councils. This is for both hire of equipment and tuition.	-82	-164	-164	-164	-164	0	Charge for the hire of musical equipment and tuition.	Some children may not take up the service.	Best value performance indicators for achievement of accredited and recorded outcomes for young people may be missed.
10	Children's - contributions from YOS partnership for NSPCC project - 2.5%	-14	-14	-14	-14	-14	0	To seek contributions from the YOS partnership for the NSPCC project .	Reduction of placement advice, risk of budget overspend, difficult to achieve.	Key indicators will support stability of placements for children looked after (a1), promote educational qualifications of children looked after (A2), reduce the number of children looked after absent from school (C24), promote the long term stability of children looked after (D35), reduce the number of care places within 20 miles of the borough, promote best value, improving PAFB8 - cost of children looked after
	TOTAL CHILDREN & FAMILIES	-96	-178	-178	-178	-178				
	REGENERATION									
11	Reduce support for WBSP - in context of new NRF funding until March 2008	-85	-85	-85	-85	-85	0	Reduction in support to WBSP due to NRF funding.	From March 2008 there are significant issues regarding the mainstreaming of the WBSP team if NRF does not continue.	N/A
12	Increased fee income - landscape design team	-10	-10	-10	-10	-10	0	Increase fees recharged to the capital programme to reflect actual workload.	N/A	N/A

No.	BUDGET REDUCTION	ANNUAL NET COST					IMPACT ON STAFF No's	DETAILS OF BUDGET REDUCTION	CONSEQUENCES / RISKS OF BUDGET REDUCTION	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
13	Black Country Consortium	-282	0	0	0	0	0	Reduction in contribution to Black Country consortium.	None. The reduction is in line with Black Country Consortium's commitment from Walsall MBC.	N/A
14	Local Authority Business Growth Initiative (LABGI) - funding stream from potential business rates yield	0	-50	-50	-50	-50	0	Further evaluation to be undertaken following notification.	N/A	N/A
15	Revised approach to the funding of our provision of the council's support work and advice on securing external funding	-43	-52	-52	-52	-52	0	Refocus of activity into the community.	Greater value for money.	N/A
	TOTAL REGENERATION	-420	-197	-197	-197	-197				
	NEIGHBOURHOOD SERVICES									
16	Additional income planning application fees	-235	-235	-235	-235	-235	0	Additional planning fees.	The amount of income is dependant upon the number and type of planning applications received and will be impacted upon by any downturn in economic activity which would result in the increased income level not being achieved.	Not directly effected by increased income.
17	Increased income from events admission fees	-30	-30	-30	-30	-30	0	Reduce the events programme costs due to increased admission fees and supporting application for external grant income that is event related.	Potential for negative impact on event attendance, service profile and satisfaction.	N/A
18	Increased fees & charges - sports facilities, pitches etc	-15	-15	-15	-15	-15	0	Increases in fees and charges for use of council leisure facilities.	Potential negative impact on inclusivity by pricing smaller clubs and organisations out of the service, reduced competitiveness and take up of services.	Residents / customer satisfaction BV119/ tracker

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		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
19	Additional income from textiles recycling	-20	-20	-20	-20	-20	0	New strand of recycling materials not currently included within budget. Estimated 150 tonnes per year @ £115 per tonne	With the introduction of Landfill Allowance Trading Scheme (LATS) regulations within the Waste and Emissions Trading (WET) Act 2003, waste disposal authorities face financial penalties if they do not limit the amount of biodegradable waste going to landfill. Councils will be allowed to send decreasing percentages of waste to landfill, with surplus waste being fined £150 per tonne.	BV82A & BV 82B Government waste strategy aims to minimise the production of waste and either recycle or compost as much of the remaining waste as is practicable. Walsall's recycling target for 2004/5 was to recycle and compost 18% of biodegradable waste. which was achieved but the target increases sharply to 24%, with an aspiration target of 25%, in 2005/6, which presents a challenge to this Council.
20	Reduction in CCTV operative budget - deletion of vacant post	-40	-40	-40	-40	-40	1	Current budget is for 12 staff - budget only needed for 11.	Potential impact on ability to provide comprehensive CCTV service, but greater value for money when delivered.	N/A
21	Increase fees & charges - licensing / pest patrol	-20	-20	-20	-20	-20	0	Increase income from pest control and miscellaneous license fees.	Potential loss of business from higher fees.	N/A
22	Skips income	-5	-5	-5	-5	-5	0	New revenue stream from skip permits.	This will be dependent upon the number of applications received as it is demand led.	N/A
23	Bryntysilio - reduction in supplies and services and increase in income	-20	-20	-20	-20	-20	0	Reduction through careful management of resources and increase in fees charged to students on courses.	Impact on low income families whose children may not be able to afford to visit the centre. Impact on the quality of service to the schools. Possible reduction in numbers signing up because of the increases.	It may affect our contribution to making Walsall an excellent authority and to making our schools great.

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		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
24	Increase in schedule of rates - highways maintenance	-401	-401	-401	-401	-401	0	Proposed increase in schedule of rates within planned maintenance of 10% on an income budget of £3.96m. Need to take into account that this will have the effect of planned maintenance carrying out less work, as the current level of income from planning & transport will not change.	Less work would be delivered.	Significant implications for highways BVPIS.
25	External sponsorship of traffic islands	-30	-30	-30	-30	-30	0	Planned to seek external sponsorship of road traffic islands - to be utilised by private companies for corporate advertising.	N/A	N/A
26	Increase in Fleet charges to external customers	-125	-125	-125	-125	-125	0	Increase in recharges to external customers.	Dependent on customer base being retained. Greater cost recovery.	N/A
27	Increase in charges for trade waste collection	-52	-52	-52	-52	-52	0	Trade waste service is currently subsidised, rationalising trade waste collection charges would mean that this subsidy is no longer required as the service would be performing at a cost efficient rate.	Increasing charges for private businesses could result in a reduction in demand for the service, but would deliver an increased degree of cost recovery and value for money.	N/A
28	Delete tourism post	-38	-39	-39	-39	-39	1	Deletion of tourism officer post.	Deletion of this post will have detrimental implications for the provision of a dedicated tourism service within the borough and alternative arrangements would need to be explored.	N/A
29	Cessation of funding for vacated posts for officers currently on secondment in external organisations (where funding for secondment is provided by external organisation).	-82	-82	-82	-82	-82	TBC	Posts have been held for long term secondees which is not required. This will lead to reduced costs.	N/A	N/A
30	Use of income from planning delivery grant	-49	0	0	0	0	0	One off use of grant.	N/A	N/A
31	Further review of bereavement services charges	-40	-100	-100	-100	-100	0	Alignment with fee levels of local providers.	Greater cost recovery and comparability of charges.	N/A

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		2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000				
32	Increase in vacancy management for non PTCF leisure & culture staff	-115	-115	-115	-115	-115	0	Increase in vacancy management allowance within leisure and cultural services staffing budgets.	Levels of budgeted vacancy management not achieved but conversely impact on service levels if vacancies not filled.	N/A
	TOTAL NEIGHBOURHOOD SERVICES	-1,317	-1,329	-1,329	-1,329	-1,329				
	TOTAL	-2,497	-2,268	-2,268	-2,268	-2,268				

SUMMARY CHANGES IN POLICY	2006/ 07 £000	2007/ 08 £000	2008/ 09 £000	2009/ 10 £000	2010/ 11 £000
Social Care & Inclusion	-664	-564	-564	-564	-564
Children & Families	-96	-178	-178	-178	-178
Regeneration	-420	-197	-197	-197	-197
Neighbourhood Services	-1,317	-1,329	-1,329	-1,329	-1,329
Corporate Services	0	0	0	0	0
TOTAL	-2,497	-2,268	-2,268	-2,268	-2,268