

## **Cabinet – 14 January 2009**

### **Draft Corporate Revenue Budget and Capital Programme 2009/10 to 2011/12**

**Portfolio:** Councillor A. Griffiths – Finance and Personnel

**Service:** Corporate finance

**Wards:** All

**Key decision:** Yes

**Forward plan:** Yes

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

1.1 This report presents both the draft revenue budget including saving and investment proposals and the draft capital programme for 2009/10 – 2011/12.

##### **1.2 Revenue**

The draft net revenue budget requirement for 2009/10 is £237.196m and provides investment in line with Cabinets priorities. The draft budget proposals for the three years 2009/10 to 2011/12 represent an affordable budget. Further detail is provided in Section I (page 4) and Appendices 1 to 4.

##### **1.3 Capital:**

The 2009/10 capital programme totals £59.912m and comprises mainstream schemes of £24.453m and specific grant funded projects of £35.459m. The leasing programme is proposed to be £13.898m, of which £3.764m is for new bids; the revenue implications of which are reflected in the draft revenue budget. Further detail is provided in Section II (page 8) and Appendices 5 to 8.

#### **2. Recommendations**

2.1 That the following be noted:

- a) the current draft net revenue budget of £237.196m;
- b) the provisional formula grant entitlement for 2009/10 of £133.294m;
- c) the provisional area based grant entitlement for 2009/10 of £21.508m
- d) 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;
- e) the current draft capital programme of £59.912m; including mainstream schemes of £24.453m and specific grant funded projects of £35.459m;

- 2.2 That this report be referred to all scrutiny and performance panels requesting comments, to enable those comments to be considered by cabinet on 4<sup>th</sup> February 2009 as it makes its final budget recommendations to full Council.

### **3. Resource and Legal Considerations**

#### **Financial:**

- 3.1 The draft revenue budget and capital programme have been constructed in accordance with the principles set out in the council's medium term financial strategy (MTFS) and capital strategy. The main objectives of the MTFS relate to maintaining good underlying financial health and a desire to deliver good quality, value for money services which are modern, efficient, effective, and fit for purpose.
- 3.2 The Council seeks to ensure that the budget is linked to its vision, aims and objectives. Revenue investment options and capital projects are assessed to ensure they support the delivery of the council's vision and their implementation will demonstrate value for money.

#### **Legal:**

- 3.3 Councils must set and maintain a budget sufficient to cover all known expenditure and deal with unknown contingencies. This report presents Cabinet's draft budget proposals. The final budget will be presented to Cabinet in early February 2009 and will include the impact of the final settlement, before being considered by Council on the 23<sup>rd</sup> February 2009 for approval.

### **4. Citizen impact**

- 4.1 The budget is aligned with service activity in service plans. Investment has been targeted at meeting cost pressures, service improvement and delivery of the council's vision. The savings and efficiencies reduce net cost and dampen the council tax increase. A stable financial position ensures activity is targeted on service delivery and improvement. Increases in fees and charges will impact on service users but this decision has been made after research by the appropriate directorates.
- 4.2 Each capital scheme impacts on residents in different ways according to their use of council facilities and services.

### **5 Community safety**

- 5.1 The draft revenue budget provides funding for community safety initiatives and the capital investment schemes impact positively on community safety in different ways according to the nature of the specific scheme.

### **6. Environmental impact**

- 6.1 Investment bids and capital investment schemes for 2009/10 onwards include supporting environmental improvements and impact positively on the environment in different ways according to the nature of the specific scheme.

## **7. Performance and risk management issues**

### **Risk:**

- 7.1 As part of the budget setting process, a corporate financial risk assessment is undertaken to determine key risks, and their impact on the budget. This informs the level of general reserves, which are expected to be between 2.25% and 5% of the net budget.
- 7.2 The risk management scheme contributes to the reduction and mitigation of a range of risks. Infrastructure investment improves the quality of service provision and performance and reduces risk.

### **Performance management:**

- 7.3 The revenue budget and capital programme is regularly monitored at a service and corporate level. Named officers are accountable for the successful delivery of the revenue budget and capital schemes on time, to standard and within budget.

## **8. Equality implications**

- 8.1 Services have regard to equalities in setting budgets and delivering services. Equality impact assessments are required for changes in policy or service.

## **9. Consultation**

- 9.1 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 CMT receive regular updates to enable 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 number of decision conference events.
- 9.2 Scrutiny panels received resource planning documents in advance of receiving these draft budget proposals to enable them to shape policy and option and make recommendations to cabinet. Each panel will receive the draft budget and capital programme proposals, including service efficiency/savings and investment options in relation to services within their own remits during January.

## SECTION I: DRAFT REVENUE BUDGET 2009/10 TO 2011/12

### 1. Overall Strategy

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

- A focus on a 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 2008/09 and demand as the highest priorities,
- Prudent and appropriate use of prudential borrowing to fund capital investment, where affordable and sustainable, with revenue costs reflected in this report,
- The revenue implications of the draft capital programme 2009/10 to 2011/12
- Inflationary and other cost pressures recognised in the budget,
- Ensuring the opening working balance is set at between 2.25% and 5% of the net revenue budget (precise level being informed by the risk assessment), currently assumed to be c £7m or 3%.

### 2. Budget Guidelines and Underlying Principles

2.1 The budget process is based on a continuous annual cycle. Budgets have been prepared using corporate budget guidelines. The draft budget provides for inflation, pay awards and contractual inflation.

2.2 Draft service estimates were produced in October 2008. Directorates and CMT held decision conferences to consider their draft budgets, and investment, efficiency and savings proposals. Cabinet held budget decision conference events in November and December and the outcomes from that event are reflected in this report. The final budget will be recommended by Cabinet on 4 February prior to presentation for approval by Council on 23 February.

### 3. Draft Revenue Budget 2009/10

3.1 **Appendix 1** summarises the draft budget for 2009/10 and draft preliminary forecasts 2010/11 to 2011/12 excluding precepts. The exact values of levies are not yet known so estimates have been made. **Table 1** shows the 2009/10 draft net budget requirement.

<b>Table 1: Draft Budget Requirement 2009/10</b>	<b>£m</b>	<b>More details</b>
Basic forecast 2008/9	227.421	
Budget refresh *	17.688	<b>Appendix 1</b>
Contribution to balances	2.000	2008/9 Overspend
Use of one-off funding sources	-0.770	
Total investment	4.344	<b>Appendix 2</b>
Total efficiencies / savings and fees and charges	-13.487	<b>Appendix 3 &amp; 4</b>
<b>Total Net Draft Budget Requirement 2009/10</b>	<b>237.196</b>	

\* *pay award, inflation, funding changes, removal of one-off investment and efficiencies, full year effect of previous years investment and savings*

- 3.2 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 if it changes from the draft.
- 3.3 The revenue budget for 2009/10 totals £237.196m after allowing for the effects of inflation. It has been possible to commit to £24.032m to address key priorities and funding of essential cost pressures. This includes investment in Welfare Rights, Children and Adult Care services, further development of waste collections and recycling and meeting the impact upon revenue streams arising from the economic downturn.
- 3.4 This commitment has been made possible by planned improvements in efficiencies and other savings, together with the use of one-off resources in the short term. The council is transforming the way it undertakes its business, with a view to reducing overhead and transactional costs.

#### **4. Investment**

- 4.1 The 2008/9 revenue budget included funding for service improvement, customer demand, legislative changes, and to meet target performance levels. The 2009/10 draft budget seeks to build on the improvements delivered in the last three years. New service investment bids totalling £4.344m are included, as they have been identified as a very high priority by Cabinet and as being essential to meeting cost pressures, legislative requirements and/or to meeting performance targets. Full details can be found as **Appendix 2**.
- 4.2 The budget allows for investment in adult care services in order to address demographic pressures of £2.12m, extra funding to meet increasing costs of safeguarding children (£0.579m), further investment into refuse collection and recycling (£0.665m) and meeting budget pressures caused by loss of income particularly in planning, car parks, development control and burials, of £1.666m.
- 4.3 The budget assumes that any education-related pressures will be accommodated from the schools DSG.

#### **5. Efficiencies, Savings and Service Realignment**

- 5.1 Senior managers have identified efficiencies, increased fees and charges and reductions in service which were considered achievable without changes in approved policy. Efficiencies and savings of £12.768m 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 3**.

#### **6. Fees and Charges Increases**

- 6.1 Fees and charges were reviewed by management as part of this process. Where appropriate, increases have been proposed as part of the budget process. Extra work has taken place to begin to benchmark against other councils to ensure that

the council is making appropriate fees and charges for services provided. This comparison has also included private sector benchmarking and work with other bodies e.g. CIPFA. This review will continue to ensure that applicable charges and value for money services are delivered. Details of the £0.720m are attached at **Appendix 4.**

## **7. Revenue General Reserves and Central Contingency**

7.1 The current MTFS requires opening general reserves of between 2.25% and 5% of the net general fund revenue budget. The precise level of final opening reserves will be subject to a formal risk assessment, however following replenishment, reserves are anticipated to be around £7m or 3%.

7.2 In 2009/10, any 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. The first calls will be in order to maintain and support financial health and stability. A central contingency of £0.367m is also funded.

## **8. Risk Assessment**

8.1 Services undertake comprehensive risk assessments of their budgets by identifying risk factors associated with potential changes to service delivery and funding streams to ensure that adequate corporate budgetary provision is available to cover unforeseen future events. This risk management approach has been embedded for several years and is used to inform the level of earmarked reserves and working balance. A detailed statement on the adequacy of general and earmarked reserves and provisions will be included within the final budget report in February, along with a comprehensive financial assessment of the key risks to the 2009/10 draft budget.

## **9. Budget Consultation**

9.1 The council is statutorily obliged to consult with representatives of non-domestic ratepayers before setting the budget for the following financial year. Public consultation has been taking place since September 2008 through a series of facilitated workshops involving representative samples of different parts of the community. A detailed report was presented to cabinet on 17th December discussing budget consultation.

## **10. Medium Term Financial Outlook**

10.1 The council has a longstanding commitment to medium term financial planning. The annual process requires services to calculate a provisional budget for the next 3 years. This includes the full year effects of changes identified in 2008/09 and inflationary and other known pressures. **Table 2** overleaf shows the projected council tax requirement. These figures include the full effect of 2009/10 draft budget proposals known to date.

<b>Table 2: Estimated Council Tax Scenarios 2010/11 to 2011/12</b>		
	<b>Preliminary figures</b>	
<b>Description</b>	<b>2010/11 £m</b>	<b>2011/12 £m</b>
Net Budget Requirement	244.26	251.56
External Support	137.24	141.36
Net requirement from Council Tax	107.02	110.20

10.2 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.

## SECTION II: DRAFT CAPITAL PROGRAMME

### 1. Key Issues

- 1.1 The capital programme has been constructed within the principles outlined in our capital strategy, which was assessed as good by GOWM (the highest category available). The capital programme totals £59.912m and is presented in three parts:
- Mainstream programme (£24.453m) - funded through supported and unsupported capital borrowing and receipts (**Appendix 5**).
  - Non-mainstream programme (£35.459m) - funded from capital grants (**Appendix 6**).
  - Leasing programme (£13.898m incl. £3.764m of new starts in 09/10) – revenue costs of which funded from service revenue budgets (**Appendix 7**).
- 1.2 In addition, a reserve list of schemes is in place should resources become available for new starts in 2009/10 (see **Appendix 8**).
- 1.3 Capital programme resources are limited. More projects are now being funded by grant and/or supported borrowing, which reduces the flexibility of the programme. The remaining flexibility is through capital receipts and unsupported borrowing. There are a decreasing number of assets available to be sold to generate receipts and the current market is unpredictable.
- 1.4 In addition, we have restricted use of some of these, specifically those from the sale of allotment land, school playing fields. Going forward any further earmarking and ring-fencing beyond that which we are statutorily obliged to do and which has already been subject to cabinet approval is not recommended without overall strategic consideration of the entire capital programme. Use of unsupported borrowing incurs ongoing revenue debt charges and impacts on council tax payers.
- 1.5 Capital resources will continue to be limited in the future inevitably placing more pressure on existing programmes. Future funding will be more reliant on the Council's ability to secure capital receipts from sale of land and buildings or afford additional borrowing.

### 2 Mainstream Programme

#### 2.1 Funding

Government are expected to announce draft capital funding allocations of £6.588m for 2009/10, £5.104m for 2010/11 and £2.762m for 2011/12. Capital receipts projections are based on professional estimates of property colleagues, and include 2008/09 carry forwards. Due to the current market conditions and value of land, receipts are expected to be very limited. **Table 3 overleaf** shows currently estimated resources to fund the mainstream capital programme for the 3-year period to 2011/12.



<b>Table 3: Estimated mainstream capital resources 2009/10 to 2011/12</b>			
<b>Category</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>2011/12 £m</b>
Supported borrowing	6.588	5.104	2.762
Unsupported borrowing	16.228	3.815	1.941
<b>Total borrowing</b>	<b>22.816</b>	<b>8.919</b>	<b>4.703</b>
Capital receipts	1.137	0.000	0.000
Other one-off sources	0.500	0.500	0.500
<b>Total Resources</b>	<b>24.453</b>	<b>9.419</b>	<b>5.203</b>

## 2.2 Capital Schemes

In line with the capital strategy, the draft programme is constructed using capital proposal forms submitted by services. Some capital scheme categories must go ahead. These are summarised in **table 4**, along with estimated costs. However, the value and timing of spend can be flexed. See **Appendix 5** for further details of the projects.

<b>Table 4: Capital schemes that must be supported</b>			
<b>Category</b>	<b>2009/10 £m</b>	<b>2010/11 £m</b>	<b>2011/12 £m</b>
Supported borrowing allocations	6.588	5.104	2.762
Corporate commitments	0.550	0.550	0.550
Prior year USB commitments	4.665	0.358	0.268
Prior commitments that must be funded	11.825	3.108	1.623
<b>TOTAL</b>	<b>23.628</b>	<b>9.120</b>	<b>5.203</b>

Reasons why these categories of schemes must go ahead:

- Supported borrowing - specific allocations for education and the West Midlands regional transport plan. The council will be criticised and future levels of funding may be compromised if resources are not allocated here.
- Corporate commitments - annual commitments that must be in the capital programme though the amounts may be varied, such as contingency.
- Prior commitments that must be funded - projects that have been commenced and funding in 2009/10 is required for their completion.

This has left £825k in 2009/10 to fund new bids which are shown in **Appendix 5**. All bids were prioritised in order of importance by directorate management teams. and a decision conferencing event was held with cabinet to finalise the programme. As the overall demand for resources exceeds those available, schemes deemed to be a high priority in terms of reflecting the council's priorities, including those of a health and safety nature, and therefore recommended, can be funded, representing a balanced programme for 2009/10. **Table 5** provides a breakdown of the proposed mainstream capital programme per directorate. A reserve list of schemes has also been drawn up as in previous years, as detailed in **Appendix 8**.

Table 5: Mainstream capital expenditure by directorate						
Directorate	2009/10 £m	%	2010/11 £m	%	2011/12 £m	%
CIPS	8.124	33.22	3.990	42.38	0.225	4.32
Corporate	0.550	2.25	0.550	5.84	0.550	10.57
Council Wide	4.665	19.08	0.358	3.80	0.268	5.15
Neighbourhood	6.979	28.54	0.558	5.92	0.498	9.58
Regeneration	3.910	15.99	3.663	38.87	3.662	70.38
Social Care	0.225	0.92	0.300	3.19	0.000	0.00
<b>TOTAL</b>	<b>24.453</b>	<b>100</b>	<b>9.419</b>	<b>100</b>	<b>5.203</b>	<b>100</b>

### 3. Non-Mainstream Programme

3.1 **Appendix 6** shows the non-mainstream programme to 2011/12 to be funded from capital grants. Certain schemes can go ahead as these are either fully funded by grant or have the necessary mainstream or supported borrowing match funding already approved. If grant or mainstream funding is unavailable the schemes will not go ahead. Estimates of grant-funded schemes must be accurate due to the implementation of the prudential system to prevent unnecessary amendment of prudential indicators during the financial year.

### 4. Leasing Programme

4.1 Leasing minimises the call on capital resources by spreading the acquisition cost over some years. Revenue funds are needed to finance operating leases. The 2009/10 leasing programme is £13.898m, of which £3.764m are new starts which are shown in **Appendix 7**. The revenue implications of the leasing programme of £3.172m (new starts of £0.78m + £2.392m of existing leases) for 2009/10 are included in the draft revenue budget.

4.2 The prudential system allows borrowing to fund the purchase of leased items. This expenditure is treated as capital expenditure and not revenue meaning the council would buy the assets outright. The decision to lease or buy depends on several variables, for example, the costs of borrowing and the residual value of the asset at the end of its leased life. Before each drawdown, our leasing advisors produce a report and recommend which financing approach is most appropriate. A rigorous evaluation is then undertaken before a decision to lease or buy is made, ensuring value for money.

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Signed:



James T Walsh  
Chief Financial Officer

14 January 2009

Signed:



Councillor Albert Griffiths  
Portfolio holder – Finance and Personnel

14 January 2009

SUMMARY OF DRAFT CORPORATE REVENUE BUDGET 2009/10

SERVICE / LEVY ETC.	2008/9 BASIC FORECAST £000	ADJUSTMENTS TO BASIC FORECAST £000	REVISED BASIC FORECAST £000	INFLATIONARY PRESSURES £000	PAY RELATED CHANGES £000	BASIC FORECAST 2009/10 £000
Corporate services	15,612	126	15,738	74	318	16,130
Social care & inclusion	74,430	38	74,468	2,016	613	77,097
Childrens, ICT & procurement services	75,904	-927	74,977	780	1,098	76,855
Neighbourhood services	65,332	-422	64,910	1,898	917	67,725
Regeneration	6,227	6	6,233	97	769	7,099
<b>SUB TOTAL SERVICES</b>	<b>237,505</b>	<b>-1,179</b>	<b>236,326</b>	<b>4,865</b>	<b>3,715</b>	<b>244,906</b>
Capital Financing	14,896	1,921	16,817	0	0	16,817
Removal of impact of depreciation	-20,850	0	-20,850	0	0	-20,850
Removal of impact of notional interest	-27,533	0	-27,533	0	0	-27,533
Non-service specific prudence/central items	10,104	3,241	13,345	298	3,141	16,784
<b>SUB TOTAL CENTRAL ITEMS</b>	<b>-23,383</b>	<b>5,162</b>	<b>-18,221</b>	<b>298</b>	<b>3,141</b>	<b>-14,782</b>
<b>Levies:</b>						
PTE (% increase to be advised)	13,319	0	13,319	298	0	13,617
Environment Agency	80	0	80	3	0	83
<b>NET REVENUE EXPENDITURE</b>	<b>227,521</b>	<b>3,983</b>	<b>231,504</b>	<b>5,464</b>	<b>6,856</b>	<b>243,824</b>
(Use of)/contribution to reserves	-100	2,100	2,000		0	2,000
<b>GRAND TOTAL BUDGET REQUIREMENT</b>	<b>227,421</b>	<b>6,083</b>	<b>233,504</b>	<b>5,464</b>	<b>6,856</b>	<b>245,824</b>

FYE OF 2008/9 APPROVED SAVINGS £000	FYE OF 2008/9 APPROVED INVESTMENT £000	NEW SAVINGS / EFFICIENCIES & FEES & CHARGES £000	NEW INVESTMENT £000	FORECAST 2009/10 INCL. SAVINGS & INVESTMENT £000
25	0	-754	306	15,707
-113	987	-3,343	1,129	75,757
-450	-250	-1,822	579	74,912
-132	625	-2,240	991	66,969
-34	-143	-1,672	1,162	6,412
<b>-704</b>	<b>1,219</b>	<b>-9,831</b>	<b>4,167</b>	<b>239,757</b>
0	0	0	127	16,944
0	0	0	0	-20,850
0	0	0	0	-27,533
0	0	-3,656	50	13,178
<b>0</b>	<b>0</b>	<b>-3,656</b>	<b>177</b>	<b>-18,261</b>
0	0	0	0	13,617
0	0	0	0	83
<b>-704</b>	<b>1,219</b>	<b>-13,487</b>	<b>4,344</b>	<b>235,196</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>-704</b>	<b>1,219</b>	<b>-13,487</b>	<b>4,344</b>	<b>237,196</b>

## FINANCING COSTS

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
<b>NEIGHBOURHOOD SERVICES</b>					
1	<b>Main streaming of Litter Hit Squad</b> – No grant funding - currently funded from waste grant for 08/09.	BUILT ENVIRONMENT	75,000	75,000	75,000
2	<b>Continued downturn in burial and cremation income</b> - based on current demand in 2008/9	BUILT ENVIRONMENT	200,000	200,000	200,000
3	<b>Car parking income</b> - realignment of pay and display income targets due to sustained impact of downturn in economy	BUILT ENVIRONMENT	400,000	400,000	0
4	<b>Loss of verification income</b> due to manufacturer relocating to Poland.	BUILT ENVIRONMENT	14,000	14,000	14,000
<b>TOTAL NEIGHBOURHOOD SERVICES</b>			<b>689,000</b>	<b>689,000</b>	<b>289,000</b>
<b>REGENERATION</b>					
5	<b>Continuation of the Markets Income Investment Bid</b> This bid builds on last years business case to continue the investment bid for 2008/09 that helped to establish realistic income levels for the markets service. This bid covered the period whilst we established a revised charging policy rental income and arrangements for the temporary location prior to a final move into a new development. We are now about to move the markets to a new temporary position, from which the new rental policies can be implemented. This bid sets the income levels at a realistic level allowing the council to receive the appropriate surplus and the team to deliver a quality service in managing the markets, both Walsall and within the District Centres.	REGENERATION	255,000	255,000	255,000
6	<b>Land Charges Income</b> - realignment of expected land charge income, as per briefing note dated 25th July 2008, to set a realistic budget income target of approximately £350k based upon projected under recovery of fees of £293,934k for years 2009/10 and 2010/11, after which time the income figure will be refreshed in year 3 to reflect the anticipated end of the recession/credit crunch. However, it is unlikely that income will ever fully recover. Currently estimated to be 46% of the original income target of £635k . Other market factors also obscure estimates making it difficult to determine what is recession/credit crunch and what is competition.	REGENERATION	293,934	293,934	293,934

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
7	<b>Development Control Income</b> Review of income targets - £53k historical income budget around PDG that is unachievable for Development Control which is highlighted in the first quarter financial monitoring report 2008/09, together with £278,704 under achievement of income for planning applications, total £331,704. In year 3 2011/12 the income figure will be refreshed in to reflect the anticipated end of the recession/credit crunch. This bid is in the context of the Council having taken a number of years to build up a stable professional team within planning, in the face of a severe national shortage. This has resulted in the Council achieving top quartile performance and a stable team (in comparison to most other local authority planning teams). The Audit Commission and others have forecast a 40% national shortfall in the supply of town planners over the next ten years, threatening the achievement of a quality of service and local environment in all local authority areas.	REGENERATION	331,704	331,704	53,000
8	<b>Building Control Income</b> - Building Control Reduction in applications received due to economic down turn in activity. Expected to decrease in Q 3&4	REGENERATION	100,000	100,000	100,000
<b>TOTAL REGENERATION</b>			<b>980,638</b>	<b>980,638</b>	<b>701,934</b>
<b>CORPORATE SERVICES</b>					
9	Fund welfare rights team - risk of Area Based Grant dropping out	FINANCE	235,000	235,000	235,000
10	Income from planning applications and property transactions are deminishing, this has been exacerbated by the current financial economic climate. The budgeted income is no longer achievable.	LEGAL	44,000	44,000	44,000
11	Income from Fairfunding is decreasing year on year, this has been exacerbated by the financial situation. The budgeted income is no longer achievable.	LEGAL	27,000	27,000	27,000
<b>TOTAL CORPORATE SERVICES</b>			<b>306,000</b>	<b>306,000</b>	<b>306,000</b>
<b>CENTRAL ITEMS</b>					
12	Income from the housing purchases from LSVT ("right to buys") is decreasing year on year, this has been exacerbated by the financial situation. The budgeted income is no longer achievable.	CENTRAL	0	250,000	250,000

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
13	Additional capital financing regarding the capital receipts shortfall: this is the current years shortfall in receipts which will require additional borrowing in order to maintain the programme. This can be funded from additional investment income in 2008/9 however as income reduces due to the changing banking environment and less flexibility as to where the council would wish to place its funds, then in 2009/10 this will result in a pressure.	CENTRAL	127,500	510,000	595,000
<b>TOTAL CENTRAL ITEMS</b>			<b>127,500</b>	<b>510,000</b>	<b>595,000</b>
<b>TOTAL</b>			<b>2,103,138</b>	<b>2,485,638</b>	<b>1,891,934</b>

## NEW INVESTMENT

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
<b>NEIGHBOURHOOD SERVICES</b>					
1	<b>Burial service enhancement for Sunday and bank holidays</b> - provision of a 7 day / week service. We currently undertake burials Saturday and evenings at a higher fee than normal to cover additional costs. The current additional charge is £835 Saturday and £558 evenings. The investment includes having two teams available at all times and that charges for the out of hours services to now be £209 Saturday/ Sunday and bank holidays (10% above normal charges) and £104 for evenings (5% above normal charges).	BUILT ENVIRONMENT	60,000	60,000	60,000
2	<b>Unavoidable escalating building costs</b> Rates shortfall : £58,000 Blakenall increased service charges: £21,000 increase in 2008/09 above anticipated level	LEISURE, CULTURE AND LIFELONG LEARNING	79,000	81,000	83,000
3	<b>Increase in energy costs Lighting, Traffic signals and street lighting accruals on maintenance.</b>	BUILT ENVIRONMENT	95,000	95,000	95,000
4	<b>Pollution control de regulation of processes</b> - Central Government change in fee structure associated with Pollution Control permits and downturn in manufacturing industry	BUILT ENVIRONMENT	25,000	25,000	25,000
5	<b>Festive Lights Sponsorship</b> - mainstream funding was withdrawn and replaced as a sponsorship target for 2008-9. As a one-off, this was funded from central contingency for 2008-9 however this now needs to become annual commitment.	LEISURE, CULTURE AND LIFELONG LEARNING	43,000	43,000	43,000
<b>TOTAL NEIGHBOURHOOD SERVICES</b>			<b>302,000</b>	<b>304,000</b>	<b>306,000</b>
<b>REGENERATION</b>					
6	<b>Cleaning &amp; Caretaking transforming</b> - This investment will enable the review of working practices, long term strategy development, identification of further efficiencies and the identification of new markets for the service	PROPERTY	98,000	93,400	63,200
7	<b>Increased fee income and efficiencies - Cleaning &amp; Caretaking</b> - saving related to transformation of Cleaning and Caretaking service. It is anticipated that the payback for investment will be over a 5 year period	PROPERTY	(25,000)	(30,000)	(50,000)

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
8	<b>Employment of 1 post for new CRB checks for foster carers.</b> This is supported by Children's and Adult's Directorates and comes as a request from the Safer Recruitment Panel set up by CMT to oversee the CRB process. The Council screens foster carers initially as a statutory requirement, but does not complete follow up checks. The CSCI inspection in 2008 was highly critical of this fact and a reinspection is due in 2009. HRD through lean process work has been able to implement a new CRB checking system which has resulted in over 4000 additional checks being carried out with no additional resource this year (saving £100k 08/09). However there is no further capacity to carry out these additional checks.	HRD	25,000	25,500	26,000
9	<b>Continuation of the Shop Mobility Service</b> This bid will maintain the Shop Mobility Service for Walsall Town Centre, reversing the effects / consequences of a previous Invest to save bid, that we were unable to take / implement. This is due to a lack of interest / capacity in taking up the service by potential providers. There may be an opportunity to outsource in the future to developers within the town centre. We will return the £45k allocated for 08/09 through the invest to save bid and request the restoration of suitable budget levels as detailed. The scheme currently delivers around 3000 sessions per year for an average of 60 clients each week, which is growing, with the service cost averages around £25 per session (loan of powered vehicles etc.) of around 4 hours each, with a projected growth in demand these average per session costs are expected to fall.	REGENERATION	40,000	40,000	40,000
10	<b>Reducing leased office accommodation</b> - Over the next 3 years there is an opportunity to move out of Tameway Tower, Townend house and other leased accommodation. The Civic complex does not have any capacity to absorb more staff and therefore alternative Council accommodation will need to be converted. This budget will cover project management of the process of moving. Capital bids have been made for conversion of Mary Elliot and Daw End school over the next 3 years. The potential leased cost savings over 5 years is £1.6m. The payback of the capital investment will be over approx 8 years	PROPERTY	103,000	53,500	92,300
11	<b>Saving relating to the reducing of leased accommodation</b> - This saving can only be achieved with the corresponding capital investment. The savings figures shown are cumulative	PROPERTY	(60,000)	(280,000)	(702,500)
<b>TOTAL REGENERATION</b>			<b>181,000</b>	<b>(97,600)</b>	<b>(531,000)</b>
<b>CHILDRENS, ICT AND PROCUREMENT</b>					



No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
12	<b>Increased funding for family law cases</b> - In 2007/08 fees were increased from £200 a case to £5,000 and in 2008/09 budget, funding was transferred into revenue support grant. This funding is insufficient. This would be showing as an overspend but has been managed for one year only as part of the 2008/09 budget.	SPECIALIST SERVICES	224,000	224,000	224,000
13	<b>Increase in Demand of no recourse to public funds - statutory duty under Sec 20 Children Act for children of those whose immigration status means they have no access to other public funds, obligation to fund</b> - potential overspend if not approved. Current overspend of £233k is being offset by vacancies within Vulnerable children, an under spend on family support, under spend on the Quest building costs and minor under spends across the service. It is unlikely under spends will not continue into next year	SPECIALIST SERVICES	260,000	266,500	273,163
14	<b>Statutory requirement to provide adoption support and special guardianship (adoption and children act)</b> - promotes placement stability - lack of support risks more children in care - increased costs. This pays for increased assessments by an external company	SPECIALIST SERVICES	75,000	75,000	75,000
15	<b>Increased work around complex abuse cases (child protection)</b> - section 47 Children Act duties to investigate 'complex abuse' - additional resources required to meet costs of commissioning additional specialist support - statutory requirement - risks overspend if not approved	SPECIALIST SERVICES	19,500	20,500	21,000
<b>TOTAL CHILDRENS, ICT AND PROCUREMENT</b>			<b>578,500</b>	<b>586,000</b>	<b>593,163</b>
<b>SOCIAL CARE AND INCLUSION</b>					
16	<b>Clients with dementia - existing clients</b> Current shortfall in Mental Health care packages budget created by increase in clients with dementia in 089 and for future years. No funding allocated for clients with dementia in 089 as part of the growth bids but this overspending position is backed up by the recent dementia statistics which is affecting the national picture. There are currently 263 clients (189 residential and nursing care and 74 home care) receiving dementia care services in Walsall. In 8/9 the growth in dementia cases was higher than expected leading to approximately 18 cases being unfunded in the 8/9 budget.	ADULTS	379,520	379,520	379,520

No.	INVESTMENT BID	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
17	<b>Client demand growth adult social care</b> - Across the areas of adult social care it has been estimated that demand for services for new clients is likely to be in the region of £1.254m. This includes clients with dementia, physical and sensory impairment, mental health issues and / or learning disability. The allocation of £750k will be assigned to specific client groups and in turn specific clients following case reviews and funding panels lead by the executive director / assistant director and the head of finance.	ADULTS	750,000	750,000	750,000
<b>TOTAL SOCIAL CARE AND INCLUSION</b>			<b>1,129,520</b>	<b>1,129,520</b>	<b>1,129,520</b>
<b>CENTRAL ITEMS</b>					
18	<b>Sponsorship of events.</b> Reinstatement of savings identified in 08/09 - subject to current review of Council sponsorship being undertaken by BDS	CENTRAL	50,000	50,000	50,000
<b>TOTAL CENTRAL ITEMS</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>TOTAL</b>			<b>2,241,020</b>	<b>1,971,920</b>	<b>1,547,683</b>

## EFFICIENCIES / SAVINGS

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
<b>NEIGHBOURHOOD SERVICES</b>					
1	<b>Reduction in Transport Costs for waste disposal</b> - due to the disposal arrangements for waste disposal at the Cory landfill site within the borough it is possible to direct deliver thus making a saving on transport costs that are incurred when waste is disposed of via the transfer station	BUILT ENVIRONMENT	(10,000)	(10,000)	(10,000)
2	<b>Deletion of waste monitoring officer - vacant post</b> - post been vacant for last 12 months and the new in cab system will be able to provide similar information	BUILT ENVIRONMENT	(32,000)	(32,000)	(32,000)
3	<b>Reduction in hire vehicles for grounds maintenance - reduced requirement of 1 grounds maintenance vehicle</b>	BUILT ENVIRONMENT	(10,000)	(10,000)	(10,000)
4	<b>Reduction in use of external Contractors for lifts etc.</b>	BUILT ENVIRONMENT	(10,000)	(10,000)	(10,000)
5	<b>Reduction in food non-food sampling budget.</b> The budget is used for testing consumer goods for both description and safety, examples being electrical goods, toys and motor vehicles for road worthiness.	BUILT ENVIRONMENT	(15,000)	(15,000)	(15,000)
6	<b>One year reduction in highways maintenance budget</b>	BUILT ENVIRONMENT	(75,000)	0	0
7	<b>Management restructure with Engineers</b>	BUILT ENVIRONMENT	(45,000)	(45,000)	(45,000)
8	<b>Realignment of Insurance budgets.</b>	BUILT ENVIRONMENT	(55,665)	(55,665)	(55,665)
9	<b>Reduced HWRC site operating days / hours</b> - Closure of Merchants Way and Fryers Road HWRC sites 1 day each week	BUILT ENVIRONMENT	(100,000)	(100,000)	(100,000)
10	<b>Reduction in waste arising-</b> It is estimated that the waste arising will be approximately 5,000 tonnes less than previously predicted due to increased recycling and the current economy and hence reduce disposal costs.	BUILT ENVIRONMENT	(210,000)	(210,000)	(210,000)
11	<b>Emergency Planning staffing</b> - Employing a student instead of a full time permanent position within Emergency Planning Division	BUILT ENVIRONMENT	(11,000)	(11,000)	(11,000)
12	<b>Redesignation of Litter Warden post</b> in Public Health upon retirement of post holder in March 2010.	BUILT ENVIRONMENT	0	(5,385)	(5,385)
13	<b>Deletion of Disinfestation Team Leader's Post</b> upon current post holder taking retirement in March 2009.	BUILT ENVIRONMENT	(22,000)	(22,000)	(22,000)
14	<b>Deletion of Licensing Enforcement Officer</b> post upon current postholders retirement	BUILT ENVIRONMENT	(31,500)	(31,500)	(31,500)
15	<b>TMA Inspections</b> - Figures are net of additional employee costs.	BUILT ENVIRONMENT	(5,000)	(10,000)	(15,000)
16	<b>Integration of community safety and public protection</b>	BUILT ENVIRONMENT	(31,122)	(31,122)	(31,122)
17	<b>Libraries &amp; Heritage -withdraw funding for Ready Steady Summer</b>	LEISURE, CULTURE AND LIFELONG LEARNING	(50,000)	(50,000)	(50,000)
18	<b>Review of staffing at the New Art Gallery</b>	LEISURE, CULTURE AND LIFELONG LEARNING	(40,000)	(60,000)	(60,000)
19	<b>Administrative savings within the Walsall Adult &amp; Community College's operation</b>	LEISURE, CULTURE AND LIFELONG LEARNING	(3,300)	(5,500)	(6,600)
20	<b>Cease service delivery of Behavioural Improvement service</b>	LEISURE, CULTURE AND LIFELONG LEARNING	(10,326)	(40,652)	(40,652)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
21	Box office software efficiencies and savings on annual maintenance charges	LEISURE, CULTURE AND LIFELONG LEARNING	(16,700)	(27,800)	(33,400)
22	Libraries & Heritage -reduce the media purchase fund in Libraries	LEISURE, CULTURE AND LIFELONG LEARNING	(35,500)	(35,500)	(35,500)
23	Re-alignment of existing staff into a Quick Response Team for Leisure, Culture & Lifelong Learning	LEISURE, CULTURE AND LIFELONG LEARNING	(28,300)	(28,300)	(28,300)
24	Greenspaces - Management team re-alignment	LEISURE, CULTURE AND LIFELONG LEARNING	(17,800)	(37,800)	(37,800)
25	Libraries & Heritage - Local History Centre : staffing reduction	LEISURE, CULTURE AND LIFELONG LEARNING	(15,000)	(15,000)	(15,000)
26	Greenspaces - Lower standards of Grounds Maintenance	LEISURE, CULTURE AND LIFELONG LEARNING	(39,600)	(39,600)	(39,600)
27	Leisure & Culture Management Restructure - Review within Greenspaces & Arts/Events	LEISURE, CULTURE AND LIFELONG LEARNING	(40,000)	(40,000)	(40,000)
28	Greenspace / grounds maintenance	LEISURE, CULTURE AND LIFELONG LEARNING	(90,000)	(90,000)	(90,000)
29	The Creative Development Team will work on larger, more strategic regional models of work where funding is available. CDT will be able to charge more for our services	LEISURE, CULTURE AND LIFELONG LEARNING	(4,000)	(4,000)	0
30	Creative Development Team will aim to increase the number of commissioned work from other partner organisations and services e.g. consultation projects, training	LEISURE, CULTURE AND LIFELONG LEARNING	(3,000)	(3,000)	(3,000)
31	Creative Development Team will seek grant aid to cover unfunded BME/cohesion work and Disability work	LEISURE, CULTURE AND LIFELONG LEARNING	(4,000)	(2,000)	(2,000)
32	Removal of team leader post in First Stop Shop	LEISURE, CULTURE AND LIFELONG LEARNING	(29,000)	(29,000)	(29,000)
33	Reduction of equipment and maintenance budget in the Contact Centre / First Stop Shop	LEISURE, CULTURE AND LIFELONG LEARNING	(6,500)	(6,500)	(6,500)
34	Catering - Management team re-alignment	LEISURE, CULTURE AND LIFELONG LEARNING	(4,482)	(28,965)	(28,965)
35	Catering - Introduction of Management Fee	LEISURE, CULTURE AND LIFELONG LEARNING	(112,800)	(191,000)	(191,000)
36	Reduction in "Events" programming expenditure - full details of the ongoing efficiency savings for 2010/11 onwards will have to be considered in line with decisions made for 2009/10	LEISURE, CULTURE AND LIFELONG LEARNING	(58,400)	(96,400)	(115,400)
37	Reduction in the operational / promotional costs of the annual Illuminations event in the Arboretum	LEISURE, CULTURE AND LIFELONG LEARNING	(40,600)	0	0
38	Undertake Voluntary Redundancy trawl across specific service areas with Leisure & Culture (unlikely to be Catering or Green Spaces) ~ and realign remaining staff to ensure service continuity : cost to the service in year 1.	LEISURE, CULTURE AND LIFELONG LEARNING	100,000	(100,000)	(100,000)
39	Restructure within greenspaces - parks and allotments	LEISURE, CULTURE AND LIFELONG LEARNING	(35,010)	(35,010)	(35,010)
40	Reduction in library opening hours	LEISURE, CULTURE AND LIFELONG LEARNING	(130,000)	(130,000)	(130,000)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
41	<b>Illuminations closure</b> - 3 year closure due to restoration programme	LEISURE, CULTURE AND LIFELONG LEARNING	(170,000)	(153,000)	(153,000)
42	<b>Re-organisation of leisure management</b> - combine sports development and sports management	LEISURE, CULTURE AND LIFELONG LEARNING	(29,700)	(49,700)	(49,700)
43	<b>Greenspaces - Closure of the Grange golf course</b>	LEISURE, CULTURE AND LIFELONG LEARNING	(37,800)	(57,800)	(57,800)
44	<b>NPP - Stop Funding the LNP Community Cash Scheme</b>	NEIGHBOURHOOD PARTNERSHIPS	(24,000)	(24,000)	(24,000)
45	<b>Proposed relocation of the Beechdale offices resulting in economies of scale.</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(3,000)	(3,000)	(3,000)
46	<b>Non re-employment of one current vacant admin post</b> as it is replaced by 2 modern apprentices employed on a 12 month contract	SAFER WALSALL BOROUGH PARTNERSHIP	(5,000)	(5,000)	(5,000)
47	<b>CCTV Temp Operator post termination</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(23,500)	(23,500)	(23,500)
48	<b>CCTV Overtime</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(10,000)	(10,000)	(10,000)
49	<b>CSU Training Budget</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(5,000)	(5,000)	(5,000)
50	<b>Reduction in staff advertising and publicity budgets</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(10,000)	(10,000)	(10,000)
51	<b>Reduction in partnership running/expenses</b>	SAFER WALSALL BOROUGH PARTNERSHIP	(15,500)	(15,500)	(15,500)
52	<b>Proposed contribution towards office accommodation and other premise costs from Partner organisations</b> re their staff who occupy the Delves office, (£250-£500 per person per year).	SAFER WALSALL BOROUGH PARTNERSHIP	(3,000)	(3,000)	(3,000)
<b>TOTAL NEIGHBOURHOOD SERVICES</b>			<b>(1,714,105)</b>	<b>(2,054,199)</b>	<b>(2,080,899)</b>
<b>REGENERATION</b>					
53	<b>Reduce spend on agency staff by around 15%</b> by introducing a framework to lower expectations of the level of temporary staff that will be provided, and promote greater use of the core peripatetic staff team and local 'buddying' arrangements for short term absence.	BUSINESS SUPPORT	(100,000)	(100,000)	(100,000)
54	<b>Remove a vacant post in the Supporting People team.</b> This supports the needs of the service and has been agreed with the Assistant Director for Strategic Housing.	BUSINESS SUPPORT	(20,000)	(20,000)	(20,000)
55	<b>Remove a post in Sport &amp; Leisure.</b> Existing post holder already working elsewhere in the organisation and could be permanently redeployed. Discussions are ongoing with the service to improve processes and allocation of duties to minimise impact.	BUSINESS SUPPORT	(20,000)	(20,000)	(20,000)
56	<b>Remove post in Public Protection,</b> vacant for over 10 months.	BUSINESS SUPPORT	(15,000)	(15,000)	(15,000)
57	<b>Delete 1 Admin Team Manager post within Social Care &amp; Inclusion,</b> vacant and not required irrespective of People First outcomes	BUSINESS SUPPORT	(30,000)	(30,000)	(30,000)
58	<b>Reduce by 25% budgets for Supplies and Services</b> within business support (excluding the post room).	BUSINESS SUPPORT	(25,000)	(25,000)	(25,000)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
59	<b>Consolidation of Family Support and Safeguarding</b> means an opportunity to rationalise senior administrative support by removing 1 post. This exercise has already happened but the post has not yet been deleted, so services have already been engaged in the process.	BUSINESS SUPPORT	(18,000)	(18,000)	(18,000)
60	<b>Delete a vacant post not specifically allocated to any area of service support.</b>	BUSINESS SUPPORT	(15,000)	(15,000)	(15,000)
61	<b>Courier Service:</b> Price increase anticipated in charges to schools to reflect the true current costs of service provision. If this is not accepted then service will be withdrawn and reduced to other services.	BUSINESS SUPPORT	(20,000)	(20,000)	(20,000)
62	<b>Convert four vacant Scale 2/3 posts into Apprenticeship Schemes</b> as a pilot to support the council initiative to reduce worklessness and address under representation of young people.	BUSINESS SUPPORT	(40,000)	(40,000)	(40,000)
63	<b>Reduction in first class mail</b> , primarily affecting HRD and member post. All member post is currently sent first class. Further exploitation of machine readable mail to utilise Royal Mail discounts.	BUSINESS SUPPORT	(10,000)	(10,000)	(10,000)
64	<b>Remove a 25 hour post in Legal Services</b> , vacant for at least 10 months. The service is aware of this proposal and is concerned about its impact. Further discussions are needed to determine risk and specific impact.	BUSINESS SUPPORT	(10,000)	(10,000)	(10,000)
65	<b>Business Support review</b> - A redesign project for Business Support service has started, using lean principles. The outcome of work with stakeholders will determine service changes, the cashable and non cashable benefits and timescales. Savings in years 2 and 3 are in addition to Financial Administration efficiencies already allocated to the Finance Direct project. This assumes the equivalent of an additional 7-9 posts (management to be considered as well as staff) from the service with no redundancy costs. It will mean the reallocation of resources aligned to Council priorities and the cessation, reduction and redesign of support to some functions.	BUSINESS SUPPORT	(145,726)	(150,726)	(150,726)
66	<b>Removal of 0.5 FTE vacant post in Youth Offending.</b> No discussions have been held with the service regarding this proposal. There may be concern raised but the post is currently vacant with manageable impact.	BUSINESS SUPPORT	(7,000)	(7,000)	(7,000)
67	<b>Business Support's contributions to efficiencies realised as part of the implementation phase of Finance Direct</b> (Oracle Project) as agreed by CMT and cabinet previously.	BUSINESS SUPPORT	0	(560,000)	(560,000)
68	<b>Reduce 1 post of support to Mayor's office</b> (50%) This has the agreement of the Assistant Director Legal & Constitutional Services.	BUSINESS SUPPORT	(25,000)	(25,000)	(25,000)
69	<b>Potential postal savings available in 10/11 following a review of current contract arrangements with Royal Mail.</b> This is a joint working initiative with neighbouring Local Authorities, predominantly Birmingham, as they have a new agreement with Royal Mail that could benefit other authorities by up to 6p per item. A regional initiative in 07 / 08 sponsored through the RIEP identified savings, but the project collapsed when the preferred supplier withdrew late in the process.	BUSINESS SUPPORT	0	(18,000)	(18,000)
70	<b>Consolidate all communications, press, PR, advertising and publicity budgets across the council.</b> Review priorities and then identify efficiencies / potential savings. This is forming part of the current service review that is scheduled to report at the end of November 2008.	COMMUNICATIONS	(80,000)	(80,000)	(80,000)
71	<b>Photography / Image Library</b> - The Communications Unit funds the majority of the photography supporting press releases, council promotions and Walsall Pride (plus the on-going development and management of the new image library) This would stop, meaning a potential reduction in local press coverage, poorer quality publications, and a poor image resource for the council.	COMMUNICATIONS	0	0	(8,000)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
72	<b>In year 2009/10 - switch from bi-monthly, printed staff newsletter to a quarterly, digital version (saving £8k) having trialled the effectiveness of this. In year 2010/11 stop producing Team Spirit at all (saving a further £8k) There are dangers in making both of these savings: It will impact staff survey results, remove a communication channel to staff and heavily impact the 60%-plus of staff without access to email and intranets.</b>	COMMUNICATIONS	(8,000)	(16,000)	(16,000)
73	<b>Re-tender corporate advertising contract, anticipating savings through more efficient media usage.</b> The new contractor will be bound through the contract to deliver savings on advertising spend across the council via more efficient use of media, on line advertising etc. The contract will be let in January 2009 and the new contractor will be required to deliver these savings as a term of the contract.	HRD	(60,000)	(120,000)	(120,000)
74	<b>Redefine existing file room as a training venue resulting from electronic document management project being implemented this year.</b> The room currently holds around 15000 personal files. By transferring these onto electronic document management a room will be freed up which can hold 20 people in a training setting. This will mean that the council will not have to use many external venues for small/medium training activities.	HRD	(25,000)	(25,000)	(25,000)
75	<b>Increase in vacancy management from 1.5% to 2.5% in the service.</b> This would be achieved by keeping vacant posts vacant for longer periods of time. In reality this would impact upon the ability of the service to deliver all required work.	HRD	(23,900)	(47,800)	(47,800)
76	<b>Reduce the supplies and services budgets by 20%.</b>	HRD	(22,686)	(25,604)	(25,604)
77	<b>Reduce staff training budgets in HRD to deliver health and safety training to staff across the Authority by 55%</b>	HRD	(20,000)	(20,000)	(20,000)
78	<b>Reduce printing expenditure by 15%, by not printing and distributing Job Shop.</b>	HRD	(10,000)	(10,000)	(10,000)
79	<b>Increase in Criminal Records Bureau (CRB) administration charge by 20%</b> to bring it into line with other providers. This charge would only be made to non partner organisations but could result in a reduction of income if demand for service reduces.	HRD	(10,000)	(10,000)	(10,000)
80	<b>Furniture budget will be removed as new office environment has refreshed furniture.</b> Budget will be required from year 4.	HRD	(8,000)	(8,000)	(8,000)
81	<b>Efficient stationery usage in employee services, reducing budget by 20%</b>	HRD	(5,000)	(5,000)	(5,000)
82	<b>IT will be rationalised and prioritised to exceptional cases only.</b>	HRD	(5,000)	(5,000)	(5,000)
83	<b>Voluntary reduced time in employee services and health and safety team to be made permanent.</b>	HRD	(27,700)	(27,700)	(27,700)
84	<b>Reduce the use of cars by HRD team due to onsite training.</b> Overall reduction in car usage to meetings and welfare visits.	HRD	(7,500)	(7,500)	(7,500)
85	<b>General service reductions in the service (4% of the headcount).</b> This will be achieved by re-prioritising non mandatory work within Human Resources & Development which would include service reductions in recruitment, support to workforce development & planning and technology roll out.	HRD	0	(126,600)	(225,651)



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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
86	<b>Increase in traded services charges to schools and contract payrolls</b> (20 percent increase). This represent a significant price increase and there is a high risk that schools would no longer buy this service which would then reduce income to the council.	HRD	0	(60,000)	(60,000)
87	<b>Reduction in Service for training, development, strategic HR planning and workforce planning.</b>	HRD	(40,000)	(100,000)	(100,000)
88	<b>Reduce redeployment support to staff, back to minimum levels.</b> The statutory support to redeployed would continue via managerial support but hands on advice and support to redeployed would cease. e.g.. no further personal signposting of suitable alternative employment to at risk staff by HRD redeployment team. Although not legally required, the council runs a risk of criticism at internal appeals and also at Employment Tribunals. Given the budget position it is also very likely that the number of staff requiring redeployment will increase thus adding to the workload of the team in any case.	HRD	(35,000)	(35,000)	(35,000)
89	<b>Cease Leadership &amp; Management Forums</b> (4 per year of each). This will impact communications and strategic leadership across the authority	HRD	(58,000)	(58,000)	(58,000)
90	<b>Reduce all supplies and services budgets relating to service delivery by making more efficient use of equipment and supplies</b> and not replacing/updating ICT equipment and furniture. Savings offered are jointly approximately 60% of all revenue budgets in year 1 and maintain a high % of remaining budgets for years 2. By 2011/12 the service has minimal operational budgets remaining.	POLICY AND PERFORMANCE	(24,594)	(39,438)	(39,438)
91	<b>Downgrading of assistant director post to a head of service position.</b> Saving represents the difference between current budgeted cost and projected HoS cost based on mid point.	POLICY AND PERFORMANCE	(28,000)	(28,000)	(28,000)
92	<b>Reduce travel expenses and training budgets for the service.</b> In year 1 a 10% saving has been offered as currently the service has committed to the development of a number of team members. Savings in year 2 are 50% of remaining budget. As less training and conferences will be attended lower travel costs will be incurred and 40% of existing budget has been offered. This will reduce the service's ability to maintain an up to date awareness of the emerging national performance framework (e.g. developments with the National Indicator Set and the move to Comprehensive Area Assessment) and the ability to succession plan by developing staff to progress through the service. There is also a risk to staff morale and productivity.	POLICY AND PERFORMANCE	(9,978)	(24,893)	(24,893)
93	<b>Reduce use of professional and service fees.</b> Budget allows service to engage external expertise when required to conduct business (e.g. support from SOLACE in preparation for the corporate assessment, expert witnesses to scrutiny etc).	POLICY AND PERFORMANCE	(38,225)	(56,860)	(64,429)
94	<b>Reduce use of agency workers and increased vacancy management.</b> As service is currently undergoing a significant review and using backfill arrangements for vacant HoS post there is current use of agency workers to deliver service. A 25% cut in budget in year 1 and a further 40% cut in year 2 has been offered. Increasing vacancy management from 1.5% to 2.5% is also included. This would be achieved by keeping vacant posts vacant for longer periods of time. In reality this would impact upon the ability of the service to deliver all required work.	POLICY AND PERFORMANCE	(16,478)	(26,356)	(55,099)



APPENDIX 3

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
95	<b>Reduction in production of materials for service customers and generally public</b> (e.g. corporate plan, annual report, CIPPF, scrutiny review reports, scrutiny leaflets etc). Impact on internal print and design fees (budget code) as all items produced have to be produced in house by P&D team. This represents a 45% cut in budget in year 1 and then again in year 2.	POLICY AND PERFORMANCE	(18,786)	(30,267)	(30,267)
96	<b>Senior management post rationalisation across CPM and Strategic Transformation.</b> Intention is to rationalise one Head of Service and partially backfill through post realignment at tier 2 level.	POLICY AND PERFORMANCE	(40,000)	(40,000)	(40,000)
97	<b>Closure of approved list of contractors.</b> Subject to full Council approval, the national Construction line database will be used to create tender list from 1st April 2009. This requires a change in FCR which Audit have prepared in draft to go to full Council	PROPERTY	(8,000)	(8,000)	(8,000)
98	<b>Delete Disability Access officer post.</b> This service require that this service is provided by a clerk of works, which is not the preferred method, but the service will be maintained through different ways of working	PROPERTY	(30,000)	(30,000)	(30,000)
99	<b>Sundry items</b> - reduction in general supplies and services budgets	PROPERTY	(1,000)	(2,000)	(3,000)
100	<b>Vacancy management</b> - maintaining vacant posts and also not filling with agency staff	PROPERTY	0	(30,000)	(30,000)
101	<b>Planning policy team</b> - reduction in mainstream budget. Now to be recharged to transportation capital programme.	REGENERATION	(35,600)	(42,771)	(42,771)
102	<b>Realignment of insurance budgets.</b>	REGENERATION	(46,667)	(46,667)	(46,667)
103	<b>Black Country Consortium</b> Reduction in funding	REGENERATION	(25,000)	(55,000)	(55,000)
104	<b>Deletion of information officer post</b> through redeployment to Assistant Regeneration Technical Support Officer (Admin Team)	REGENERATION	(20,980)	(20,980)	(20,980)
105	<b>Deletion of land charges</b> / information officer through redeployment to neighbourhood directorate	REGENERATION	0	(26,309)	(26,309)
106	<b>Reduction in supplies and services in land charges and building control revenue account</b>	REGENERATION	(11,000)	(11,000)	(11,000)
107	<b>Reduction in supplies and services</b>	REGENERATION	0	(2,000)	(4,000)
108	<b>Deletion of Regeneration Assistant Post - Delivery</b> Post supports the Landscape Design Team and will negatively impact their ability to attract income to the service.	REGENERATION	(19,963)	(19,963)	(19,963)
109	<b>Deletion of Regeneration Officer (Trees) Post</b> - officer currently on secondment to greenspaces	REGENERATION	(40,309)	(40,309)	(40,309)
110	<b>Deletion of Regeneration Officer Post</b>	REGENERATION	0	0	(34,302)
111	<b>Deletion of Regeneration Assistant Post</b>	REGENERATION	0	(20,991)	(20,991)

## APPENDIX 3

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
112	<b>Fee levy on non Education premises energy units for reinvestment in energy saving (0.02% pa).</b> This will be charged on top of the energy suppliers unit costs as a levy in recognition of the savings achieved through corporate energy procurement. This budget will then be used by the Council to invest in energy saving measures in non Education buildings to reduce energy consumption and carbon emissions. A corresponding capital bid has been made for these works. It is worth nothing that some authorities charge up to 0.3% levy, an this is something the Council may wish to consider	PROPERTY	(56,000)	(112,000)	(168,000)
113	<b>Town Centre Management</b> - staged removal of the budget / service for Walsall Town Centre.	REGENERATION	(25,000)	(40,000)	(47,000)
114	<b>Economic Development Team</b> - reduction in mainstream budget - to be funded via WNF. Bid is included in draft Target Action Plan. Staffing impact will be subject to LSP approval.	REGENERATION	(25,000)	(32,000)	(32,000)
115	<b>Amend funding element of trainee building control officer post</b> from 50% to 100% from fee account	REGENERATION	(11,214)	(11,214)	(11,214)
116	<b>Deletion of 2 Principal Planning Officers</b> - 1 x Enforcement and 1 x Householder Team	REGENERATION	(46,628)	(86,628)	(86,628)
117	<b>Deletion of Senior Planning Officer</b> (saving varies due to career grade, assumed midpoint) including on costs	REGENERATION	(11,802)	(31,802)	(31,802)
118	<b>Deletion of BC &amp; DC Technical Support Officer posts</b>	REGENERATION	(2,482)	(33,130)	(33,130)
119	<b>Regeneration Officer</b> Capitalise Revenue - 50% Fund from Regenerating Walsall & 50% fromCapital Programme	REGENERATION	(20,155)	(20,155)	(20,155)
120	<b>Regeneration Officer</b> 100% funded from the VIEW fund	REGENERATION	0	(31,000)	(31,000)
121	70% reduction of staff training budgets	STRATEGIC TRANSFORMATION	(22,400)	(24,000)	(24,000)
122	Reduction of 60% in general running costs and consumables for the service.	STRATEGIC TRANSFORMATION	(20,000)	(26,000)	(26,000)
123	Lean based initiatives in Social Care funded through the Training Support Grant administered by HRD and agreed in principle by HRD.	STRATEGIC TRANSFORMATION	(9,020)	(9,020)	(9,020)
124	Deletion of 0.5FTE of a consultant post	STRATEGIC TRANSFORMATION	0	(29,129)	(51,166)
<b>TOTAL REGENERATION</b>			<b>(1,610,793)</b>	<b>(2,958,812)</b>	<b>(3,224,514)</b>
<b>CHILDREN'S, ICT AND PROCUREMENT SERVICES</b>					
125	Re- negotiation Fujitsu Hardware Support Contract.	ICT	(20,000)	(20,000)	(20,000)
126	Re- negotiation software licenses. Software licenses will come up for renewal on a periodic basis. This target is to continue to drive down the cost of these	ICT	(5,000)	(5,000)	(5,000)
127	Termination of obsolete BT lines. This will involve a trawl through phone lines to see if some are inactive which will decrease the BT phone bill	ICT	(5,000)	(5,000)	(5,000)
128	Remove advert from phone book	ICT	(19,000)	(19,000)	(19,000)
129	Stop purchasing license package from Microsoft	ICT	(258,750)	(345,000)	(345,000)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
130	New digital print contract	PRINT AND DESIGN	(17,782)	(17,782)	(17,782)
131	Re- negotiation printing consumables contracts for lower pricing	PRINT AND DESIGN	(10,000)	(10,000)	(10,000)
132	Printing services provider - New external income from Lichfield council	PRINT AND DESIGN	(30,000)	(30,000)	(30,000)
133	Increased level of procurement savings	PROCUREMENT	(54,282)	(93,055)	(120,288)
134	Closure of children's home - children accommodated in foster placements	SPECIALIST SERVICES	(400,000)	(400,000)	(400,000)
135	Deletion of education support coordinator post	SPECIALIST SERVICES	(50,000)	(50,000)	(50,000)
136	Restructure support services to looked after children to include consideration of reduction in management posts	SPECIALIST SERVICES	(74,739)	(111,582)	(111,582)
137	Reduction in numbers of looked after children	SPECIALIST SERVICES	(372,000)	(372,000)	(372,000)
138	Youth service Training and Development resources	UNIVERSAL SERVICES	(22,500)	(22,500)	(22,500)
139	Youth Service Buildings Maintenance Budget	UNIVERSAL SERVICES	(10,000)	(10,000)	(10,000)
140	Youth Development Fund- Previously this budget was aligned with specific cost centres. Via a review and restructuring process, this fund is now being centralised, and efficiencies have been identified via this process. Development work maintained with greater efficiency and Strategic overview	UNIVERSAL SERVICES	(15,000)	(15,000)	(15,000)
141	Review & Restructuring of service delivery with Youth Offending Service	UNIVERSAL SERVICES	(155,833)	(155,833)	(155,833)
142	Universal Services Management Team - Maximising potential of undergraduate scheme to reduce salary costs in partnership with local university.	UNIVERSAL SERVICES	(20,000)	(20,000)	(20,000)
143	Reduction of hours on the Walsall Children's Fund Commissioning Support Team Budget	UNIVERSAL SERVICES	(2,789)	(2,789)	(2,789)
144	Realignment of Prevention & Local Services costs with Grant income. Offset salary costs against national grant income allocated to Walsall annually to deliver Contact Point ( Statutory requirement to support the delivery of Children's Services)	UNIVERSAL SERVICES	(33,000)	(33,000)	(33,000)
145	Reduction in Youth Service activities by review of organisation and resources including the deletion of vacant posts	UNIVERSAL SERVICES	(68,366)	(68,366)	(68,366)
146	Youth Offending Ser vice (realign YOS mangement posts with YJB / WNFgrant)	UNIVERSAL SERVICES	(82,050)	(82,050)	(82,050)
147	Realign services to establish integrated Young Peoples services. Economies of scale, reduction in management to include children's trust arrangements	UNIVERSAL SERVICES	(96,000)	(100,000)	(100,000)
<b>TOTAL CHILDREN'S, ICT AND PROCUREMENT SERVICES</b>			<b>(1,822,091)</b>	<b>(1,987,957)</b>	<b>(2,015,190)</b>
<b>SOCIAL CARE AND INCLUSION</b>					
148	<b>YADS Home care review team</b> - efficiency target. YADS expenditure on Home care is substantial (£1.5 million). By carefully reviewing the use of home care providers the appropriateness of individual Home care visits it would be possible to make this efficiency.	ADULTS	(187,000)	(187,000)	(187,000)

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No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
149	<b>YADS External Residential &amp; Nursing Budgets</b> - reducing the number of existing clients who would be able to receive a service (2 towards the end of 9/10; additional 10 in 10/11 & additional 5 in 11/12).	ADULTS	(54,923)	(412,179)	(600,726)
150	<b>YADS Respite care</b> - Currently there is no limit on the number of days respite care provided and paid for. From 9/10 a maximum of 48 days (24 hour days) will be provided and paid for by the Council. This is in line with other Authorities across the region. Respite care can still be provided for longer periods of time, any time over the 48 days but will be charged to the client at the full cost.	ADULTS	(54,617)	(54,617)	(54,617)
151	<b>Reduction of 5 posts in YADS social work teams</b> - this is a reduction of 5 posts out of a team of 20 but as this area benchmarks high in the PSSEX1 document with low or adequate level of performance it would bring us more into line with the average	ADULTS	(160,390)	(160,390)	(160,390)
152	Reduction of posts of direct payments development manager, carers co-ordinators and user participation officer (50% of team CIPS)	ADULTS	(61,420)	(123,420)	(123,420)
153	<b>OP In house home care review</b> - General home care packages, which provide services such as waking up, washing up, dressing, putting to bed, will be provided by external agencies at lower rates than internal services. Out of Hours and specialist home care would remain internal	ADULTS	(444,000)	(444,000)	(444,000)
154	<b>Reduction in posts in the OP assessment &amp; care management teams</b> - A new specialist in house brokerage service will have up to date information on the most appropriate available agency to provide a care plan. Social workers currently have to find a suitable agency to deliver the care plan. Using the new system will streamline the placing of care packages and reduce the number of Social workers by 11 and OP locality manager	ADULTS	(377,701)	(397,701)	(397,701)
155	<b>One off reduction from Housing 21 budgets</b> - Within the affordability model the council created a contingency to fund any unforeseen construction problems. Early indications and future profiling would suggest that this figure can be reduced.	ADULTS	0	(220,000)	0
156	<b>Older people respite care</b> Currently there is no limit on the number of days respite care provided and paid for. From 9/10 a maximum of 48 days (24 hour days) will be provided and paid for by the Council. This is in line with other Authorities across the region. Respite care can still be provided for longer periods of time, any time over the 48 days but will be charged to the client at the full cost.	ADULTS	(85,541)	(85,541)	(85,541)
157	<b>20% reduction in Service Level Agreements (SLA) budgets for placements' of older people within third sector day centres</b> - will mean the withdrawal of funding from Day care facilities in the voluntary sector	ADULTS	(135,407)	(145,499)	(145,499)
158	<b>Housing 21-</b> as part of the new contract for extra care housing, rehab, dementia care and day care, predicted savings will be made in 2011/12 once all the new sites are operational and the existing sites are closed.	ADULTS	0	0	(311,000)
159	<b>Deletion of MH Team Manager Post</b> - following reorganisation of Broadway North management structure.	ADULTS	(30,000)	(30,000)	(30,000)
160	<b>Delete MH Social Work Post - Supporting Central Duty</b> Post currently vacant and presently covered by agency. As part of the plan to localise duty arrangements it was planned to use for a social work post within home treatment which currently has no social care input.	ADULTS	(29,000)	(29,000)	(29,000)
161	<b>Delete Community Mental Health Team (CMHT) Support worker posts</b> Vacant posts currently covered by agency & staff within tPCT (recharged).	ADULTS	(33,000)	(33,000)	(33,000)

**APPENDIX 3**

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
162	<b>MH Admin posts</b> remained within Mental Health budget due to the planned merger into the Black Country Mental Health Trust & possible TUPE arrangements. Saving relates to two half time posts which are currently vacant and covered by agency, one to be deleted in 2009/10 and one in 2010/11.	ADULTS	(7,000)	(16,000)	(16,000)
163	<b>Review of Continuing Health Care (CHC) eligibility for Older People with Mental Health (OPMH)</b> residential & nursing packages for over 85's. Requires 9 people or 27% of existing placements to transfer to tPCT.	ADULTS	(172,979)	(172,979)	(172,979)
164	<b>Review of MH residential and nursing care placements</b> for adult with mental health transferring to extra care model. Requires saving of average residential & nursing cost of 12 people (7 people in 2010/11 and 5 in 2011/12).	ADULTS	0	(146,468)	(253,596)
165	<b>Mental Health respite care</b> Currently there is no limit on the number of days respite care provided and paid for. From 9/10 a maximum of 48 days (24 hour days) will be provided and paid for by the Council. This is in line with other Authorities across the region. Respite care can still be provided for longer periods of time, any time over the 48 days but will be charged to the client at the full cost.	ADULTS	(57,060)	(57,060)	(57,060)
166	<b>LD Efficiencies related to supported living packages.</b> This would require in total a 9% efficiency against the total supported living budget. This could be achieved in a variety of different ways (i.e. asking individual supported living providers being asked to implement an overall efficiency target, make changes to existing individual supported living packages or reducing the proposed inflationary award to supported living providers which is current care packages or the reduction in the inflation award for 9/10 which is currently modelled using RPI.	ADULTS	(721,389)	(1,007,040)	(1,185,962)
167	<b>LD Reconfiguration of integrated day centres</b> to reduce establishment by 4 posts.	ADULTS	(80,000)	(80,000)	(80,000)
168	<b>Efficiencies within the external market for LD residential and nursing care</b> - using fewer providers, more cost effective providers and adjusting the 09/10 inflationary award.	ADULTS	(346,739)	(918,041)	(1,275,885)
169	<b>Reduce the usage of taxis for LD service users</b> - focusing on service users using their own transport or transport currently provided by the authority rather than the more expensive option of taxis.	ADULTS	(35,000)	(35,000)	(35,000)
170	<b>Learning Disability Respite Care</b> Currently there is no limit on the number of days respite care provided and paid for. From 9/10 a maximum of 48 days (24 hour days) will be provided and paid for by the Council. This is in line with other Authorities across the region. Respite care can still be provided for longer periods of time, any time over the 48 days but will be charged to the client at the full cost.	ADULTS	(125,390)	(125,390)	(125,390)
171	Major projects manager funded via social care reform grant for 2 years whilst undertaking the project management role within the people first project. Post to be redundant in 2011/12.	ADULTS	(57,026)	(57,026)	(6,026)
<b>SOCIAL CARE AND INCLUSION</b>			<b>(3,255,582)</b>	<b>(4,937,351)</b>	<b>(5,809,792)</b>
<b>CORPORATE SERVICES</b>					
172	Insurance renewals	FINANCE	(390,717)	(390,717)	(390,717)
173	Reduction in furniture, equipment and misc supplies budgets	FINANCE	(1,500)	(1,500)	(1,500)
174	Early repayment of outstanding local authority debt	FINANCE	(287,000)	(287,000)	(287,000)

**APPENDIX 3**

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
175	Subscriptions review - LGIU	FINANCE	(30,000)	(30,000)	(30,000)
176	Streamlining of monitoring process due to Oracle improvements	FINANCE	0	(120,000)	(120,000)
177	Re-structure of service support finance teams and finance support to services	FINANCE	0	(120,000)	(120,000)
<b>TOTAL CORPORATE SERVICES</b>			<b>(709,217)</b>	<b>(949,217)</b>	<b>(949,217)</b>
<b>CENTRAL ITEMS</b>					
178	Reduction in temporary staffing costs	CENTRAL	(900,000)	(900,000)	(900,000)
179	Capping of ABG at 2008-9 levels	CENTRAL	(970,000)	(1,380,000)	(1,000,000)
180	Further 10% reduction in ABG spend	CENTRAL	(1,336,318)	(1,336,318)	(1,336,318)
181	Restructuring proposals	CENTRAL	(449,800)	(867,000)	(1,115,500)
<b>TOTAL CENTRAL ITEMS</b>			<b>(3,656,118)</b>	<b>(4,483,318)</b>	<b>(4,351,818)</b>
<b>TOTAL EFFICIENCIES/SAVINGS</b>			<b>(12,767,906)</b>	<b>(17,370,854)</b>	<b>(18,431,430)</b>

## FEES AND CHARGES

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
<b>NEIGHBOURHOOD SERVICES</b>					
1	<b>Increase Pest Control charges by 5%</b> (standard annual fee increase)	BUILT ENVIRONMENT	(1,500)	(1,575)	(1,654)
2	<b>Increase in burial and cremation fees/charges</b> including organ added to fee at rate of 7.5% (has been benchmarked with other authorities)	BUILT ENVIRONMENT	(200,549)	(215,590)	(231,759)
3	<b>Increase in registration fees/charges at 7.5%</b> e.g. marriage licensing fees, outside marriage services, British citizenship. (has been benchmarked with other authorities)	BUILT ENVIRONMENT	(8,500)	(9,137)	(9,823)
4	<b>Register Office to become approved premises venue</b>	BUILT ENVIRONMENT	(5,000)	(5,000)	(5,000)
5	<b>Increase in income from sale of recyclable materials</b> - income from sales of certain recyclable materials has increased recently generating additional income of circa £80,000 per year	BUILT ENVIRONMENT	(80,000)	(80,000)	(80,000)
6	<b>Increase Trade Waste Charges</b> - Increase in costs to customer above inflation and landfill tax of 5%	BUILT ENVIRONMENT	(20,000)	(20,000)	(20,000)
7	<b>Increased external income</b> from repair and maintenance of Amey Street Lighting Vehicles	BUILT ENVIRONMENT	(5,000)	(5,000)	(5,000)
8	<b>Increase in MOT charges</b> - Increase in price is based on increasing rates to be comparable with other local service providers	BUILT ENVIRONMENT	(3,000)	(3,000)	(3,000)
9	<b>Permits (TMA Legislation)</b> - New income from introduction of legislation (figures are net of additional employee costs).	BUILT ENVIRONMENT	0	(67,000)	(140,000)
10	<b>Introducing a charge for domestic pest control services for mice</b> - residents not in receipt of income support, housing benefit or council tax benefit @ cost of £20 per treatment. This is comparable, or slightly lower, than other authorities that charge for this type of service.	BUILT ENVIRONMENT	(8,000)	(8,000)	(8,000)
11	<b>Fixed Penalty Notices (TMA Legislation)</b> - New income from introduction of legislation (figures are net of additional employee costs).	BUILT ENVIRONMENT	(15,000)	(20,000)	(25,000)
12	<b>Civil Parking Enforcement income</b>	BUILT ENVIRONMENT	(12,500)	(88,500)	(130,000)
13	<b>Introduction of pay and display charges for Sunday parking</b>	BUILT ENVIRONMENT	(21,500)	(22,500)	(23,500)
14	<b>Increase in general pay and display charges</b>	BUILT ENVIRONMENT	(139,515)	(165,515)	(192,515)
15	<b>Increase in staff parking charges</b>	BUILT ENVIRONMENT	(6,000)	(12,000)	(18,000)
<b>TOTAL NEIGHBOURHOOD SERVICES</b>			<b>(526,064)</b>	<b>(722,817)</b>	<b>(893,251)</b>
<b>REGENERATION</b>					
16	<b>Asset data fee charge for all buildings</b> - This will be a charge and will enable services in non Education buildings to access the asset management database. Of particular use will be the building health and safety logbook	PROPERTY	(5,000)	(8,000)	(10,000)



**APPENDIX 4**

No.	SAVING DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2009/10	2010/11	2011/12
17	<b>Increased fee income and smarter charging</b> - This will require that all activity is charged to projects including time charging. This fee recovery is dependent on the capital programme size particularly Education and on the basis that the Primary Capital programme PCP is not delivered through the BSF LEP. That decision does not need to be made until December 2009 and the LEP wont be in place until 2010. A full VFM analysis will be necessary on the PCP route will be required including the risk of putting too much work through a single supplier - i.e. the LEP	PROPERTY	(43,000)	(75,000)	(94,000)
18	<b>Fee increase on capital maintenance projects</b> in years 1 & 2 - 0.5 % year 1, 1% year 2. This will marginally reduce the budget available for construction works	PROPERTY	(5,000)	(25,000)	(25,000)
19	Increase LLC1 Land Charges Search fee from £22.50 to £29.50	REGENERATION	(8,500)	(8,500)	(8,500)
20	Expected over recovery of planning fees post credit crunch	REGENERATION	0	0	(35,000)
21	Increase Land Charges full search fee	REGENERATION	0	0	(14,000)
22	Expected over recovery of planning fees post credit crunch	REGENERATION	0	(30,000)	(100,000)
<b>TOTAL REGENERATION</b>			<b>(61,500)</b>	<b>(146,500)</b>	<b>(286,500)</b>
<b>SOCIAL CARE AND INCLUSION</b>					
23	<b>Standard charges income</b> - older peoples services. This is based on 19 in-house self funders. This assumes no reduction in client numbers.	ADULTS	(11,808)	(20,345)	(29,053)
24	<b>Home Care &amp; Day Care</b> - increase client charges from £4.88 for half hour to £5.19 based on the lowest cost of the service provision to the authority from the new contract providers. This assumes no change in client numbers. Small amounts of this income is across other services including Disability services and Mental Health.	ADULTS	(48,809)	(49,785)	(50,781)
25	<b>Meals on Wheels</b> - increase client charges from £2.49 to £2.75 per meal. This assumes no change in client numbers.	ADULTS	(26,576)	(27,108)	(27,650)
<b>SOCIAL CARE AND INCLUSION</b>			<b>(87,193)</b>	<b>(97,238)</b>	<b>(107,484)</b>
<b>CORPORATE SERVICES</b>					
26	Magistrates court income	FINANCE	(45,000)	(45,000)	(45,000)
<b>TOTAL CORPORATE SERVICES</b>			<b>(45,000)</b>	<b>(45,000)</b>	<b>(45,000)</b>
<b>TOTAL FEES AND CHARGES</b>			<b>(719,757)</b>	<b>(1,011,555)</b>	<b>(1,332,235)</b>



CAPITAL BIDS 2009/10 - 2011/12 - APPROVED

DIRECTORATE	PROJECT	CAPITAL BIDS 2009/10	CAPITAL BIDS 2010/11	CAPITAL BIDS 2011/12	COMMENTS
<b>APPROVED SCHEMES</b>					
CIPS	Basic need	1,443,204	1,443,204	0	Further provision for new pupil places within existing Walsall schools
CIPS	Modernisation - all schools	1,947,980	312,582	0	Supported borrowing - capital allocation. To resolve condition and/or suitability issues identified in the Education Asset Management Plan. £1.368m funded by grant.
CIPS	Schools access initiative	586,620	586,620	0	To fund alterations to enable pupils with disabilities to attend mainstream schools
Regeneration	Local Transport Plan	2,610,500	2,761,500	2,761,500	The Local Transport Block Grant from the Department for Transport to deliver the objectives set out in the Local Transport Plan. £2.61m funded by grant
<b>Supported Borrowing Allocation (Government supported via Formula Grant)</b>		<b>6,588,304</b>	<b>5,103,906</b>	<b>2,761,500</b>	
Corporate	Risk Management	100,000	100,000	100,000	The funding is utilised where risk assessments have been undertaken or where events dictate that immediate action be taken to manage risks e.g. insurer intervention, regulatory reform
Corporate	Uninsured property damage	100,000	200,000	200,000	The council self insures its assets and is responsible for the first £250k of each claim. Expenditure is only incurred where the council has suffered loss or damage to its property in accordance with the terms and conditions of the insurance policy.
Corporate	Contingency	350,000	250,000	250,000	To manage unforeseen expenditure following budget approval in February 2009.
<b>Corporate Commitments</b>		<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	
Council wide	Finance Direct/Oracle	4,665,000	358,000	268,000	To implement the Cabinet approved Target Operating Model for business support and finance. Modernisation of the delivery of financial processes
<b>Unsupported Borrowing (Council funded)</b>		<b>4,665,000</b>	<b>358,000</b>	<b>268,000</b>	
Neighbourhood	Redhouse community centre	300,000	0	0	Development of a community facility on the former Redhouse school site to provide access to activities and facilities identified by the community.
Neighbourhood	Walsall arboretum restoration programme	374,233	557,506	498,176	The restoration of the arboretum is a priority for the council and is linked to the development of the illuminations and the restoration of Walsall town centre. Linked to substantial grant
Neighbourhood	Walsall TCTP ring road land acquisition	480,000	0	0	Land acquisition and compensation costs associated with compulsory purchase of land required for the construction of the ring road
Neighbourhood	Engineering & Transportation - Town Centre Transport Package	5,400,000	0	0	Completion of the ring road scheme
Regeneration	Asbestos removal	200,000	0	0	Programme of asbestos removal in council buildings. The council is required by legislation to manage asbestos in its properties and this requires the removal in some areas. Asbestos has to be identified and removed before construction works can commence
Regeneration	Civic building air condition replacement	300,000	0	0	The present air conditioning system has passed its useful life and is subject to breakdown. The funding would replace the gas in the system, upgrade coolers and replace the cooling tower with a dry system to reduce the risk of legionella
Regeneration	Legionella	300,000	400,000	400,000	The council has a duty to manage and control legionella within its buildings.
Regeneration	Regenerating Walsall	500,000	500,000	500,000	This project uses funding to help pump-prime regeneration activity. This involves site investigations, demolition works, land assembly and preparation of planning applications to support projects that reflect strategic regeneration priorities. Most of the projects involve council owned land and their ultimate sale for development.
CIPS	Barcroft primary	3,246,398	150,000	225,000	This scheme will provide a new primary school for Barcroft that will be located on the Elm Street site
CIPS	Targeted capital fund	500,000	1,500,000	0	To provide replacement school buildings for Mary Elliot and Daw End special schools and phase 1 of the rebuild of Joseph Leckie Community Technical College
Social Care	Clear major adaptations	224,517			To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property - additional PSRG grant received.
<b>Prior Year/Ongoing Commitments</b>		<b>11,825,148</b>	<b>3,107,506</b>	<b>1,623,176</b>	
Neighbourhood	Palfrey Park HLF	75,000	0	0	Construction of a new community pavilion to replace the current buildings as per the community approved master plan and 10 year management and maintenance priorities. Committed as matchfunding for £296,500 grant.
Neighbourhood	Pelsall library, childrens centre and health centre	350,000	0	0	Joint project with NHS to deliver a new health centre, a children's centre and a library in shared accommodation. £315k is already available for the children's centre and NHS Walsall could be expected to contribute around £250k.

DIRECTORATE	PROJECT	CAPITAL BIDS 2009/10	CAPITAL BIDS 2010/11	CAPITAL BIDS 2011/12	COMMENTS
Social Care	Hollybank rehabilitation centre	0	300,000	0	A review of Hollybank has taken place with the preferred option of operating to provide a residential rehabilitation centre, respite care and short breaks, emergency placements and a promotion of independence and reablement. Report to cabinet 22/10/08
CIPS	Academies	400,000	0	0	Academies are all-ability, state-funded schools established and managed by sponsors from a wide range of backgrounds. Walsall propose to establish 2 new academies as part of the current wave of investment.
<b>New Schemes</b>		<b>825,000</b>	<b>300,000</b>	<b>0</b>	
<b>TOTAL APPROVED SCHEMES</b>		<b>24,453,452</b>	<b>9,419,412</b>	<b>5,202,676</b>	

## CAPITAL BIDS 2009/10 - 2011/12 - NON-MAINSTREAM

Directorate	Project	Cap 2009/10 £	Cap 2010/11 £	Cap 2011/12 £
CIPS	14-19 diplomas, SEN and disabilities	2,000,000	6,000,000	0
CIPS	Barcroft primary	1,332,089	0	0
CIPS	Devolved formula capital	4,821,184	4,821,184	0
CIPS	Early years	1,015,217	1,015,217	0
CIPS	Extended schools	537,679	277,901	0
CIPS	Harnessing technology grant	1,016,288	1,101,784	0
CIPS	Modernisation	1,367,962	3,003,360	0
CIPS	Primary capital programme	4,357,729	6,735,729	0
CIPS	Sure start, early years and child care grants	546,966	346,598	0
CIPS	Targeted capital fund	2,000,000	6,000,000	0
CIPS	Youth capital fund	181,600	181,600	0
CIPS	Pathfinder short breaks			
<b>TOTAL CHILDRENS, ICT AND PROCUREMENT</b>		<b>19,176,714</b>	<b>29,483,373</b>	<b>0</b>
Neighbourhood	Bloxwich library project	1,269,900	0	0
Neighbourhood	Walsall's children play portfolio	247,650	350,000	0
Neighbourhood	Greenspaces improvement	50,000	50,000	50,000
Neighbourhood	Pelsall library, childrens centre and health centre	550,000	0	0
Neighbourhood	Palfrey park restoration programme	296,500	0	0
Neighbourhood	Walsall arboretum restoration programme	720,574	1,889,670	1,739,670
Neighbourhood	Waste infrastructure capital fund	443,608	162,642	0
Neighbourhood	Safer Stronger Community Fund	106,655	106,655	0
<b>TOTAL NEIGHBOURHOOD SERVICES</b>		<b>3,684,887</b>	<b>2,558,967</b>	<b>1,789,670</b>
Regeneration	Bridge Street/Ablewell Street THI - AWM	175,000	95,000	0
Regeneration	Bridge Street/Ablewell Street THI - HLF	201,194	120,319	0
Regeneration	Bus showcase	1,000,000	1,000,000	1,000,000
Regeneration	Local transport plan	2,610,500	2,761,500	2,761,500
Regeneration	Local transport plan - Darlaston project development	150,000	0	0
Regeneration	New deal for communities	0	0	0
Regeneration	Red routes	2,000,000	400,000	1,600,000
Regeneration	Willenhall THI - HLF	150,000	300,000	300,000
Regeneration	Willenhall THI - VIEW contribution	150,000	300,000	300,000
<b>TOTAL REGENERATION</b>		<b>6,436,694</b>	<b>4,976,819</b>	<b>5,961,500</b>
Social Care	Disabled facilities grants	1,500,000	1,500,000	1,500,000
Social Care	PARIS implementation - single capital pot	129,000	129,000	0
Social Care	ICT infrastructure	95,424	100,858	0
Social Care	Hollybank rehabilitation centre	0	500,000	0
Social Care	Regional Housing Pot - Kickstart	971,690	971,690	971,690
Social Care	Regional Housing Pot - Regeneration and Growth	3,328,000	3,328,000	0
Social Care	Gypsy and travellers site - new sites	0	800,000	800,000
Social Care	Reprovision of Sandwell House homeless project	0	1,600,000	2,300,000
Social Care	Mental health	137,000	137,000	0
<b>TOTAL SOCIAL CARE</b>		<b>6,161,114</b>	<b>9,066,548</b>	<b>5,571,690</b>
<b>TOTAL NON - MAINSTREAM BIDS</b>		<b>35,459,409</b>	<b>46,085,707</b>	<b>13,322,860</b>

DIRECTORATE / PURCHASES	2009/10 LEASING PROGRAMME			
	NEW CAPITAL EXPENDITURE	REVENUE IMPLICATIONS		
		NEW STARTS	CURRENT LEASES	TOTAL
	£' 000s	£' 000s	£' 000s	£' 000s
<b>Neighbourhood</b>				
Catering - Equipment	0	0	7	7
Catering - Vehicles	0	0	3	3
Street Pride - Equipment	0	0	57	57
Leisure, Culture & Lifelong Learning - Vehicles	56	12	7	19
Street Pride - Vehicles	746	149	278	427
Public Protection - Equipment	0	0	93	93
Public Protection - Vehicles	0	0	6	6
<b>Vehicles - Fleet Services Budget</b>				
Mayoral/Markets	84	17	11	28
CIPS	37	8	18	26
Housing - WHG	0	0	0	0
Public Protection	0	0	11	11
Street Cleansing	28	6	150	156
Leisure, Culture & Lifelong learning	561	112	122	234
ICT	0	0	2	2
Waste	0	0	916	916
Social Care & Inclusion	856	172	225	397
Grounds Maintenance	197	39	265	304
Highways	789	158	79	237
Traffic & Transportation	46	9	8	17
Fleet Services	0	0	7	7
Catering	0	0	17	17
<b>TOTAL - NEIGHBOURHOOD</b>	<b>3,400</b>	<b>683</b>	<b>2,282</b>	<b>2,965</b>
<b>Social Care &amp; Inclusion</b>				
Social Care & Inclusion - Equipment	211	65	32	97
Social Care & Inclusion - Vehicles	117	23	0	23
<b>TOTAL - SOCIAL CARE &amp; INCLUSION</b>	<b>328</b>	<b>89</b>	<b>32</b>	<b>121</b>
<b>ChildrenS, ICT &amp; Procurement</b>				
Print Room - Equipment	13	3	74	77
Print Room - Vehicles	23	5	0	5
Education - Vehicles	0	0	3	3
Children & Young People - Equipment	0	0	0	0
ISS - Vehicles	23	5	0	5
<b>TOTAL - CHILDREN, ICT &amp; PROCUREMENT</b>	<b>36</b>	<b>8</b>	<b>77</b>	<b>85</b>
<b>Regeneration</b>				
Strategic Transformation - Equipment	0	0	1	1
<b>TOTAL - REGENERATION</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>TOTAL LEASING PROGRAMME</b>	<b>3,764</b>	<b>780</b>	<b>2,392</b>	<b>3,172</b>

Note that the revenue implications have been calculated using an indicative rate per £'000 which will fluctuate with market conditions

CAPITAL BIDS 2009/10 - 2011/12 - RESERVE LIST

DIRECTORATE	PROJECT	CAPITAL BIDS 2009/10	CAPITAL BIDS 2010/11	CAPITAL BIDS 2011/12	COMMENTS
<b>RESERVE LIST SCHEMES</b>					
Social Care	Clear major adaptations	275,483	500,000	500,000	To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property
Corporate	Additional contingency	266,500	0	0	To manage unforeseen expenditure following budget approval in February 2009.
Neighbourhood	Streetly Crematorium - mercury abatement equipment/new cremators	0	1,500,000	0	It is a statutory requirement that 50% of the number of cremations should be mercury abated by 2012. It is felt appropriate to install new cremators as the existing ones will be coming to the end of their economic use by 2010. Cabinet has agreed in principle to install mercury abatement plant by 2012
Regeneration	Planned property maintenance (Essential maintenance of non-education premises - back log of repairs)	500,000	500,000	500,000	Essential maintenance and repairs that have been identified in the rolling condition surveys. A programme of works has been provided
Neighbourhood	Highways maintenance	500,000	500,000	500,000	This project is to safeguard progress already made in the condition of Walsall's classified highway network and maintain service levels.
Regeneration	Statutory testing of building services and resulting work	300,000	400,000	400,000	The council has a duty to ensure that all buildings are tested as required by legislation. This includes electrical and mechanical testing
CIPS	Eldon House reprovion	1,028,148	0	0	To reprovide Eldon House children's home to increase the capacity by one placement per night and bring the built environment up to the standard required to appropriately and consistently meet the needs of children and young people with disabilities and to meet statutory requirements. Option appraisal completed
Regeneration	Structural repairs to the central library	250,000	0	0	Central library has been found to be structurally unsound and classed as dangerous. Essential work is required to make the building safe
Regeneration	Provision of alternative accommodation to release leased premises	1,000,000	1,000,000	0	To meet the Council's pledge to release accommodation by 2012 alternative premises need to be provided. This funding will allow conversion of existing council buildings to enable office use. The buildings that have been identified are the former schools at Mary Elliot and Daw End that are estimated to accommodate about 200 staff
Regeneration	Planned property maintenance (Essential maintenance of non-education premises - back log of repairs)	0	200,000	200,000	Essential maintenance and repairs that have been identified in the rolling condition surveys. A programme of works has been provided
Neighbourhood	Highways maintenance	250,000	250,000	250,000	This project is to safeguard progress already made in the condition of Walsall's classified highway network and maintain service levels.
Social Care	Clear major adaptations	500,000	500,000	500,000	To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property
Regeneration	Demolition of redundant buildings to save on rates	200,000	0	0	The authority has a number of vacant premises which all attract business rates. This proposal will remove the rates requirement and also associated security issues
Regeneration	Shop Maintenance	120,000	0	0	Ongoing maintenance requirement and council obligation to tenants
Neighbourhood	Essential repair works to Norfolk Place depot	163,500	264,000	0	Repair works to ensure continued operation. Works to include repairs to workshop building, drainage improvements to prevent flooding, removal of asbestos, repairs to concrete floor in garage and fire alarm improvements
Neighbourhood	Memorial Safety	100,000	0	0	The Health and Safety Executive requires all burial authorities to control the risk associated with the operation or their cemeteries, including risks from unsafe memorials. This project provides funding for continual safety work on memorials. Option appraisal provided
<b>TOTAL RESERVE LIST</b>		<b>5,453,631</b>	<b>5,614,000</b>	<b>2,850,000</b>	