

DATE: 1 FEBRUARY 2007

DRAFT BUDGET 2007/08

Ward(s) All

Portfolios Cllr L Harrison - Leisure & Culture
Cllr R Walker - Environment & Street Pride
Cllr G Perry - Safer Stronger Communities, Partnerships

Summary of report

This report presents the draft revenue budget for Neighbourhood Services for 2007/08 along with service specific saving and investment options to enable consideration and further recommendations to cabinet.

Recommendations

To consider this report and make recommendations to cabinet as appropriate.

Background papers

Various financial working papers.

Reason for scrutiny

An opportunity to examine the 2007/08 draft revenue budget and the options within it, to enable formulation of comments and recommendations to cabinet to inform their recommendations to full Council in setting the budget.

Resource and legal considerations

Services were requested to identify efficiency savings and investment for consideration in setting the 2007/08 corporate revenue budget and to review their base budgets in line with the corporate guidelines and estimated changes in inflation and pay awards.

Citizen impact

The budget is aligned with service activity within service plans across the council. Investment has been targeted at service improvement, stability and user demand.

Environmental impact

None directly associated with this report.

Performance management

Draft budgets, investment and savings options are considered in the context of service targets and outcomes.

Equality Implications

Services consider equality issues in setting budgets and delivering services. Irrespective of budgetary pressures the council must fulfil equal opportunities obligations.

Consultation

Scrutiny panels received service specific budget options for consultation and consideration in November 2006. These were fed back to Cabinet as part of the overall budget setting process. A further Cabinet meeting is scheduled for February 2007 to finalise the overall draft corporate revenue budget for 2007/08.

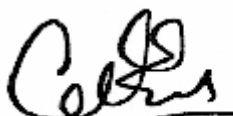
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Signed:



Carole Evans; Executive Director

23 January 2007

1. DRAFT REVENUE BUDGET FOR 2007/08

- 1.1 The draft revenue budget for 2007/08 is compared with the 2006/07 budget in **Table 1**.

Table 1 – Calculation of 2007/08 Draft Revenue Budget	
Description	£m
Base budget 2006/07	59.445
Budget refresh 2007/08; pay award, inflation etc	2.687
Total assumed spend 2007/08	62.132
FYE of investments/efficiencies approved 2006/07	0.571
Revised base budget 2007/08	62.703
New investment options	1.177
Savings options - fees and charges	(1.384)
- efficiencies	(1.191)
- reductions in service	(1.521)
Draft forecast 2007/08	59.784

- 1.2 The total forecast for 2007/08 has been broken down across different client groups. The appendices show the client groups' expenditure and income across the different subjective categories.

Appendix 1	Neighbourhood Services Summary
Appendix 2	Property Services
Appendix 3	Engineering & Transportation
Appendix 4	Public Protection
Appendix 5	Street Pride
Appendix 6	Built Environment Management

Appendix 7	Art Gallery
Appendix 8	College of Continuing Education
Appendix 9	Creative Development Team
Appendix 10	Electoral Registration
Appendix 11	First Stop Shop
Appendix 12	Libraries & Heritage
Appendix 13	Management Services
Appendix 14	Arts & Development
Appendix 15	Catering Services
Appendix 16	Cleaning & Caretaking Services
Appendix 17	School Crossing Patrols
Appendix 18	Greenspaces
Appendix 19	Sports
Appendix 20	Safer Walsall Borough Partnership
Appendix 21	Neighbourhood Management

- 1.3 The figures contained within the appendices exclude any item of growth and savings which have still to be approved by full Council. However, for completion they have been shown at the bottom of each page in summary format. This includes the full year impact of approved 2006/07 savings and efficiencies, and investments, shown in **Appendix 22a and b** respectively.

2. INVESTMENT AND SAVINGS OPTIONS 2007/8

2.1 Investment

As part of the budget process, investments are identified by services in line with service plans across the council and are targeted at service improvement, stability and user demand. **Appendix 23** shows details of service specific investments currently put forward for consideration.

2.2 Savings

In order to fund new investment and ensure a balanced budget, services submitted savings options for consideration. These options were worked up by managers and have also been considered by EMT. A risk assessment for each option has been undertaken to assess the affects on service delivery. **Appendix 24** details service specific savings which have been categorised into the following themes:

- Fees and charges (Appendix 24a)
- Efficiencies (Appendix 24b)
- Reduction in service (Appendix 24c)

3. Scrutiny Recommendations to Cabinet

At its meeting on 28 November, this panel made recommendations to Cabinet for inclusion in the draft cabinet proposals. These recommendations were reported to Cabinet on 20 December. Cabinet considered draft budget proposals on 17 January 2007. **Table 2** shows the recommendations of this panel. All proposals were included by cabinet in the draft budget.

Table 2: Recommendations from the Panel		
Saving / Investment Proposal	Value £	Scrutiny recommendation to Cabinet
Reduce the current highways responsive maintenance service to a reactive service	100,000	Do not include
Reduce gully cleansing service to a reactive service	20,000	Do not include
Increase in general public car parking charges (20% uplift rounded to nearest acceptable amount)	123,000	Do not include
Trading Standards – reduce food sampling further	7,000	Do not include
Playground fitting service	7,500	Do not include
Reduced opening hours – libraries	45,000	Reductions to be tailored to need
Trading Standards – removal of weights and measures testing equipment	1,000	Do not include
Bryntisilio – a further 5% increase in charges	7,048	Do not include
Discontinue libraries “Right to Read” project	25,000	Do not include
Reduce the sweeping & litter picking frequencies	172,000	Do not include
Central library – reduce hours	39,450	Do not include
Discontinue grants to non council run museums	2,200	Do not include
Bereavement services – change to internal artificial floral decoration	1,750	Do not include
Art gallery – audience development	2,400	Do not include
Art conservation	1,350	Do not include
Art gallery – marketing & visitor research	2,400	Do not include
Deletion community sports worker post	18,964	Do not include
Deletion of part-time duty manager post	11,260	Do not include
Deletion of part-time golf attendant	17,387	Do not include

- 3.1 In addition, the panel expressed a wish not to introduce an annual charge for garden waste collection, not to stop all out of hours work within town and district centre “gold standard” areas, not to close a leisure and swimming facility, not to reduce the available days within a branch library and not to introduce on-street parking. All these options have been considered by Cabinet and they have indicated that they will not be included in the draft budget proposals.
- 3.2 The panel also recommended further savings options. These are to increase the cost of replacement wheelie bins by a further £2 to £20 (total saving £1,500) in order to allow concessions to be applied, to increase staff car park charges by 20% in line with the public increase (total saving £74,000) and to look to turning off certain traffic lights overnight to reduce costs. The saving of £19,000 as a result of not providing ornamental bedding was recommended for inclusion in the

- draft budget but a request has been made to Neighbourhood Services that sponsorship from local businesses be sought to compensate for this.
- 3.3 The panel expressed concern about the proposal to invest in the school meals service and recommended that a full review of all catering be undertaken. Neighbourhood Service directorate will take this recommendation forward into their plans for 2007/08. Further information was requested on the number of cricket and bowling clubs that would be affected by an increase in charges. Twenty clubs may be affected by the charge, and the panel may wish to make further recommendation to cabinet on this issue, at present the increase is included in the cabinet draft proposals. The panel also recommended that the increase of 10% on all leisure centre charges be applied to adults only.

4. **SUMMARY**

- 4.1 This report details the draft revenue budget and all service specific investment and savings options for consideration in the 2007/08 budget setting process to enable scrutiny to make any further recommendations to cabinet.

APPENDIX 1

TOTAL NEIGHBOURHOOD SERVICES DIRECTORATE
2005/06 ACTUAL, 2006/07 BUDGET & FORECAST ACTUAL, 2007/08 PRELIMINARY BUDGET

	Actual 2005/06 £	Budget 2006/07 £	Actual 2006/07 £	Budget 2007/08 £
Expenditure				
<u>Built Environment</u>				
Property Services	3,618,228	3,320,323	3,373,494	3,580,468
Engineering & Transportation	8,668,104	9,031,939	8,784,319	10,124,512
Public Protection	2,895,572	2,735,396	2,760,346	2,805,023
Street Pride	19,172,087	18,251,902	18,352,143	18,821,884
Built Environment Management	204,722	128,041	140,888	135,794
TOTAL	34,558,713	33,467,601	33,411,190	35,467,681
<u>Leisure, Culture & Lifelong Learning</u>				
Art Gallery	1,896,343	1,870,515	1,870,515	1,935,310
College of Continuing Education	169,831	32,957	49,487	40,547
Creative Development	220,905	161,642	161,642	189,726
Electoral Registration	382,883	430,921	459,921	371,040
First Stop Shop	-63,790	494,216	498,716	531,906
Libraries & Heritage	6,817,493	6,746,165	6,778,165	7,010,895
Management Services	1,728,448	1,067,837	1,067,837	1,100,309
Arts & Development	1,120,543	1,077,005	1,217,005	1,092,431
Catering Services	768,911	309,326	632,248	490,232
Cleaning & Caretaking Services	848,674	345,763	345,763	335,875
School Crossing Patrols	485,612	526,558	526,558	541,697
Greenspaces	4,283,780	4,965,246	4,965,246	5,058,454
Sports	5,456,069	5,289,568	5,289,568	5,320,207
TOTAL	24,115,702	23,317,719	23,862,671	24,018,629
<u>Safer Walsall Borough Partnership</u>				
Community Safety	1,209,612	1,190,282	1,283,282	1,244,795
TOTAL	1,209,612	1,190,282	1,283,282	1,244,795
<u>Neighbourhood Management</u>				
Neighbourhood Management	1,159,327	1,469,355	1,469,355	1,401,153
TOTAL	1,159,327	1,469,355	1,469,355	1,401,153
NET EXPENDITURE	61,043,354	59,444,957	60,026,498	62,132,258

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments

Savings & Efficiencies (Appendix 22a)	-162,771
Investments (Appendix 22b)	734,000

Proposed New Investment (Appendix 23) 1,177,200

Proposed Savings & Efficiencies

Fees & Charges (Appendix 24a)	-1,383,530
Efficiency Savings (Appendix 24b)	-1,191,050
Reduction in Service (Appendix 24c)	-1,521,311

Preliminary Forecast Budget 2007/08

59,784,796

PROPERTY SERVICES

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	1,917,749	1,990,659	1,628,237	2,666,603
	Agency	650,290	504,933	876,500	0
	Training	-11,427	8,127	6,100	11,854
	Other	56,341	30,134	42,490	36,252
	TOTAL	2,612,953	2,533,853	2,553,327	2,714,709
<u>Premises Costs</u>					
	Repairs & Maintenance	5,157,368	2,630,610	4,848,411	2,787,721
	Utilities	551,650	352,014	280,060	374,894
	Rent	87,289	53,051	16,110	53,051
	Rates	589,148	553,089	652,600	569,682
	Cleaning & Caretaking	4,469,723	0	0	0
	Other	739,711	72,576	93,836	75,162
	TOTAL	11,594,889	3,661,340	5,891,017	3,860,510
<u>Transport Costs</u>					
	Hire	1,010	2,083	0	2,125
	Car Allowances	49,341	51,621	46,950	48,902
	TOTAL	50,351	53,704	46,950	51,027
<u>Supplies & Services</u>					
	Furniture	153,973	10,887	8,200	3,465
	Equipment	144,627	71,581	204,285	74,440
	Provisions	636	0	150	0
	Telephones	27,079	25,230	16,495	25,760
	Computers	62,957	31,989	42,250	32,660
	Subscriptions	11,581	9,719	9,200	9,923
	Other	338,794	39,303	721,335	352,722
	TOTAL	739,647	188,709	1,001,915	498,970
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	315,882	68,153	140,983	68,153
	TOTAL	315,882	68,153	140,983	68,153
<u>Transfer Payments</u>					
	Office Accommodation	258,103	230,866	266,113	348,800
	CSS	344,081	380,523	369,663	380,523
	Payroll	3,171	6,720	6,720	6,720
	Staffing	6,567	10,790	10,790	10,790
	Personnel	18,652	36,360	36,360	36,360
	ISS	126,894	35,610	35,610	35,610
	Legal	34,516	228,130	228,130	228,130
	Other Internal Recharges	2,919,453	7,298,485	7,400,578	7,430,193
	TOTAL	3,711,437	8,227,484	8,353,964	8,477,126
<u>Capital Financing</u>					
	Leasing	1,986	1,835	840	1,875
	Capital	3,108,769	3,102,607	3,107,058	3,102,607
	TOTAL	3,110,755	3,104,442	3,107,898	3,104,482
	TOTAL EXPENDITURE	22,135,914	17,837,685	21,096,054	18,774,977
Income					
	Sales	-1,298	-8,137	0	-11,270
	Fees	-10,070,487	-3,658,698	-3,638,435	-1,283,697
	Rent	-865,678	-1,089,490	-1,059,756	-1,089,489
	Internal Recharges	-7,580,223	-9,761,337	-13,024,369	-12,810,054
	TOTAL	-18,517,686	-14,517,662	-17,722,560	-15,194,510
	TOTAL INCOME	-18,517,686	-14,517,662	-17,722,560	-15,194,510
	NET EXPENDITURE	3,618,228	3,320,023	3,373,494	3,580,467

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments -50,000

Proposed Savings & Efficiencies -445,822

Preliminary Forecast Budget 2007/08

3,084,645

ENGINEERING & TRANSPORTATION

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
		2006/07	2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	2,795,812	3,550,982	3,015,641	3,730,883
	Agency	0	511	72,394	521
	Training	24,008	29,068	31,113	35,050
	Other	212,130	69,841	117,457	75,078
	TOTAL	3,031,950	3,650,402	3,236,605	3,841,532
<u>Premises Costs</u>					
	Repairs & Maintenance	0	0	31,569	0
	Utilities	604,329	859,222	927,882	1,244,017
	Rent	23,900	28,649	562	29,221
	Rates	367,323	364,754	377,709	375,697
	Other	29,019	0	0	0
	TOTAL	1,024,571	1,252,625	1,337,722	1,648,935
<u>Transport Costs</u>					
	Car Allowances	77,189	90,001	84,789	89,046
	Other	0	0	0	0
	TOTAL	77,189	90,001	84,789	89,046
<u>Supplies & Services</u>					
	Furniture	48,516	22,615	0	23,067
	Equipment	53,839	83,307	129,125	86,177
	Provisions	0	0	102	0
	Telephones	0	9,936	26,914	10,135
	Computers	102,172	13,876	28,319	14,154
	Subscriptions	0	1,135	0	1,176
	Other	297,516	432,837	368,726	369,550
	TOTAL	502,043	563,706	553,186	504,259
<u>Agency & Contracted Services</u>					
	Voluntary Bodies	0	214	0	218
	Other LAs	95,021	541	0	552
	Private Contractor Fees	1,894,647	4,505,860	4,903,135	5,042,820
	Other	2,993,076	318,875	1,840,815	325,252
	TOTAL	4,982,744	4,825,490	6,743,950	5,368,842
<u>Transfer Payments</u>					
	Office Accommodation	194,379	194,563	194,563	194,563
	CSS	297,548	311,530	311,530	311,530
	Payroll	6,122	11,690	11,690	11,690
	Staffing	12,033	20,490	20,490	20,490
	Personnel	24,471	53,610	53,610	53,610
	ISS	218,328	147,770	147,770	147,770
	Legal	50,979	57,880	57,880	57,880
	Other Internal Recharges	2,932,164	2,434,517	436,509	2,508,087
	TOTAL	3,736,024	3,232,050	1,234,042	3,305,620
<u>Capital Financing</u>					
	Leasing	19,964	15,129	14,683	11,714
	Capital	601,887	305,020	305,020	305,020
	TOTAL	621,851	320,149	319,703	316,734
TOTAL EXPENDITURE		13,976,371	13,934,423	13,509,997	15,074,968
Income					
	Fees	-3,400,907	-3,040,245	-2,914,366	-3,101,123
	Rent	0	0	0	0
	Internal Recharges	-356,801	-215,238	-246,831	-213,809
	TOTAL	-3,757,708	-3,255,483	-3,161,197	-3,314,932
	Government Grants	-1,550,560	-1,647,001	-1,564,481	-1,635,524
	TOTAL INCOME	-5,308,267	-4,902,484	-4,725,678	-4,950,456
NET EXPENDITURE		8,668,104	9,031,939	8,784,319	10,124,512

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments 100,000

Proposed New Investment 100,000

Proposed Savings & Efficiencies -659,500

Preliminary Forecast Budget 2007/08 **9,665,012**

PUBLIC PROTECTION

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	2,637,068	2,929,261	2,740,200	3,073,180
	Agency	227,881	9,548	160,295	9,229
	Training	24,658	68,888	69,986	70,265
	Other	102,976	36,524	38,592	39,535
	TOTAL	2,992,583	3,044,221	3,009,073	3,192,209
<u>Premises Costs</u>					
	Repairs & Maintenance	70,396	51,402	80,530	52,429
	Utilities	54,824	54,487	54,487	57,437
	Rates	51,730	55,962	55,962	57,126
	Other	396	462	462	485
	TOTAL	177,346	162,313	191,441	167,477
<u>Transport Costs</u>					
	Repairs & Maintenance	347	0	0	0
	Hire	1,212	5,843	4,499	5,960
	Car Allowances	76,429	82,270	81,650	84,935
	Other	2,582	2,468	6,259	3,027
	TOTAL	80,570	90,581	92,408	93,922
<u>Supplies & Services</u>					
	Furniture	42,621	33,605	31,762	33,171
	Equipment	139,362	107,963	122,847	120,400
	Provisions	4,563	550	1,133	561
	Telephones	19,995	23,231	20,272	21,231
	Computers	70,613	37,410	42,855	37,648
	Subscriptions	23,822	24,968	23,773	25,997
	Other	276,647	136,448	150,255	134,856
	TOTAL	577,623	364,175	392,897	373,864
<u>Agency & Contracted Services</u>					
	Other LAs	14,898	0	1,100	0
	Private Contractor Fees	213,042	274,626	294,379	296,774
	Other	145,810	205,701	218,621	158,008
	TOTAL	373,750	480,327	514,100	454,782
<u>Transfer Payments</u>					
	Office Accommodation	271,502	269,325	269,325	269,325
	CSS	139,036	155,836	155,836	155,836
	Payroll	7,090	8,686	8,686	8,686
	Staffing	14,687	17,625	17,625	17,625
	Personnel	39,612	42,852	42,852	42,852
	ISS	106,613	87,749	87,749	87,749
	Legal	7,518	18,440	18,440	18,440
	Other Internal Recharges	543,658	599,848	649,372	589,040
	TOTAL	1,129,716	1,200,361	1,249,885	1,189,553
<u>Capital Financing</u>					
	Leasing	5,535	44,500	44,525	42,501
	Capital	189,348	189,349	189,349	189,350
	TOTAL	194,883	233,849	233,874	231,851
	TOTAL EXPENDITURE	5,526,471	5,575,827	5,683,678	5,703,658
Income					
	Fees	-2,453,427	-2,511,207	-2,594,064	-2,642,715
	Rent	-17,433	-16,387	-16,387	-16,387
	Internal Recharges	-160,039	-312,837	-312,837	-239,523
	TOTAL	-2,630,899	-2,840,431	-2,923,288	-2,898,625
	TOTAL INCOME	-2,630,899	-2,840,431	-2,923,288	-2,898,625
	NET EXPENDITURE	2,895,572	2,735,396	2,760,390	2,805,033

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments -59,698

Proposed Savings & Efficiencies -153,500

Preliminary Forecast Budget 2007/08

2,591,835

STREET PRIDE

		Actual	Original	Forecast	Forecast
		2005/06	Estimate 2006/07	Outturn 2006/07	Estimate 2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	9,923,200	10,673,283	10,078,907	11,043,904
	Agency	1,411,354	594,527	896,645	651,868
	Training	40,802	84,282	81,081	83,417
	Other	377,005	155,569	182,899	164,363
	TOTAL	11,752,361	11,507,661	11,239,532	11,943,552
<u>Premises Costs</u>					
	Repairs & Maintenance	95,986	36,820	50,786	49,810
	Utilities	144,935	168,244	159,069	175,161
	Rent	32,201	41,066	26,066	26,587
	Rates	152,230	150,772	151,722	155,295
	Cleaning & Caretaking	628	715	715	729
	TOTAL	425,980	397,617	388,358	407,582
<u>Transport Costs</u>					
	Repairs & Maintenance	202,615	125,429	212,772	127,938
	Hire	1,692,699	937,358	1,693,409	956,105
	Car Allowances	66,361	76,708	64,059	83,161
	Other	1,705,063	1,391,288	1,803,500	1,437,262
	TOTAL	3,666,738	2,530,783	3,773,740	2,604,466
<u>Supplies & Services</u>					
	Equipment	2,234,269	1,717,966	2,125,414	1,845,234
	Provisions	1,164	82	256	84
	Telephones	66,029	41,962	41,197	42,799
	Computers	48,523	70,561	72,460	59,206
	Subscriptions	15,489	15,496	18,544	16,557
	Grants	77,600	0	140,224	0
	Other	323,233	154,259	134,498	184,911
	TOTAL	2,766,307	2,000,326	2,532,593	2,148,791
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	8,098,048	9,288,139	9,477,605	9,545,350
	TOTAL	8,098,048	9,288,139	9,477,605	9,545,350
<u>Transfer Payments</u>					
	Office Accommodation	85,687	88,346	88,346	88,346
	CSS	758,650	818,226	818,226	818,226
	Payroll	46,141	42,015	42,015	42,015
	Staffing	95,555	53,403	53,403	53,403
	Personnel	267,953	205,344	205,344	205,344
	ISS	252,917	151,063	151,063	151,063
	Legal	11,980	54,430	54,430	54,430
	Other Internal Recharges	5,468,298	5,626,245	5,684,715	5,458,107
	TOTAL	6,987,181	7,039,072	7,097,542	6,870,934
<u>Capital Financing</u>					
	Leasing	1,796,984	2,711,124	1,920,281	2,713,508
	Capital	179,299	179,299	179,299	179,300
	TOTAL	1,976,283	2,890,423	2,099,580	2,892,808
	TOTAL EXPENDITURE	35,672,898	35,654,021	36,608,950	36,413,483
Income					
	Sales	-1,929,237	-1,859,322	-1,875,477	-1,824,117
	Fees	-2,758,603	-2,260,637	-2,623,641	-2,301,821
	Internal Recharges	-11,542,095	-13,030,535	-13,305,840	-13,202,057
	TOTAL	-16,229,935	-17,150,494	-17,804,958	-17,327,995
	Government Grants	-270,876	-251,625	-451,849	-263,602
	TOTAL INCOME	-16,500,811	-17,402,119	-18,256,807	-17,591,597
	NET EXPENDITURE	19,172,087	18,251,902	18,352,143	18,821,886

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments 605,000

Proposed New Investment 684,000

Proposed Savings & Efficiencies -1,372,000

Preliminary Forecast Budget 2007/08 **18,738,886**

BUILT ENVIRONMENT MANAGEMENT

		Actual 2005/06	Original Estimate 2006/07	Forecast Outturn 2006/07	Forecast Estimate 2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	106,529	102,811	112,560	112,944
	Agency	24,712	0	0	0
	Training	1,090	1,025	895	3,088
	Other	7,431	5,880	5,880	4,472
	TOTAL	139,762	109,716	119,335	120,504
<u>Transport Costs</u>					
	Car Allowances	1,144	1,300	1,164	1,879
	TOTAL	1,144	1,300	1,164	1,879
<u>Supplies & Services</u>					
	Furniture	113	0	0	0
	Equipment	1,294	1,800	1,423	1,500
	Provisions	2,406	1,500	909	0
	Telephones	2,101	1,800	519	1,000
	Computers	10,955	3,800	3,800	1,000
	Subscriptions	139	200	246	400
	Other	99,165	6,900	11,551	5,111
	TOTAL	116,173	16,000	18,448	9,011
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	0	500	616	500
	TOTAL	0	500	616	500
<u>Transfer Payments</u>					
	CSS	90,660	0	0	0
	Staffing	4,233	0	0	0
	Other Internal Recharges	3,328	525	1,326	3,900
	TOTAL	98,221	525	1,326	3,900
	TOTAL EXPENDITURE	355,300	128,041	140,889	135,794
Income					
	Fees	-37	0	0	0
	Internal Recharges	-150,541	0	0	0
	TOTAL	-150,578	0	-1	0
	TOTAL INCOME	-150,578	0	-1	0
	NET EXPENDITURE	204,722	128,041	140,888	135,794

Proposed Savings & Efficiencies

-4,000

Preliminary Forecast Budget 2007/08

131,794

ART GALLERY

	Actual 2005/06	Original Estimate 2006/07	Forecast Outturn 2006/07	Forecast Estimate 2007/08
Expenditure				
<u>Employee Costs</u>				
Salaries	594,916	753,626	753,626	817,217
Agency	23,011	0	0	0
Training	1,939	4,000	4,000	4,080
Other	17,062	23,197	23,197	34,624
TOTAL	636,928	780,823	780,823	855,921
<u>Premises Costs</u>				
Repairs & Maintenance	180,341	188,042	188,042	176,203
Utilities	60,722	69,000	69,000	73,353
Rates	259,530	269,264	269,264	277,342
Cleaning & Caretaking	3,036	0	0	0
Other	1,063	10,500	10,500	0
TOTAL	504,692	536,806	536,806	526,898
<u>Transport Costs</u>				
Hire	0	46,330	46,330	0
Other	4,897	4,700	4,700	6,204
TOTAL	4,897	51,030	51,030	6,204
<u>Supplies & Services</u>				
Equipment	24,247	20,896	20,896	19,316
Provisions	3,518	3,200	3,200	10,244
Telephones	4,988	5,125	5,125	5,228
Computers	43,373	11,728	11,728	16,215
Subscriptions	5,802	7,670	7,670	7,823
Other	406,974	342,231	342,231	375,097
TOTAL	488,902	390,850	390,850	433,923
<u>Agency & Contracted Services</u>				
Private Contractor Fees	91,844	110,202	110,202	121,302
Other	0	73,450	73,450	18,669
TOTAL	91,844	183,652	183,652	139,971
<u>Transfer Payments</u>				
CSS	20,756	19,785	19,785	19,785
Payroll	4,407	3,783	3,783	3,783
Staffing	6,328	6,849	6,849	6,849
Personnel	18,035	11,290	11,290	11,290
ISS	15,333	13,200	13,200	13,200
Legal	3,294	3,345	3,345	3,345
Other Internal Recharges	23,295	45,610	45,610	65,229
TOTAL	91,448	103,862	103,862	123,481
<u>Capital Financing</u>				
Capital	910,147	910,147	910,147	910,147
TOTAL	910,147	910,147	910,147	910,147
TOTAL EXPENDITURE	2,728,858	2,957,170	2,957,170	2,996,545
Income				
Sales	-13,373	-22,700	-22,700	-8,624
Fees	-179,376	-117,653	-117,653	-1,052,611
Rent	0	-946,302	-946,302	0
Internal Recharges	-144	0	0	0
TOTAL	-192,893	-1,086,655	-1,086,655	-1,061,235
Government Grants	-639,622	0	0	0
TOTAL INCOME	-832,515	-1,086,655	-1,086,655	-1,061,235
NET EXPENDITURE	1,896,343	1,870,515	1,870,515	1,935,310

Proposed Savings & Efficiencies

-23,394

Preliminary Forecast Budget 2007/08

1,911,916

COLLEGE OF CONTINUING EDUCATION

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	1,845,737	1,631,255	1,631,255	1,631,255
	Agency	90,238	35,000	35,000	35,000
	Training	51,136	25,000	25,000	25,000
	Other	32,824	32,272	32,272	32,272
	TOTAL	2,019,935	1,723,527	1,723,527	1,723,527
<u>Premises Costs</u>					
	Repairs & Maintenance	225,705	35,000	35,000	35,000
	Utilities	6,925	7,000	7,000	7,000
	Rent	18,105	5,000	5,000	5,000
	Rates	20,551	21,100	21,100	21,100
	Cleaning & Caretaking	13,277	13,000	13,000	13,000
	Other	1,989	2,000	2,000	2,000
	TOTAL	286,552	83,100	83,100	83,100
<u>Transport Costs</u>					
	Repairs & Maintenance	9,237	9,000	9,000	9,000
	Hire	61,627	55,528	55,528	55,528
	Car Allowances	7,367	5,500	5,500	5,500
	Other	9,400	6,000	6,000	6,000
	TOTAL	87,631	76,028	76,028	76,028
<u>Supplies & Services</u>					
	Equipment	42,373	13,218	13,218	13,218
	Provisions	12,761	2,990	2,990	2,990
	Telephones	8,718	2,040	2,040	2,040
	Computers	223,623	52,360	52,360	52,360
	Subscriptions	4,712	1,100	1,100	1,100
	Grants	831,567	194,710	194,710	194,710
	Other	200,167	584,878	601,408	592,466
	TOTAL	1,323,921	851,296	867,826	858,884
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	149	0	0	0
	Other	0	943,568	943,568	943,568
	TOTAL	149	943,568	943,568	943,568
<u>Transfer Payments</u>					
	Other Internal Recharges	33,216	23,408	23,408	23,408
	TOTAL	33,216	23,408	23,408	23,408
	TOTAL EXPENDITURE	3,751,404	3,700,927	3,717,457	3,708,515
Income					
	Sales	-4,434	-5,000	-5,000	-5,000
	Fees	-259,621	-160,000	-160,000	-160,000
	TOTAL	-264,055	-165,000	-165,000	-165,000
	Government Grants	-3,317,518	-3,502,968	-3,502,968	-3,502,968
	TOTAL INCOME	-3,581,573	-3,667,968	-3,667,968	-3,667,968
	NET EXPENDITURE	169,831	32,959	49,489	40,547

Proposed Savings & Efficiencies

-150,000

Preliminary Forecast Budget 2007/08

-109,453

CREATIVE DEVELOPMENT TEAM

		Actual 2005/06	Original Estimate 2006/07	Forecast Outturn 2006/07	Forecast Estimate 2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	235,942	232,850	232,850	267,212
	Agency	6,760	0	0	0
	Training	1,113	0	0	0
	Other	8,225	6,218	6,218	4,511
	TOTAL	252,040	239,068	239,068	271,723
<u>Transport Costs</u>					
	Hire	1,730	3,373	3,373	0
	Car Allowances	2,369	0	0	3,440
	Other	501	1,712	1,712	0
	TOTAL	4,600	5,085	5,085	3,440
<u>Supplies & Services</u>					
	Equipment	9,387	11,405	11,405	2,900
	Provisions	632	0	0	0
	Telephones	73	0	0	0
	Computers	4,436	213	213	213
	Subscriptions	446	0	0	0
	Other	587,723	153,649	153,649	28,710
	TOTAL	602,697	165,267	165,267	31,823
<u>Agency & Contracted Services</u>					
	Other	0	17,725	17,725	0
	TOTAL	0	17,725	17,725	0
<u>Transfer Payments</u>					
	CSS	2,621	2,105	2,105	2,105
	Payroll	1,229	1,055	1,055	1,055
	Staffing	21,759	1,911	1,911	1,911
	Personnel	5,033	3,151	3,151	3,151
	ISS	1,464	1,260	1,260	1,260
	Legal	351	356	356	356
	Other Internal Recharges	2,953	9,233	9,233	4,598
	TOTAL	35,410	19,071	19,071	14,436
	TOTAL EXPENDITURE	894,747	446,216	446,216	321,422
Income					
	Fees	-669,529	-232,575	-232,575	-131,696
	Internal Recharges	-4,313	0	0	0
	TOTAL	-673,842	-232,575	-232,575	-131,696
	Government Grants	0	-52,000	-52,000	0
	TOTAL INCOME	-673,842	-284,575	-284,575	-131,696
	NET EXPENDITURE	220,905	161,641	161,641	189,726

Proposed Savings & Efficiencies

-6,886

Preliminary Forecast Budget 2007/08

182,840

ELECTORAL REGISTRATION

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
		2006/07	2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	165,217	142,397	142,397	145,785
	Agency	3,093	996	996	1,016
	Training	2,849	2,400	2,400	2,448
	Other	124,709	135,910	135,910	69,874
	TOTAL	295,868	281,703	281,703	219,123
<u>Premises Costs</u>					
	Repairs & Maintenance	9,586	0	0	0
	Other	0	744	744	759
	TOTAL	9,586	744	744	759
<u>Transport Costs</u>					
	Hire	916	900	900	918
	Car Allowances	0	100	100	102
	Other	463	0	0	0
	TOTAL	1,379	1,000	1,000	1,020
<u>Supplies & Services</u>					
	Equipment	60,462	4,170	4,170	4,253
	Provisions	7,386	0	0	0
	Telephones	3,782	3,200	3,200	3,264
	Computers	65,939	6,794	6,794	6,930
	Subscriptions	345	528	528	0
	Grants	101,003	0	0	0
	Other	0	70,928	99,928	72,885
	TOTAL	238,917	85,620	114,620	87,332
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	2,726	636	636	649
	Other	25,935	0	0	0
	TOTAL	28,661	636	636	649
<u>Transfer Payments</u>					
	Office Accommodation	0	26,740	26,740	26,740
	CSS	9,971	11,040	11,040	11,040
	Payroll	1,503	2,436	2,436	2,436
	Staffing	3,110	756	756	756
	Personnel	8,832	2,292	2,292	2,292
	ISS	6,405	8,484	8,484	8,484
	Legal	12,392	0	0	0
	Other Internal Recharges	8,597	10,490	10,490	11,428
	TOTAL	50,810	62,238	62,238	63,176
	TOTAL EXPENDITURE	625,221	431,941	460,941	372,059
Income					
	Sales	-2,652	-1,000	-1,000	-1,000
	Fees	-12	-20	-20	-20
	TOTAL	-2,664	-1,020	-1,020	-1,020
	Government Grants	-239,674	0	0	0
	TOTAL INCOME	-242,338	-1,020	-1,020	-1,020
	NET EXPENDITURE	382,883	430,921	459,921	371,039

Proposed New Investment

93,200

Preliminary Forecast Budget 2007/08

464,239

FIRST STOP SHOP

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
		2006/07	2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	478,929	508,224	508,224	598,631
	Agency	1,156	12,000	16,500	3,060
	Training	116	1,750	1,750	1,785
	Other	15,650	3,356	3,356	3,415
	TOTAL	495,852	525,330	529,830	606,891
<u>Premises Costs</u>					
	Repairs & Maintenance	75	11,263	11,263	61,488
	TOTAL	75	11,263	11,263	61,488
<u>Transport Costs</u>					
	Car Allowances	64	0	0	0
	Other	593	0	0	0
	TOTAL	658	0	0	0
<u>Supplies & Services</u>					
	Furniture	0	22,115	22,115	10,195
	Provisions	955	0	0	0
	Telephones	9,500	83,788	83,788	1,315
	Computers	2,144	1,250	1,250	1,276
	Subscriptions	0	217	217	222
	Other	18,010	6,719	6,719	6,860
	TOTAL	30,610	114,089	114,089	19,868
<u>Agency & Contracted Services</u>					
	Voluntary Bodies	0	71	71	71
	Private Contractor Fees	300	0	0	0
	TOTAL	300	71	71	71
<u>Transfer Payments</u>					
	Office Accommodation	173,484	178,868	178,868	178,868
	CSS	2,965	4,535	4,535	4,535
	Payroll	2,252	665	665	665
	Staffing	4,665	1,327	1,327	1,327
	Personnel	13,261	3,226	3,226	3,226
	ISS	557,341	511,003	511,003	511,003
	Legal	8,777	0	0	4,834
	Other Internal Recharges	2,959	8,253	8,253	3,584
	TOTAL	765,704	707,877	707,877	708,042
<u>Capital Financing</u>					
	Leasing	16,147	5,344	5,344	5,344
	TOTAL	16,147	5,344	5,344	5,344
	TOTAL EXPENDITURE	1,309,345	1,363,974	1,368,474	1,401,704
Income					
	Fees	-13,021	0	0	0
	Internal Recharges	-1,360,114	-869,747	-869,747	-869,798
	TOTAL	-1,373,135	-869,747	-869,747	-869,798
	TOTAL INCOME	-1,373,135	-869,747	-869,747	-869,798
	NET EXPENDITURE	-63,790	494,227	498,727	531,906

Proposed Savings & Efficiencies

-26,000

Preliminary Forecast Budget 2007/08

505,906

LIBRARIES & HERITAGE

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
		2006/07	2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	3,798,192	3,971,148	3,971,148	3,998,924
	Agency	118,331	0	0	0
	Training	12,345	0	0	0
	Other	73,556	73,099	73,099	89,685
	TOTAL	4,002,424	4,044,247	4,044,247	4,088,609
<u>Premises Costs</u>					
	Repairs & Maintenance	27,726	46,076	46,076	14,701
	Utilities	106,851	103,001	103,001	108,464
	Rent	18,778	0	0	21,100
	Rates	164,444	142,953	142,953	147,845
	Cleaning & Caretaking	17,669	0	0	0
	Other	3,090	0	0	0
	TOTAL	338,558	292,030	292,030	292,110
<u>Transport Costs</u>					
	Repairs & Maintenance	990	0	0	0
	Hire	1,927	19,009	19,009	15,952
	Car Allowances	20,855	0	0	3,399
	Other	6,230	3,087	3,087	4,331
	TOTAL	30,002	22,096	22,096	23,682
<u>Supplies & Services</u>					
	Equipment	133,860	107,591	107,591	153,801
	Provisions	3,039	377	377	384
	Telephones	29,523	11,207	11,207	8,367
	Computers	204,024	211,528	211,528	225,656
	Subscriptions	53,271	0	0	1,800
	Grants	15,104	0	0	0
	Other	957,383	865,142	897,142	862,918
	TOTAL	1,396,204	1,195,845	1,227,845	1,252,926
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	10,003	0	0	0
	Other	158	34,432	34,432	33,406
	TOTAL	10,161	34,432	34,432	33,406
<u>Transfer Payments</u>					
	CSS	68,210	63,037	63,037	63,037
	Payroll	18,448	15,834	15,834	15,834
	Staffing	36,931	39,974	39,974	39,974
	Personnel	108,790	68,104	68,104	68,104
	ISS	120,874	104,059	104,059	104,059
	Legal	9,821	9,974	9,974	9,974
	Other Internal Recharges	46,706	55,462	55,462	61,263
	TOTAL	409,780	356,444	356,444	362,245
<u>Capital Financing</u>					
	Leasing	0	26,609	26,609	0
	Capital	1,256,308	1,256,308	1,256,308	1,256,308
	TOTAL	1,256,308	1,282,917	1,282,917	1,256,308
	TOTAL EXPENDITURE	7,443,437	7,228,011	7,260,011	7,309,286
Income					
	Sales	-37,105	-16,452	-16,452	0
	Fees	-556,382	-428,396	-428,396	-298,392
	Rent	-7	0	0	0
	Internal Recharges	-19,942	-18,000	-18,000	0
	TOTAL	-613,436	-462,848	-462,848	-298,392
	Government Grants	-12,508	-19,000	-19,000	0
	TOTAL INCOME	-625,944	-481,848	-481,848	-298,392
	NET EXPENDITURE	6,817,493	6,746,163	6,778,163	7,010,894

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments -2,000

Proposed Savings & Efficiencies -233,300

Preliminary Forecast Budget 2007/08 **6,775,594**

MANAGEMENT SERVICES

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	771,020	367,256	367,256	394,746
	Agency	50,642	0	0	0
	Training	17,771	835	835	852
	Other	21,494	8,515	8,515	8,941
	TOTAL	860,927	376,606	376,606	404,539
<u>Premises Costs</u>					
	Repairs & Maintenance	317	0	0	0
	Utilities	7,781	10,705	10,705	11,392
	Rent	108,059	146,056	146,056	148,977
	Rates	31,967	34,667	34,667	35,707
	Cleaning & Caretaking	12,290	0	0	0
	Other	0	3,382	3,382	3,450
	TOTAL	160,414	194,810	194,810	199,526
<u>Transport Costs</u>					
	Hire	971	0	0	0
	Car Allowances	1,350	0	0	0
	Other	6,783	0	0	0
	TOTAL	9,104	0	0	0
<u>Supplies & Services</u>					
	Equipment	10,559	17,506	17,506	17,856
	Provisions	4,002	39	39	40
	Telephones	4,637	5,256	5,256	5,361
	Computers	10,963	14,821	14,821	15,117
	Subscriptions	948	0	0	0
	Grants	313,664	0	0	0
	Other	108,774	29,890	29,890	30,488
	TOTAL	453,547	67,512	67,512	68,862
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	158	0	0	0
	Other	0	50,000	50,000	51,000
	TOTAL	158	50,000	50,000	51,000
<u>Transfer Payments</u>					
	CSS	83,800	85,659	85,659	85,659
	Payroll	10,963	9,410	9,410	9,410
	Staffing	48,512	52,509	52,509	52,509
	Personnel	126,907	79,446	79,446	79,446
	ISS	289,931	249,598	249,598	249,598
	Legal	17,524	17,797	17,797	17,797
	Other Internal Recharges	20,138	10,785	10,785	10,785
	TOTAL	597,775	505,204	505,204	505,204
	TOTAL EXPENDITURE	2,081,925	1,194,132	1,194,132	1,229,131
Income					
	Sales	-271	0	0	0
	Fees	-108,638	-72,768	-72,768	-128,821
	Internal Recharges	5,299	-53,527	-53,527	0
	TOTAL	-103,610	-126,295	-126,295	-128,821
	Government Grants	-249,867	0	0	0
	TOTAL INCOME	-353,477	-126,295	-126,295	-128,821
	NET EXPENDITURE	1,728,448	1,067,837	1,067,837	1,100,310

ARTS & DEVELOPMENT

	Actual 2005/06	Original Estimate 2006/07	Forecast Outturn 2006/07	Forecast Estimate 2007/08
Expenditure				
<u>Employee Costs</u>				
Salaries	1,425,595	1,535,126	1,535,126	1,527,067
Agency	66,561	0	0	0
Training	6,844	7,500	7,500	7,650
Other	40,881	35,389	35,389	36,484
TOTAL	1,539,881	1,578,015	1,578,015	1,571,201
<u>Premises Costs</u>				
Repairs & Maintenance	56,237	6,661	6,661	6,794
Utilities	39,578	17,852	17,852	19,012
Rent	0	20,221	20,221	20,625
Rates	191	187	187	193
Cleaning & Caretaking	330	4,060	4,060	4,141
Other	412	0	0	0
TOTAL	96,748	48,981	48,981	50,765
<u>Transport Costs</u>				
Hire	6,998	33,019	33,019	33,679
Car Allowances	31,501	1,500	1,500	1,530
Other	1,469	1,500	1,500	1,531
TOTAL	39,968	36,019	36,019	36,740
<u>Supplies & Services</u>				
Equipment	292,484	174,577	174,577	178,069
Provisions	952	0	0	0
Telephones	1,954	0	0	0
Computers	12,147	12,184	12,184	12,428
Subscriptions	1,285	0	0	0
Grants	69,771	0	0	0
Other	619,009	721,543	721,543	748,122
TOTAL	997,602	908,304	908,304	938,619
<u>Agency & Contracted Services</u>				
Private Contractor Fees	31,458	39,755	39,755	40,550
Other	0	59,495	59,495	60,685
TOTAL	31,458	99,250	99,250	101,235
<u>Transfer Payments</u>				
Office Accommodation	0	-2,796	-2,796	0
CSS	23,382	16,036	16,036	16,036
Payroll	5,572	2,968	2,968	2,968
Staffing	6,325	2,752	2,752	2,752
Personnel	24,424	10,888	10,888	10,888
ISS	3,666	2,488	2,488	2,488
Legal	1,540	1,098	1,098	1,098
Other Internal Recharges	47,192	76,382	76,382	76,382
TOTAL	112,101	109,816	109,816	112,612
TOTAL EXPENDITURE	2,817,758	2,780,385	2,780,385	2,811,172
Income				
Sales	-375,665	0	0	0
Fees	-567,411	-895,560	-755,560	-910,921
Internal Recharges	-9,214	0	0	0
TOTAL	-952,290	-895,560	-755,560	-910,921
Government Grants	-744,925	-807,820	-807,820	-807,820
TOTAL INCOME	-1,697,215	-1,703,380	-1,563,380	-1,718,741
NET EXPENDITURE	1,120,543	1,077,005	1,217,005	1,092,431

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments -1,073

Proposed Savings & Efficiencies -75,500

Preliminary Forecast Budget 2007/08 **1,015,858**

CATERING SERVICES

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	3,237,472	3,088,238	3,163,997	3,135,457
	Agency	8,160	1,992	1,992	0
	Training	1,936	0	0	0
	Other	89,095	32,955	32,955	28,883
	TOTAL	3,336,663	3,123,185	3,198,944	3,164,340
<u>Premises Costs</u>					
	Repairs & Maintenance	86,113	76,512	55,000	54,501
	Other	8,727	0	0	0
	TOTAL	94,840	76,512	55,000	54,501
<u>Transport Costs</u>					
	Repairs & Maintenance	4,384	2,004	2,004	2,000
	Hire	8,041	15,000	15,000	15,000
	Car Allowances	9,606	8,676	8,676	12,750
	Other	12,339	9,672	17,103	9,550
	TOTAL	34,370	35,352	42,783	39,300
<u>Supplies & Services</u>					
	Equipment	178,461	86,976	86,976	76,870
	Provisions	1,829,017	1,677,968	1,715,773	1,705,843
	Telephones	22,301	24,204	24,204	21,350
	Computers	7,642	7,596	7,596	3,101
	Subscriptions	935	996	996	200
	Other	72,643	136,920	136,780	20,481
	TOTAL	2,110,999	1,934,660	1,972,325	1,827,845
<u>Agency & Contracted Services</u>					
	Other	12,432	0	0	0
	TOTAL	12,432	0	0	0
<u>Transfer Payments</u>					
	Office Accommodation	2,470	2,020	2,020	0
	CSS	55,256	61,171	61,171	61,171
	Payroll	41,802	40,937	40,937	40,937
	Staffing	99,347	54,744	54,744	54,744
	Personnel	245,826	187,118	187,118	187,118
	ISS	14,522	7,721	7,721	7,721
	Legal	5,597	9,565	9,565	9,565
	Other Internal Recharges	47,958	6,756	6,756	71,870
	TOTAL	512,778	370,032	370,032	433,126
<u>Capital Financing</u>					
	Leasing	55,247	64,032	59,571	58,350
	TOTAL	55,247	64,032	59,571	58,350
	TOTAL EXPENDITURE	6,157,329	5,603,773	5,698,655	5,577,462
Income					
	Sales	-561,528	-584,950	-302,228	-205,524
	Fees	-2,951,230	-2,865,663	-2,382,282	-2,563,306
	Rent	0	0	0	0
	Internal Recharges	-1,795,660	-1,843,834	-2,096,725	-2,081,900
	TOTAL	-5,308,418	-5,294,447	-4,781,235	-4,850,730
	Government Grants	-80,000	0	-285,172	-236,500
	TOTAL INCOME	-5,388,418	-5,294,447	-5,066,407	-5,087,230
	NET EXPENDITURE	768,911	309,326	632,248	490,232

Full year effect of 2006/07 Approved Savings, Efficiencies & Investments -21,000

Proposed New Investment 300,000

Proposed Savings & Efficiencies -160,000

Preliminary Forecast Budget 2007/08

609,232

CLEANING & CARETAKING SERVICES

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	5,457,665	5,494,365	5,494,365	5,087,028
	Training	19,506	0	0	13,796
	Other	214,566	119,122	119,122	113,204
	TOTAL	5,691,737	5,613,487	5,613,487	5,214,028
<u>Premises Costs</u>					
	Rent	7,604	3,360	3,360	19,145
	Other	1,751	4,344	4,344	4,344
	TOTAL	9,355	7,704	7,704	23,489
<u>Transport Costs</u>					
	Car Allowances	34,726	27,096	27,096	26,093
	Other	2,601	3,156	3,156	355
	TOTAL	37,327	30,252	30,252	26,448
<u>Supplies & Services</u>					
	Furniture	268	0	0	0
	Equipment	75,876	77,160	77,160	72,656
	Telephones	5,198	5,088	5,088	13,668
	Computers	0	11,328	11,328	10,212
	Other	120,605	147,504	147,504	142,677
	TOTAL	201,947	241,080	241,080	239,213
<u>Transfer Payments</u>					
	CSS	53,629	57,960	57,960	57,960
	Payroll	76,596	50,736	50,736	50,736
	Staffing	179,537	87,408	87,408	87,408
	Personnel	447,801	366,588	366,588	366,588
	ISS	13,284	13,284	13,284	13,284
	Legal	7,425	4,980	4,980	4,980
	Other Internal Recharges	52,580	42,060	42,060	7,661
	TOTAL	830,852	623,016	623,016	588,617
	TOTAL EXPENDITURE	6,771,218	6,515,539	6,515,539	6,091,795
Income					
	Internal Recharges	-5,922,544	-6,169,776	-6,169,776	-5,755,920
	TOTAL	-5,922,544	-6,169,776	-6,169,776	-5,755,920
	TOTAL INCOME	-5,922,544	-6,169,776	-6,169,776	-5,755,920
	NET EXPENDITURE	848,674	345,763	345,763	335,875

Proposed Savings & Efficiencies

-54,000

Preliminary Forecast Budget 2007/08

281,875

SCHOOL CROSSING PATROLS

		Actual 2005/06	Original Estimate 2006/07	Forecast Outturn 2006/07	Forecast Estimate 2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	354,748	389,990	389,990	403,776
	Other	11,329	29,600	29,600	30,192
	TOTAL	366,077	419,590	419,590	433,968
<u>Premises Costs</u>					
	Repairs & Maintenance	342	0	0	0
	TOTAL	342	0	0	0
<u>Transport Costs</u>					
	Car Allowances	21,118	17,916	17,916	18,274
	TOTAL	21,118	17,916	17,916	18,274
<u>Supplies & Services</u>					
	Equipment	0	2,172	2,172	2,215
	Telephones	3,075	1,992	1,992	2,032
	Computers	0	2,124	2,124	2,166
	Other	15,242	13,848	13,848	14,125
	TOTAL	18,317	20,136	20,136	20,539
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	175	0	0	0
	Other	102	0	0	0
	TOTAL	277	0	0	0
<u>Transfer Payments</u>					
	CSS	1,528	1,692	1,692	1,692
	Payroll	7,843	6,588	6,588	6,588
	Staffing	16,243	9,564	9,564	9,564
	Personnel	43,596	40,560	40,560	40,560
	Other Internal Recharges	10,271	10,512	10,512	10,512
	TOTAL	79,481	68,916	68,916	68,916
	TOTAL EXPENDITURE	485,612	526,558	526,558	541,697
	NET EXPENDITURE	485,612	526,558	526,558	541,697

Proposed Savings & Efficiencies

-25,000

Preliminary Forecast Budget 2007/08**516,697**

GREENSPACES

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	2,148,183	2,309,083	2,309,083	2,373,316
	Agency	136,959	12,000	12,000	12,000
	Training	14,883	10,195	10,195	10,299
	Other	43,227	33,586	33,586	34,021
	TOTAL	2,343,252	2,364,864	2,364,864	2,429,636
<u>Premises Costs</u>					
	Repairs & Maintenance	1,281,837	307,050	307,050	311,812
	Utilities	59,826	65,190	65,190	68,269
	Rent	28,750	27,864	27,864	28,421
	Rates	7,370	7,032	7,032	7,243
	Cleaning & Caretaking	5,342	4,483	4,483	4,573
	Other	7,770	3,000	3,000	3,060
	TOTAL	1,390,895	414,619	414,619	423,378
<u>Transport Costs</u>					
	Repairs & Maintenance	14,614	20,298	20,298	20,704
	Hire	80,126	204,147	204,147	205,050
	Car Allowances	39,050	30,340	30,340	30,947
	Other	26,870	24,334	24,334	24,821
	TOTAL	160,660	279,119	279,119	281,522
<u>Supplies & Services</u>					
	Equipment	238,990	203,557	203,557	207,228
	Provisions	36,463	25,500	25,500	26,010
	Telephones	21,823	42,470	42,470	43,245
	Computers	20,230	13,848	13,848	14,120
	Subscriptions	791	150	150	153
	Grants	36,821	0	0	0
	Other	239,586	261,872	261,872	265,927
	TOTAL	594,704	547,397	547,397	556,683
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	38,929	4,000	4,000	4,080
	Other	13,402	56,630	56,630	57,763
	TOTAL	52,331	60,630	60,630	61,843
<u>Transfer Payments</u>					
	CSS	53,622	48,095	48,095	48,095
	Payroll	7,586	6,512	6,512	6,512
	Staffing	10,892	11,792	11,792	11,792
	Personnel	31,037	19,426	19,426	19,426
	ISS	966	830	830	830
	Legal	6,574	6,681	6,681	6,681
	Other Internal Recharges	14,210	1,490,480	1,490,480	1,513,704
	TOTAL	124,887	1,583,816	1,583,816	1,607,040
<u>Capital Financing</u>					
	Capital	34,360	34,360	34,360	34,360
	TOTAL	34,360	34,360	34,360	34,360
	TOTAL EXPENDITURE	4,701,089	5,284,805	5,284,805	5,394,462
Income					
	Fees	-294,929	-272,961	-272,961	-336,008
	Rent	-26,210	-25,000	-25,000	0
	TOTAL	-321,139	-297,961	-297,961	-336,008
	Government Grants	-96,170	-21,600	-21,600	0
	TOTAL INCOME	-417,309	-319,561	-319,561	-336,008
	NET EXPENDITURE	4,283,780	4,965,244	4,965,244	5,058,454

Proposed Savings & Efficiencies

-192,844

Preliminary Forecast Budget 2007/08

4,865,610

SPORTS

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	2,466,346	3,029,253	3,029,253	2,833,188
	Agency	61,191	0	0	0
	Training	19,887	29,091	29,091	7,498
	Other	311,536	125,838	125,838	129,576
	TOTAL	2,858,960	3,184,182	3,184,182	2,970,262
<u>Premises Costs</u>					
	Repairs & Maintenance	114,766	125,173	125,173	127,676
	Utilities	415,830	446,812	446,812	472,475
	Rent	114	10,000	10,000	10,200
	Rates	302,415	344,825	344,825	355,165
	Cleaning & Caretaking	13,218	0	0	0
	Other	7,575	9,996	9,996	0
	TOTAL	853,918	936,806	936,806	965,516
<u>Transport Costs</u>					
	Repairs & Maintenance	1,517	0	0	0
	Hire	4,589	6,660	6,660	6,793
	Car Allowances	22,096	13,328	13,328	13,595
	Other	7,046	16,367	16,367	869
	TOTAL	35,248	36,355	36,355	21,257
<u>Supplies & Services</u>					
	Equipment	287,405	259,914	259,914	233,224
	Provisions	64,790	57,972	57,972	59,131
	Telephones	14,656	5,194	5,194	5,298
	Computers	23,969	17,137	17,137	12,380
	Subscriptions	1,661	0	0	0
	Grants	13,044	44,471	44,471	0
	Other	242,139	532,543	532,543	379,534
	TOTAL	647,664	917,231	917,231	689,567
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	3,085	0	0	0
	TOTAL	3,085	0	0	0
<u>Transfer Payments</u>					
	CSS	68,531	67,469	67,469	67,469
	Payroll	24,634	39,432	39,432	39,432
	Staffing	56,331	23,338	23,338	23,338
	Personnel	140,656	91,026	91,026	91,026
	ISS	16,465	6,998	6,998	6,998
	Legal	34,611	5,053	5,053	5,053
	Other Internal Recharges	51,610	26,577	26,577	36,773
	TOTAL	392,838	259,893	259,893	270,089
<u>Capital Financing</u>					
	Leasing	0	209	209	0
	Capital	2,701,090	2,701,090	2,701,090	2,701,090
	TOTAL	2,701,090	2,701,299	2,701,299	2,701,090
	TOTAL EXPENDITURE	7,492,803	8,035,766	8,035,766	7,617,781
Income					
	Sales	-146,948	-164,472	-164,472	-167,761
	Fees	-1,834,172	-1,922,480	-1,922,480	-2,067,857
	Rent	-941	0	0	0
	Internal Recharges	-26	-60,741	-60,741	-61,956
	TOTAL	-1,982,087	-2,147,693	-2,147,693	-2,297,574
	Government Grants	-54,647	-598,500	-598,500	0
	TOTAL INCOME	-2,036,734	-2,746,193	-2,746,193	-2,297,574
	NET EXPENDITURE	5,456,069	5,289,573	5,289,573	5,320,207

Proposed Savings & Efficiencies

-408,311

Preliminary Forecast Budget 2007/08

4,911,896

COMMUNITY SAFETY - SAFER WALSALL BOROUGH PARTNERSHIP

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	877,529	976,752	976,752	956,657
	Agency	72,749	0	93,000	0
	Training	16,097	17,500	17,500	17,850
	Other	34,615	7,026	7,026	24,926
	TOTAL	1,000,990	1,001,278	1,094,278	999,433
<u>Premises Costs</u>					
	Repairs & Maintenance	9,610	5,000	5,000	5,100
	Utilities	14,328	11,830	11,830	12,528
	Rates	14,849	13,278	13,278	13,676
	Cleaning & Caretaking	5,549	5,451	5,451	5,560
	Other	3,158	3,150	3,150	3,213
	TOTAL	47,495	38,709	38,709	40,077
<u>Transport Costs</u>					
	Repairs & Maintenance	525	500	500	510
	Hire	130	0	0	0
	Car Allowances	5,616	8,300	8,300	8,466
	Other	2,047	2,500	2,500	2,550
	TOTAL	8,319	11,300	11,300	11,526
<u>Supplies & Services</u>					
	Furniture	17,355	15,000	15,000	14,089
	Equipment	216,402	18,100	18,100	18,480
	Provisions	1,967	65,000	65,000	66,365
	Telephones	86,882	78,475	78,475	80,123
	Computers	32,094	20,500	20,500	18,531
	Subscriptions	913	530	530	542
	Grants	1,247,305	0	0	0
	Other	462,759	157,304	157,304	154,997
	TOTAL	2,065,677	354,909	354,909	353,128
<u>Agency & Contracted Services</u>					
	Private Contractor Fees	11,162	750	750	750
	TOTAL	11,162	750	750	750
<u>Transfer Payments</u>					
	CSS	18,066	40,000	40,000	40,000
	Payroll	3,254	7,686	7,686	7,686
	Staffing	6,739	3,412	3,412	3,412
	Personnel	18,088	7,431	7,431	7,431
	ISS	32,389	3,265	3,265	3,265
	Legal	2,676	70	70	70
	Other Internal Recharges	1,948	11,572	11,572	11,803
	TOTAL	83,160	73,436	73,436	73,667
	TOTAL EXPENDITURE	3,216,801	1,480,382	1,573,382	1,478,580
Income					
	Fees	-246,812	-30,100	-30,100	-73,780
	Rent	-13,243	-10,000	-10,000	-10,000
	TOTAL	-260,054	-40,100	-40,100	-83,780
	Government Grants	-1,747,135	-250,000	-250,000	-150,000
	TOTAL INCOME	-2,007,189	-290,100	-290,100	-233,780
	NET EXPENDITURE	1,209,612	1,190,282	1,283,282	1,244,800

Proposed Savings & Efficiencies

-48,886

Preliminary Forecast Budget 2007/08

1,195,914

NEIGHBOURHOOD MANAGEMENT

		Actual	Original	Forecast	Forecast
		2005/06	Estimate	Outturn	Estimate
			2006/07	2006/07	2007/08
Expenditure					
<u>Employee Costs</u>					
	Salaries	897,881	969,286	969,286	968,232
	Agency	39,738	0	0	32,034
	Training	7,443	31,759	31,759	360
	Other	250,275	0	0	7,398
	TOTAL	1,195,336	1,001,045	1,001,045	1,008,024
<u>Premises Costs</u>					
	Repairs & Maintenance	15,443	0	0	0
	Rent	945	0	0	0
	TOTAL	16,388	0	0	0
<u>Transport Costs</u>					
	Repairs & Maintenance	1,124	696	696	710
	Hire	257	0	0	1,122
	Car Allowances	4,135	3,020	3,020	3,080
	Other	1,699	3,008	3,008	1,946
	TOTAL	7,216	6,724	6,724	6,858
<u>Supplies & Services</u>					
	Furniture	7,321	45,473	45,473	46,383
	Equipment	0	13,490	13,490	13,760
	Provisions	8,228	76	76	78
	Telephones	7,569	5,456	5,456	5,565
	Computers	14,455	30,789	30,789	31,406
	Subscriptions	561	164	164	167
	Grants	665,503	0	0	0
	Other	942,805	244,198	244,198	137,940
	TOTAL	1,646,442	339,646	339,646	235,299
<u>Agency & Contracted Services</u>					
	Voluntary Bodies	0	447,912	447,912	447,912
	Private Contractor Fees	950	0	0	0
	Other	996,551	126,516	126,516	142,709
	TOTAL	997,501	574,428	574,428	590,621
<u>Transfer Payments</u>					
	Office Accommodation	19,201	18,317	18,317	18,317
	CSS	7,465	8,264	8,264	8,264
	Other Internal Recharges	0	31,615	31,615	32,247
	TOTAL	26,666	58,196	58,196	58,828
<u>Capital Financing</u>					
	Capital	33,123	37,685	37,685	37,685
	TOTAL	33,123	37,685	37,685	37,685
	TOTAL EXPENDITURE	3,922,671	2,017,724	2,017,724	1,937,316
Income					
	Fees	-608,281	-16,248	-16,248	-16,248
	TOTAL	-608,281	-16,248	-16,248	-16,248
	Government Grants	-2,155,062	-532,121	-532,121	-519,916
	TOTAL INCOME	-2,763,343	-548,369	-548,369	-536,164
	NET EXPENDITURE	1,159,328	1,469,355	1,469,355	1,401,152

Proposed Savings & Efficiencies

-56,948

Preliminary Forecast Budget 2007/08

1,344,204

FULL YEAR IMPACT OF APPROVED 2006/7 SAVING / EFFICIENCIES

No.	BUDGET EFFICIENCIES/ SAVINGS	ANNUAL NET COST			DETAILS OF EFFICIENCY /SAVING	CONSEQUENCES / RISKS OF EFFICIENCY / SAVING	RISK ASSESSMENT ON LIKELYHOOD OF ACHIEVING IN FULL	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPI's)
		2007/08 £000	2008/09 £000	2009/10 £000				
	NEIGHBOURHOOD SERVICES							
A	Procurement and other efficiency savings in libraries	-2,000	-2,000	-2,000	Savings generated from improved procurement & efficiencies.	Improved value for money.	None directly.	
B	Increase productivity at the PSE depot through modernisation of working practices	-50,000	-50,000	-50,000	Savings can be expected in 07/8 from the various service reviews taking place within the Street Pride service.	Improved value for money.	None directly.	
C	Delete tourism post	-1,073	-1,073	-1,073	Deletion of this post will have detrimental implications for the provision of a dedicated tourism service within the borough and alternative arrangements would need to be explored.	None directly		
D	Further review of bereavement services charges	-59,698	-59,698	-59,698	Greater cost recovery and comparability of charges.	None directly		
E	Operational services - general efficiencies	-50,000	-50,000	-50,000	General efficiencies across the service.	Reallocation of work and priorities.	None directly.	
	TOTAL	-162,771	-162,771	-162,771				

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	ANNUAL NET COST			DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT APPROVING FYE
		2007/ 08 £	2008/ 09 £	2009/ 10 £		
	NEIGHBOURHOOD SERVICES					
A	Increase in landfill tax Landfill tax will increase by £3 per tonne until a ceiling of £35 per tonne is reached.	530,000	935,000	1,335,000	Contributes to ensuring a clean and green borough.	Spending on landfill is unavoidable and without growth the existing budget would be overspent. Impact on BVPI 86 and 87
B	Disposal of garden refuse Contractual arrangements will see the introduction of a gate fee for the disposal of green waste. The cost assumes arrangements continue following the end of the existing contract (2006/07).	40,000	40,000	40,000	Contributes to ensuring a clean and green borough.	Potential impact on BVPI 82b, 82d, and 87. Overspend on existing provision for waste disposal. Impact on statutory recycling and composting target.
C	Anticipated growth in tipping Growth has averaged 1.9% over the past three years.	45,000	90,000	135,000	Contributes to ensuring a clean and green borough.	Overspend on existing budget provision for waste disposal.
D	Home Composting This investment would offer an estimated 8,000 home composting units to residents. Funded via DEFRA grant for 2006/7 only.	40,000	40,000	40,000	The garden waste collection service is in high demand from residents across the borough. 'Ensuring a clean & green borough' pledge to significantly increase the rates of recycling and composting over the short, medium and long term to meet government targets.	
E	Highways maintenance procurement strategy The provision of highways maintenance in the borough is in need of a fundamental review and this money would facilitate a detailed options appraisal.	100,000	25,000	0	A review will have the joint aims of improving efficiency & delivery of the highways maintenance programme, meeting the aspirations of the public & members & comply with DfT /ODPM requirements to achieve the necessary approval in CPA.	

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		2007/ 08 £	2008/ 09 £	2009/ 10 £		
F	Schools Catering Reduction in significant investment of £371k approved in 2005/6 as it was anticipated that in year 2 (2006/7), the PSE would achieve efficiencies and / or increased levels of income.	-21,000	-21,000	-21,000	Increased efficiencies are important in achieving savings and efficiencies required through the Governments Gershon agenda.	None directly
G	Music Support Grant Anticipated fall out of music service standards fund income.	0	607,000	607,000	Grant now not expected to fall out until 08/9	None directly
	TOTAL	734,000	1,716,000	2,136,000		

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	SERVICE AREA	ANNUAL NET COST			DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIS)
			2007/08	2008/09	2009/10			
1	Green Waste - Gate Fee increase in charges Current gate fee costs for disposal of green waste are running at £14.47 per tonne and Walsall produces on average 16,500 tonnes per annum. Prices achieved th	Street Pride	108,000	108,000	108,000	Cleaner and greener borough, encourage everyone to feel proud of Walsall. Part of a wider strategy to decrease landfill usage.	With the introduction of the landfill allowance tax scheme regulations within the Waste and Emissions Trading (WET) Act 2003, waste disposal authorities face financial penalties if they do not limit the amount of biodegradable waste going to landfill.	As BVPI 82a and 82b are statutory performance indicators for CPA rating, failure to deliver such targets will negatively impact on Walsall becoming an excellent local authority.
2	Garden Waste Kerbside Collection Expansion Currently approximately 42,000 low rise properties do not have access to a kerbside collection service of garden waste. Potentially 75% of all low rise	Street Pride	198,000	198,000	198,000	Cleaner and greener borough, encourage everyone to feel proud of Walsall. Expansion of waste minimisation strategy.	With the introduction of the landfill allowance tax scheme regulations within the Waste and Emissions Trading (WET) Act 2003, waste disposal authorities face financial penalties if they do not limit the amount of biodegradable waste going to landfill.	BVPI 82a and 82b are statutory performance indicators for CPA rating, failure to deliver such targets will negatively impact on Walsall becoming an excellent local authority.
3	Energy from Waste The council has secured suitably qualified and experienced contractors to provide facilities for the recovery of energy from municipal waste.	Street Pride	180,000	180,000	180,000	Cleaner and greener borough, encourage everyone to feel proud of Walsall. With reference to waste management strategy objective 3 - to recover value from waste that is not recycled or composted over the medium to long term.	With the introduction of the landfill allowance tax scheme regulations within the Waste and Emissions Trading (WET) Act 2003, waste disposal authorities face financial penalties if they do not limit the amount of biodegradable waste going to landfill.	Under Walsall council's Municipal Waste Management Strategy a key objective is to recover value from waste that is not recycled or composted over the medium to long term. This will require investment as the market demands higher gate fees for treatment.
4	Increased cost / reduction in take up of service. Full additional cost for the delivery of the school food meal service, in-line with the School Food Trust criteria and guidelines.	Catering	300,000	420,000	420,000	The additional investment will enable the catering service to meet its contribution towards:- make our schools great, make Walsall a healthy and caring place. The impact of the new standards should be very positive on Walsall's children and young people .	Catering Services would be unable to deliver the required service to meet the implications of the new food standards as defined by the School Food Trust. An alternative would be to pass on the full cost of the service (per meal) as an increased charge.	There is no direct impact on the Council's CPA rating, however the secondary implications of not delivering healthy food to school children, changing dietary habits, and the links into health, obesity, physical activity and life-long behaviour and education.
5	New electoral legislation. Elections and electoral registration are driven by central Government's electoral modernisation programme and legislation and the Electoral Commission's standards.	Electoral Registration	93,200	91,000	28,000	Extended voting hrs; collection and use of personal identifiers for postal and proxy voters; signing for ballot papers in polling station; comprehensive review of polling districts and polling places (mandatory for 2007), and use of personal canvassers.	The legislative provisions are mandatory. Election cost increases are demand driven (postal votes) and others are already the accepted national and local standard (polling day fees).	N/A
6	Urban traffic control - impact of global energy costs and deteriorating stock There has been a significant increase in energy prices over the last 12 months. The impact has been that the cost of energy for tra	Engineering & Transportation	100,000	100,000	100,000	Easier to get round, Easier to access local services	Consequences of not approving is that the authority would have to consider switching off signals or considering other approaches but serious risk of increase in accidents and congestion which conflicts with Traffic Management Act requirements.	N/A

INVESTMENT No.	STRATEGIC CHOICE / INVESTMENT BID	SERVICE AREA	ANNUAL NET COST			DETAILS OF HOW THE INVESTMENT MEETS THE COUNCIL'S VISION PRIORITIES	CONSEQUENCES / RISK OF NOT GOING AHEAD	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, BVPIs)
			2007/08	2008/09	2009/10			
7	New Grounds Sites New sites being added to the council maintenance year on year such as civic quarter, St Giles church yard, gate way projects, parks play areas, district centre clean	Street Pride	120,000	159,000	169,000	Maintain the new grounds maintenance sites and projects the authority has funded or received capital grants.	The projects or grants may be withdrawn should the council not maintain these new projects.	Depends on location of specific sites, and whether costs impact on specific PI's
8	Commercial Fly Tipping To be able to deal with large scale (commercial) fly tipping which has increased around the borough. These large amounts are above the capability of the existing litter	Street Pride	78,000	80,340	82,750	Clean & green - enhances the overall appearance of the borough	The highways and open spaces will not be as attractive to residents or visitors of Walsall and the satisfaction levels may be reduced. The performance of BVPI199 d, will not achieve targets set.	Improve customer satisfaction Improve BV PI 199
	TOTAL NEW INVESTMENT		1,177,200	1,336,340	1,285,750			

No.	FEES AND CHARGES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY	RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, VIPS)
			2007/08	2008/09	2009/10			
1	Increase in charges for 3 way traffic lights	Engineering & Transportation	(5,000)	(5,000)	(5,000)	Increase in charges for 3 way traffic lights from current charge of £100. Increase in line with neighbouring authorities.	N/A	N/A
2	Increase in charges for Section 50 sewer connections licence	Engineering & Transportation	(6,000)	(6,000)	(6,000)	Increase in charges for section 50 sewer connections licence from £750 to £1,000 per licence. Increase in line with neighbouring authorities.	N/A	N/A
3	Increase in fine income/accident damage - urban traffic control (UTC)	Engineering & Transportation	(10,000)	(10,000)	(10,000)	Increase in fine income/accident damage (UTC)	Requires changes in pursuing outstanding debts by the Authority. Council must be proactive in chasing debts and recovering significant debts.	N/A
4	Section 74 increase in fees and charges	Engineering & Transportation	(20,000)	(20,000)	(20,000)	Income from utility companies for any time over runs of works on the boroughs highways due to number of occurrences.	Improved recovery of fines and realignment of budgets.	N/A
5	Increase of 10% on all leisure centre charges	Sports	(150,000)	(150,000)	(150,000)	A general increase of 10% on all leisure centre fees and charges.	Possible decrease in take up of the service although a review of market conditions indicate against this.	Implications for the CPA indicators for sports participation and volunteering (introduced 2006) and sports equity (proposed 2007).
6	Review of car parking charges - staff car park charges.	Engineering & Transportation	(74,000)	(74,000)	(74,000)	Increase of 10% on staff car parking charges.	WMBC has not increased charges for 3 years.	N/A
7	Additional income generation (4%)	Creative Development	(6,886)	(6,886)	(6,886)	Generate additional income.	May affect ability to lever external funding. Reduction of work within council without development project budget e.g. directorate development, cultural engagement.	N/A
8	Additional Income from Centro for operating a check and send service for concessionary bus passes.	First Stop Shop	(5,000)	(5,000)	(5,000)	The agreement for this is awaiting signature subject to inclusion of a specific clause.	Would be an additional service but can be incorporated into existing workloads.	N/A
9	Additional contribution from licensing income	Public Protection	(20,000)	(20,000)	(20,000)	Net additional contribution from Licensing income having delivered a restructure of the service to combine taxi licensing and licensing and sustain the future service.	The risk is that these income levels will not be achieved.	N/A
10	Bereavement services - further review of fees & charges	Public Protection	(8,000)	(8,000)	(8,000)	Proposed fees and charges to take effect from 1.1.07, as part of restructuring proposals to incorporate the register office and coroner's service within bereavement services to provide adequate staff to deliver memorial management programme.	This will be a year on year raised income target, therefore may not be fully achieved.	N/A

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			2007/08	2008/09	2009/10			
11	Registrars - potential income from british citizenship	Public Protection	(1,000)	(1,000)	(1,000)	Potential income from register office.	This service is facing an uncertain future based on central government plans for modernisation. We have plans to introduce new income streams but we have yet to determine any impact of modernisation on existing income.	N/A
12	Fleet - increase MOT charges	Street Pride	(14,000)	(14,000)	(14,000)	Increase fees and charges - MOT testing costs from £27 to £35, retesting costs from free of charge to £17.50 and servicing costs from £25 to £30.	Potentially could deter existing and new customers and therefore reduce existing income.	N/A
13	Additional income from scaffolding licences	Engineering & Transportation	(10,000)	(10,000)	(10,000)	Charing commercial properties when they have scaffolding erected on them. Currently only charge for private properties.	Potential customer dissatisfaction due to introduction of charges. Less take up of service than predicted.	N/A
14	Norfolk place car parking - initiating a charging policy	Street Pride	(10,000)	(10,000)	(10,000)	Charging at long stay rates, 100 spaces at £8 per month	Displacement of vehicles to road - possible congestion	N/A
15	Bryntysilio - 10% increase in charges	Greenspaces	(14,096)	(14,096)	(14,096)	10% increase charges to students attending the centre on courses.	Possible reduction in take up of places.	N/A
16	Car parking fine	Street Pride	(29,000)	(29,000)	(29,000)	At present we collect 60% of fines income. With this new strategy the collection rate will increase to 75%. Further details on this option will be tabled on the day.	Additional income not realised.	Customer satisfaction
17	Increase fees to cricket and bowling clubs	Greenspaces	(4,000)	(4,000)	(4,000)	Increase to fees charged for use of cricket pitches and bowling greens.	Possible reduction in usage of facilities. Customer dissatisfaction.	Reduction in amount of public using sporting facilities
18	Increase to residents parking permits from £10 pa to £20 pa	Engineering & Transportation	(4,500)	(4,500)	(4,500)	Increase in residents parking permits to £20 pa.	Unlikely to cause a decrease in take-up	N/A
19	Section 74 increase in fees and charges - additional to No 4 above.	Engineering & Transportation	(30,000)	(30,000)	(30,000)	Income from utility companies for any time over runs of works on the boroughs highways due to number of occurrences.	Improved recovery of fines and realignment of budgets.	N/A
20	Increased usage of car parking	Engineering & Transportation	(60,000)	(60,000)	(60,000)	Increased income as a result of additional usage of existing car parks.	Current increased usage of car parks not sustainable	N/A
21	Additional contribution from licensing income - additional to No 9 above.	Public Protection	(20,000)	(20,000)	(20,000)	Net additional contribution from Licensing income having delivered a restructure of the service to combine taxi licensing and licensing and sustain the future service.	The risk is that these income levels will not be achieved.	N/A

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			2007/08	2008/09	2009/10			
22	Further increase to leisure fees and charges - additional to No 5 above.	Sports	(20,000)	(20,000)	(20,000)	Further increase on all leisure centre fees and charges.	Possible decrease in take up of the service although a review of market conditions indicate against this.	Implications for the CPA indicators for sports participation and volunteering (introduced 2006) and sports equity (proposed 2007).
23	Bryntysilio - a further 5% increase in charges	Greenspaces	(7,048)	(7,048)	(7,048)	Total increase of 15% increase charges to students attending the centre on courses. (linked to green fees and charges No23)	Possible reduction in take up of places.	N/A
24	Exploring sponsorship for all large ornamental floral planters and all ornamental barrier floral baskets	Street Pride	(30,000)	(30,000)	(30,000)	Sites:- Walsall, Darlaston, Willenhall, Bloxwich, Brownhills, Aldridge	Town & district centres not having summer floral displays.	N/A
25A	Increase in general public car parking charges (10% uplift rounded to nearest acceptable amount) (results in an average overall 11% increase in charges) OR	Engineering & Transportation	(71,000)	(71,000)	(71,000)	10% uplift of car parking charges for the general public uplifted to nearest acceptable amount (1 hour up 10p to 70p, all day up 30p to £3.30)	Perception that we are removing car parking spaces for the TCTP so it's possible we could get negative press coverage	N/A
25B	Increase in general public car parking charges (20% uplift rounded to nearest acceptable amount) (results in an average overall 19% increase in charges)	Engineering & Transportation	0	0	0	20% uplift of car parking charges for the general public uplifted to nearest acceptable amount (1 hour up 10p to 70p, all day up 60p to £3.60) Saving would equate to £123,000 per year.	Perception that we are removing car parking spaces for the TCTP so it's possible we could get negative press coverage	N/A
26	Replacement wheelie bins	Street Pride	(2,000)	(2,000)	(2,000)	Increases in charges for replacement wheelie bins - currently £16.50 each increase to £18.50 per bin. This will principally mean that residents with stolen, lost or damaged bins will be purchasing new ones at cost. Currently service is being subsidised b	Residents dissatisfaction with increase in price. Possible increase in fly-tipping.	N/A
27	Bulky collections	Street Pride	(23,000)	(23,000)	(23,000)	Increase in collection charge to £12.50 for bulky collections along with separate charge for white goods of £12.50. Free of charge for residents who deliver to household waste recycling centre sites.	Possible residents dissatisfaction and increase in fly-tipping.	N/A
28	Increase in charges for skip permits	Engineering & Transportation	(4,000)	(4,000)	(4,000)	Increase in charges for skip permits from £5 to £7.50 per licence. Comparable with neighbouring authorities.	N/A	N/A
29	External trade waste customers	Street Pride	(23,000)	(23,000)	(23,000)	To increase waste collection charges for trade customers by 10%.	Possible reduction in take up of service, however only profit element of the charge would be lost as would not have to pay to dispose of the waste.	N/A

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			2007/08	2008/09	2009/10			
30	Introduce annual charge for garden waste collection service (£15 per household)	Street Pride	(600,000)	(600,000)	(600,000)	Introduce an annual charge for the garden waste collection. Currently 59,000 properties receive a garden waste collection service. Some further research would need to be done with other authorities if this was an option to be considered further.	Negative impact on residents who currently receive this service free of charge but would enable borough wide availability of the service. Residents would have to sign up to the scheme for the coming year as there would be no opt in arrangement.	Potential negative effect on customer satisfaction levels. There are a number of risks to BVPI 82b.
31	Increase in general public car parking charges (20% uplift rounded to nearest acceptable amount) THIS IS LINKED TO THE "AND / OR" OPTION 25A AND 25B ABOVE. £71k is currently included in figures distributed with the option of increasing to £123k. The high	Engineering & Transportation	(52,000)	(52,000)	(52,000)	20% uplift of car parking charges for the general public uplifted to nearest acceptable amount (1 hour up 10p to 70p, all day up 60p to £3.60)	Perception that we are removing car parking spaces for the TCTP so it's possible we could get negative press coverage.	N/A
32	Introduction of on-street parking charges	Engineering & Transportation	(50,000)	(50,000)	(50,000)	Introduction of charges for on-street parking in Walsall town centre.	Potential resistance from town centre businesses, shoppers and other users. Risk of displacement.	N/A
	TOTAL FEES AND CHARGES		(1,383,530)	(1,383,530)	(1,383,530)			

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			2007/08	2008/09	2009/10			
1	Efficiency savings - restructure	Greenspaces	(30,000)	(30,000)	(30,000)	Deletion of vacant post in restructure via reallocation of work and priorities.	None	N/A
2	General efficiencies	Art Gallery	(1,144)	(1,144)	(1,144)	Reduce IT and general admin.	Lower quality products to be sourced and reduce wastage.	N/A
3	Marketing - efficiencies	Arts & Development	(7,000)	(7,000)	(7,000)	Reduction in total staff hours on marketing via reallocation of work and priorities.	None	N/A
4	School crossing staffing	Cleaning, Caretaking, SCP	(20,000)	(20,000)	(20,000)	Increase in vacancy management for SCPW	Non-full occupancy rarely achieved	N/A
5	Cleaning & school crossings efficiencies	Cleaning, Caretaking, SCP	(4,000)	(4,000)	(4,000)	Reduce supplies and services by 2%.	None	N/A
6	Efficiency savings - furniture/equipment	Community Safety	(5,000)	(5,000)	(5,000)	Reduction to the CSU furniture/equipment budget.	Reduced capacity to respond to demands on service and our ability to upgrade / replace equipment as required.	N/A
7	Efficiency savings - other supplies	Community Safety	(8,386)	(8,386)	(8,386)	General efficiencies arising from reallocation of work and priorities.	None	N/A
8	Removal of agency budget in road works team	Engineering & Transportation	(2,000)	(2,000)	(2,000)	Removal of agency budget in road works team by creating new post - net saving in 2007/8 to increase in future years if post can be funded from permit income.	None	N/A
9	Road safety - general efficiencies	Engineering & Transportation	(3,000)	(3,000)	(3,000)	Reduction in supplies and services budget in road safety.	Minor impact. Reduction in advertising & free gifts at road shows etc Options to review sponsorship of the service.	N/A
10	Reduction in usage of enumerators for traffic surveys etc	Engineering & Transportation	(6,000)	(6,000)	(6,000)	Reduction in usage of enumerators for traffic surveys - assess traffic flow, usage, signals etc.	Only carry out work for joint data team if specifically commissioned to cover costs.	N/A
11	General efficiency savings	Engineering & Transportation	(5,000)	(5,000)	(5,000)	Removal of supplies and services inflation. Absorb one off increase for 2007/8.	None	N/A
12	Reprofiling of Highways maintenance to capital	Engineering & Transportation	(60,000)	(60,000)	(60,000)	Reprofiling of highways maintenance to capital.	Replacement funding from capital totalling £595k. £535k was originally approved by Council March 2006.	N/A

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			2007/08	2008/09	2009/10			
13	Transfer of photocopier to the new contact centre	First Stop Shop	(1,500)	(1,500)	(1,500)	Copier is surplus to requirements in the FSS and would avoid the need to purchase a new one for the contact centre.	None	N/A
14	Trading standards - general efficiency savings	Public Protection	(2,000)	(2,000)	(2,000)	Rationalising of stationery and office expenses/publicity and advertising across the services.	None	N/A
15	Environmental health - general efficiency savings	Public Protection	(29,750)	(29,750)	(29,750)	Reductions in budgets from clothing and laundry; furniture and equipment for public health and environmental health and stationery and general office budgets. General efficiencies via reallocation of work and priorities.	There will be less to spend in supporting operational activities.	N/A
16	Non-renewal of tourist information contract with West Midlands Travel.	Arts & Development	(35,000)	(35,000)	(35,000)	Non-renewal of tourist information contract with West Midlands Travel.	Transfer of tourist / visitor information centre to central library.	N/A
17	Café equipment	Art Gallery	(1,000)	(1,000)	(1,000)	Café equipment not to be replaced.	Old equipment could not be replaced and alternative methods of preparation would have to be sourced.	N/A
18	General efficiency savings	Built Env Mgt	(4,000)	(4,000)	(4,000)	General efficiencies arising from reallocation of work and priorities.	None	N/A
19	School crossings - advertising	Cleaning, Caretaking, SCP	(5,000)	(5,000)	(5,000)	Reduction in advertising budget.	May impact on recruitment for wardens.	N/A
20	Efficiency savings - publicity / advertising	Community Safety	(2,500)	(2,500)	(2,500)	Reduction to the CSU publicity / advertising budget.	Reduced resources, therefore affecting our ability to promote and inform the general public of our service.	May have an adverse effect on our ability to meet LAA/CDRP targets.
21	Efficiency savings - CCTV external training	Community Safety	(5,000)	(5,000)	(5,000)	Reduction in the CCTV external training budget.	Opportunities to educate/inform staff will be cut back as a result of this proposal.	N/A
22	Efficiency savings - CCTV supplies	Community Safety	(10,000)	(10,000)	(10,000)	Reduction in the CCTV miscellaneous supplies budget.	This proposal could have serious implications if any unforeseen expenditure is required, as this will only leave a minimal contingency within the overall budget for the service.	N/A
23	Savings in revenue bridge maintenance works	Engineering & Transportation	(5,000)	(5,000)	(5,000)	Savings in revenue bridge maintenance works. Bridges in relatively good condition. Identified as 10% of budget. Consider any further to be detrimental to assets.	None	N/A

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			2007/08	2008/09	2009/10			
24	Restructure of engineering and transportation service	Engineering & Transportation	(5,000)	(5,000)	(5,000)	Review of structure and coordination with use of agency and framework consultants.	West Midlands recognise the problems regarding staff recruitment and retention in the transportation and engineering profession and recent report has been sent to Chief Engineers Planning Officer Group (CEPOG) to consider the matter further.	N/A
25	Efficiency savings	First Stop Shop	(2,500)	(2,500)	(2,500)	Reduction in budget for uniforms.	Drop in standards, poor image to the public, perception of a lack of professionalism.	N/A
26	Efficiency savings - supplies and services	Greenspaces	(8,000)	(8,000)	(8,000)	Reduction in the supplies and services budgets across LIP, Palfrey and Willenhall within the greenspaces improvements service.	This will result in the reduction of the provision of equipment for projects and the ability to match fund reducing the services ability to secure external funding and undertake essential and much needed improvement works within the parks and open spaces.	N/A
27	Combining the play area inspection and maintenance team with the maintenance officer	Greenspaces	(50,000)	(50,000)	(50,000)	Combining the play area inspection and maintenance team with the maintenance officer combining resources and creating efficiencies. Undertaking infrastructural repairs in house .Will require training for ranger, mobile security patrols & street pride main	may result in delays in repairs undertaken, increased vandalism, deterioration in infrastructure.	N/A
28	Equalities and diversity team - efficiency savings	N'hood Management	(9,250)	(9,250)	(9,250)	3% savings on total gross budget of £308,324 (including salaries) from equalities and diversity team.	Impact will be on projects in the team & supporting the employee support network e.g.savings will have an impact on the welfare to work strategy, supporting projects & publicity on strategy with partners. Employee support networks will also not be able to	N/A
29	Programmes team - efficiency savings	N'hood Management	(5,198)	(5,198)	(5,198)	External training employee & related expenses from programmes team	A reduction in the level of specialist external training for staff to keep in line with developments and changes in managing externally funded programmes. Will affect ability to effectively meet requirements stipulated by funding bodies within timeframes	N/A

No.	EFFICIENCIES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY	RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, VIPS)
			2007/08	2008/09	2009/10			
30	Efficiency savings - removal of inflation	Property Services	(119,348)	(119,348)	(119,348)	General efficiencies via reallocation of work and priorities.	None	N/A
31	Efficiency savings - other running expenses	Property Services	(66,474)	(66,474)	(66,474)	General efficiencies on advertising, equipment, training etc	None	N/A
32	Environmental health - consolidate print and design budget for dog warden service, env health, public health	Public Protection	(4,000)	(4,000)	(4,000)	Consolidate print and design budgets. Need to ensure this saving does not affect print room income targets.	Fewer anti fouling signs less publicity material for campaigns, school visits, exhibitions etc. This may impact upon the print and design income target. We will need to target income from fixed penalties to fund educational programmes.	N/A
33	Environmental health - reduce works in default budget	Public Protection	(12,000)	(12,000)	(12,000)	Budget funds costs of call outs for blocked drains or collection of rubbish and where possible recharge costs to residents.	Works in default expenses should be reclaimable, although formal, legal action may be required to do so.	N/A
34	Sports development - realignment of work	Sports	(24,000)	(24,000)	(24,000)	Realign the work of development officers to increase focus on revenue generation and review the more resource intensive services (e.g. public narrowboat trips, certain sports coaching sessions) and consider alternative delivery methods.	As the service becomes increasingly revenue focused we will inevitably reduce the proportion of time we work with disadvantaged groups. In addition some services may be withdrawn altogether if financial viability cannot be improved.	This will have implications for the CPA indicators for sports participation and volunteering (introduced 2006) and sports equity (proposed 2007).
35	Policy team - deletion of vacant post	Street Pride	(22,000)	(22,000)	(22,000)	Delete vacant post.	None	N/A
36	Closure of the Norfolk Place depot stores	Street Pride	(47,000)	(55,000)	(55,000)	Closure of the Norfolk Place depot stores facility which provides materials/supplies to street pride, other service areas and partners. The closure of the stores would result in the potential redundancy of two staff and the associated costs of redundancies.	Material/supplies currently sourced via the stores would need to be collected or delivered direct to site. Increased risk of damage and theft of materials/supplies where deliveries to site occur.	Potential impact on both the pledges and priorities identified in the Vision 2008 and the councils current CPA rating.
37	Energy savings as a result of the investment in energy management	Property Services	(50,000)	(50,000)	(50,000)	Anticipated efficiencies arising from the work being done on energy management	Subject to vagaries of energy pricing market	N/A
38	Libraries	Libraries & Heritage	(36,000)	(36,000)	(36,000)	Deletion of vacant post in restructure via reallocation of work and priorities	None	N/A

No.	EFFICIENCIES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY	RISKS OF EFFICIENCY	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, VIPS)
			2007/08	2008/09	2009/10			
39	Restructure review and deletion of post	Engineering & Transportation	(35,000)	(35,000)	(35,000)	Post to be charged to capital.	None	N/A
40	Energy savings as a result of the investments in energy management - additional to No 37 above.	Property Services	(100,000)	(100,000)	(100,000)	Efficiencies arising from the work being done on energy management by direct reduction in energy budgets for individual buildings.	Subject to vagaries of energy pricing market and application of good energy management.	N/A
41	Reduction in property maintenance - as a result of capital investments	Property Services	(110,000)	(110,000)	(110,000)	Capitalisation of revenue expenditure.	None	N/A
42	Change to funding of CCTV	Community Safety	(18,000)	(18,000)	(18,000)	CCTV management now to be funded by partner organisation.	None	N/A
43	Restructure proposals	Neighbourhood Management	(40,000)	(40,000)	(40,000)	Deletion of vacant post in restructure via reallocation of work and priorities.	None	N/A
44	College of Continuing Education - unspent balances held for investment	COCE	(150,000)	0	0	Underspent balances have built up and are now available for application.	None	N/A
45	Efficiency saving - additional to No 11 above.	Engineering & Transportation	(25,000)	(25,000)	(25,000)	Part capital funding of 1 FTE.	None	N/A
	TOTAL EFFICIENCIES		(1,191,050)	(1,049,050)	(1,049,050)			

No.	REDUCTION IN SERVICE	SERVICE AREA	ANNUAL NET COST			DETAILS OF REDUCTION	CONSEQUENCES / RISKS OF REDUCTION	MEASURABLE EFFECT ON KEY INDICATORS (REGIONAL & NATIONAL COMPARATORS, VIPS)
			2007/08	2008/09	2009/10			
1	Bereavement services - change to internal artificial floral decoration	Public Protection	(1,750)	(3,500)	(3,500)	Change to internal artificial floral decoration from real flowers at Streetly crematorium - in line with policy of neighbouring crematoria.	Reduction in aesthetic appearance to the building internally.	N/A
2	Audience development	Art Gallery	(2,400)	(2,400)	(2,400)	Reduction in audience development.	Reduction in budget will reduce the outreach of the gallery especially into the local community. This could result in giving the gallery a lower profile and a reduction in visitors to the gallery.	N/A
3	Art conservation	Art Gallery	(1,350)	(1,350)	(1,350)	Reduction in art conservation	Artworks are in danger of deterioration if adequate conservation is not in place. This could lead to the devaluation of the art work and may have insurance implications.	N/A
4	Marketing and visitor research	Art Gallery	(2,400)	(2,400)	(2,400)	Reduction in marketing and visitor research.	This will reduce the understanding the gallery has of our visitors and non attenders which could lead to marketing being delivered in an ineffective way. Reduce visitors to the gallery.	N/A
5	Cleaning equipment	Cleaning, Caretaking, SCP	(20,000)	0	0	Limit machine replacement programme for 1 year only	Wear and tear on machinery increases repair bills. Not achievable beyond 1 year. Alternative would have to be found for future years.	N/A
6	Reduction in the use of agency and temporary staff	Greenspaces	(30,000)	(30,000)	(30,000)	Reduction in the use of agency and temporary staff which provide seasonal on site security cover.	Will reduce on site presence, resulting in increased levels of vandalism and antisocial behaviour in parks and open spaces, increased costs in repairs, reduction in use of parks and increased fear of crime.	N/A
7	Allotments	Greenspaces	(1,200)	(1,200)	(1,200)	Reduction in the repair, maintenance and skip services undertaken within allotment sites.	Will result in a deterioration in the standards of maintenance undertaken on allotment site particularly to water systems, footpath and fencing reducing security, increased vandalism and thefts and an overall reduction in the uptake of allotment plots.	N/A

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			2007/08	2008/09	2009/10			
8	Reduce support budgets for LNP events	N'hood Management	(2,500)	(2,500)	(2,500)	Reduce support budget for LNP events, publicity and promotion.	The reduction in budgets for events, publicity and promotion will reduce the LNP team's ability to retain an efficient flow of communication to LNPs about what's happening in their area. This will result in a reduction in the number of LNP bulletins.	N/A
9	Deletion of community sports worker post	Sports	(18,964)	(20,000)	(20,000)	Redundancy - Community Sports worker	Reduced coaching availability at leisure centres.	N/A
10	Deletion of part time duty manager post	Sports	(11,260)	(12,000)	(12,000)	Redundancy - part time duty manager	Reduced management support at one leisure centre site.	N/A
11	Deletion of part time golf attendant post	Sports	(17,387)	(18,000)	(18,000)	Redundancy - part time golf attendant.	Reduced staffing level at Grange golf course - opening hours unaffected	N/A
12	Sports - reduction in policy budget	Sports	(76,700)	(76,700)	(76,700)	Reduction in sports client budget. This funding was initially established for items not in the original sports contract. This has funded indoor carpet bowls, external signage, boiler conversions from oil to gas, consultants fees, replacement of computer	Reduction in the ability to address one-off items of expenditure not included in contract.	N/A
13	Walsall In Bloom - cease funding and seeking sponsorship	Street Pride	(8,000)	(8,000)	(8,000)	Cease funding of Walsall in Bloom, or investigate further sponsorship opportunities.	Regular participant in competition - general dissatisfaction.	N/A
14	Staff training, courses & conferences.	Art Gallery	(6,000)	(6,000)	(6,000)	Reduction in staff training, courses & conferences.	Workforce who may be limited in their skills & knowledge to carry out their job to their best potential. Staff not up to date with the current art & education environment.	N/A
15	Maintenance of building	Art Gallery	(6,000)	(6,000)	(6,000)	Preventative maintenance will be reduced.	May lead to higher breakdown costs in future years.	N/A
16	Art collection and projects	Art Gallery	(3,100)	(3,100)	(3,100)	Reduced art collection and project work.	Reducing costs could lead to a lower standard of display and projects which has a potential to reduce visitor numbers.	N/A

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			2007/08	2008/09	2009/10			
17	Schools catering service	Catering	(150,000)	(150,000)	(150,000)	Major changes to the operation of catering services. More limited menu and schools taking responsibility for collecting money and supervising meals.	Students may be disatisfied with limited menu and take up rates will fall.	N/A
18	Reduction in non-essential cleaning of staff areas (5 to 3 days)	Cleaning	(30,000)	(30,000)	(30,000)	Reducing vacuum cleaning of offices and non-public spaces.	Possible complaints from staff. Reduction in hours for cleaning staff.	N/A
19	Decrease in provision of christmas lights/alternate funding from sponsorship.	Arts & Development	(9,000)	(9,000)	(9,000)	Reduction in the expenditure on christmas lighting. Alternative funding to be sought from traders.	Dissent from traders, reduction in satisfaction of visitors to retail areas.	N/A
20	Restructure resulting in deletion of 1 post.	First Stop Shop	(17,000)	(17,000)	(17,000)	Loss of 1FTE	Increase in queuing and waiting times. Increase in customer complaints. Increase stress on remaining front line staff leading to higher absenteeism and attrition.	N/A
21	Stop the opening/closing and supervision of football changing facilities	Greenspaces	(18,000)	(18,000)	(18,000)	Stop the opening/closing and supervision of football changing facilities for football on sites with only one resident club.	Will require clubs to take on the responsibility to open/close and clean facilities. May reduce building security and increase levels of damage.	N/A
22	Discontinue grants to non council run museums	Libraries & Heritage	(13,650)	(13,650)	(13,650)	Discontinue grants to non council run museums - Locksmith's House	Impact on viability of those museums to continue operation.	N/A
23	Discontinue music and DVD loans from Beechdale and Pleck libraries	Libraries & Heritage	(2,000)	(2,000)	(2,000)	Discontinue music and DVD loans from Beechdale and Pleck libraries	Minimal impact on performance indicators, but local dissatisfaction with service.	N/A
24	Trading standards - reduce non food sampling projects	Public Protection	(3,000)	(3,000)	(3,000)	Reduce non food sampling projects.	Reduces our ability to be proactive with respect to consumer protection project work.	N/A
25	Stop providing ornamental annual bedding across all areas	Street Pride	(38,000)	(38,000)	(38,000)	District & town centres, some parks communities & town hall window boxes not provided.	Reduce capacity to meet walsall vision 'clean & green'.	N/A
26	Garden waste kerbside collection service - winter closedown	Street Pride	(65,000)	(65,000)	(65,000)	Service currently suspended for 2 weeks per annum over Christmas period. Proposed to suspend service for a term of 3 months from 1st December to 28th February. Employees working on service to be deployed on domestic refuse and recycling collections.	May reduce the councils ability to meet recycling targets and potential increase in landfill costs if garden waste is placed in normal domestic collections during the winter period.	Negative Impact on BVPI 82b resulting in an estimated drop in percentage of 0.5%.
27	Forest Arts Centre - reduction/cessation of weekend events	Arts & Development	(24,500)	(24,500)	(24,500)	Reduction/cessation of weekend events & programming at Forest Arts Centre.	Reduced service to users of centre.	N/A

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			2007/08	2008/09	2009/10			
28	Reduction in lab equipment and pollution expenses	Engineering & Transportation	(17,000)	(17,000)	(17,000)	Reduction in lab equipment and rephasing and reduction in level of work for contaminated land and air quality together with reduction in laboratory expenses.	Potential reduction in numbers, type or quality of equipment/stations which may lead to asset management and replacement issues in the future. Would only carry out statutory function rather than advisory. Compromise ability to maintain and review air quality.	None directly
29	Rationalise coverage of parks and open spaces	Greenspaces	(23,000)	(23,000)	(23,000)	Rationalise on site coverage of parks and open spaces reducing the park ranger service by one member of staff.	Reduce the level of on site supervision and security within the parks. May lead to increased levels of vandalism and anti social behaviour. Reduce the level of parks use, public confidence and public opinion.	May have a negative impact CPA rating.
30	Playground fitting service.	Greenspaces	(7,500)	(7,500)	(7,500)	Reduction in level of premises repairs undertaken by the playground fitting service.	Less repairs and maintenance undertaken by the team on childrens play areas and equipment. May lead to less safe play areas, increase in vandalism and antisocial behaviour, deterioration in standards and play equipment staying out of action.	N/A
31	Branch library - reduction in available days	Libraries & Heritage	(50,000)	(50,000)	(50,000)	Reduction in available days - branch library	Customer dissatisfaction with service due to decreased available use of branch libraries,	N/A
32	Reduced opening hours - libraries	Libraries & Heritage	(45,000)	(45,000)	(45,000)	Closing all libraries at 6.00pm.	This would mean that the undertaking to widen library opening hours in line with community needs as set out in the library modernisation plan could not be extended to evening opening.	N/A
33	Reduced opening hours - leather museum	Libraries & Heritage	(10,000)	(10,000)	(10,000)	Leather museum closure on Sundays	Adverse impact on availability of service on the day most popular for family visits.	Resulting impact on visitor figures and the ability of the service to meet Best Value performance indicators BV170A AND B
34	Discontinue grants to non council run museums	Libraries & Heritage	(2,200)	(2,200)	(2,200)	Discontinue grants to non council run museums -Jerome K. Jerome Birthplace	Impact on viability of those museums to continue operation.	N/A
35	Discontinue libraries "Right to Read " project	Libraries & Heritage	(25,000)	(25,000)	(25,000)	Discontinue libraries "Right to Read " project encouraging looked after children to read.	Project partially externally funded until 2009. Adverse impact on reading achievement of looked after children. Match funding may be lost.	In line with the requirements of the care matters green paper we will fail to support the improvements in attainment of looked after children and in what will be enhanced corporate parenting requirements if scheme ceases.

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			2007/08	2008/09	2009/10			
36	Central library - reduce hours	Libraries & Heritage	(39,450)	(39,450)	(39,450)	Central library to close on Sunday - currently open 1.00pm to 4.00pm	Impact on performance; Loss of 26,670 visits per annum. This is a greater impact on performance than the total closure of smaller library.	N/A
37	Trading standards - reduction in clean up costs	Public Protection	(7,000)	(7,000)	(7,000)	Reduction of clean up costs after travellers have moved off site due to less call for this service.	The risk comes into play if we have illegal incursions. Fortunately over recent years there have been few. This will leave only approx £5K to deal with any incidents which arise.	N/A
38	Trading standards - removal of weights and measures testing equipment	Public Protection	(1,000)	(1,000)	(1,000)	Removal of weights and measures testing equipment from calibration and scope of ISO 9000 registration.	Be unable to test larger weighing equipment. This might impact upon potential test fees.	N/A
39	Environmental health - reduce food sampling budget	Public Protection	(7,000)	(7,000)	(7,000)	Reduce food sampling budget.	Possible failure to meet target number of food samples, new contract about to be negotiated and quotations awaited. Reduces available budget to £10k and major reliance on continued availability of free analysis offered by the laboratories.	N/A
40	Bereavement services - reduction in cremator maintenance	Public Protection	0	(5,000)	(5,000)	Reduction in cremator maintenance at Streetly crematorium.	May not be able to carry out all recommended repairs past six monthly service visits.	N/A
41	Trading standards - reduce food sampling further.	Public Protection	(7,000)	(7,000)	(7,000)	Reduce food sampling further.	We do not currently reach World Health Organisation targets of 2.5 samples /1,000 population. This follows a reduction in the sampling budget introduced in 2006/7.	N/A
42	Reduce the sweeping & litter picking frequencies	Street Pride	(172,000)	(252,000)	(252,000)	Reduce the sweeping & litter picking frequencies in all non town & district centres.. Current frequency is a combination of weekly, 2 weekly and 4 weekly. Proposal to streamline to 7 weekly litter picking frequencies.	District areas having reduced sweeping frequencies. Not meeting the council's vision 'clean & green'. Customer satisfaction levels reduced. Redundancies in employees.	Reduction in BVP1199 performance
43	Reduce the frequencies of highway herbicide spraying	Street Pride	(48,000)	(48,000)	(48,000)	Reduce the frequencies of highway herbicide spraying or part spraying.	District areas have weeds on highway. Not meeting walsall vision 'cleaner & greener'.	Reduction in BVP1199 performance.
44	Reduce gully cleansing service to a reactive service	Street Pride	(20,000)	(45,000)	(45,000)	Reduce gully cleansing service to a reactive service (current service allows for proactive cleansing of all road gullies twice a year) proposal is that gullies are only attended when there is a report of a blockage or where flooding has been identified.	6 mth maint. regime will end, knock on effect to duty of care, environmental issues, inc. in no of emergency blocked gully's due to maint. regime not being maintained, insurance claim implications due to flooding complaints, possible redundancy of 3 staff.	Possible impact on both the pledges & priorities identified in the vision 2008 and the councils current CPA rating

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			2007/08	2008/09	2009/10			
45	Reduce the current highways responsive maintenance service to a reactive service	Street Pride	(100,000)	(100,000)	(100,000)	Reduce the current responsive maintenance service to a reactive service which only undertakes essential maintenance on a complaints and emergency basis, i.e. reported potholes (Priority 1's) and emergency call - outs only.	Duty of care not fulfilled leading to increased risks for highway users and an increase in highway related insurance claims in the future. All non essential work will cease resulting in a backlog of repair works and further deterioration to the highway network.	Impact on the Engineering and Transportation PI's. Potential impact on both the pledges and priorities identified in the Vision 2008.
46	Rationalise number of staff in highway maintenance through voluntary redundancies	Street Pride	(50,000)	(95,000)	(95,000)	Rationalise number of staff in highway maintenance through voluntary redundancies	Natural wastage to enable flexibility and accommodate reduced levels of core works. Increased costs associated with added years resulting from redundancy would need to be met from existing revenue budgets.	N/A
47	Road safety education within schools	Engineering & Transportation	(11,000)	(11,000)	(11,000)	Road safety education within schools - non statutory function. Investigate scope for LAA funding	Reduction in cycle training. Risk in the increase of child accidents.	Risk in the increase of child accidents and therefore implication to BVPI 88.
48	Stop all out of hours work within town and district centre 'Gold Standard' areas.	Street Pride	(100,000)	(100,000)	(100,000)	Sites:- Walsall, Darlaston, Willenhall, Bloxwich, Brownhills, Aldridge.	Town & district centres will be untidy on evenings and weekends. Not meeting vision 'cleaner & greener'. Employees overtime reduced. Employee notice period (possible).	Reduction in BVP1199 performance.
49	Decrease in purchases	Libraries & Heritage	(10,000)	(10,000)	(10,000)	Decrease in media purchase fund for stock in libraries.	Impact on ability to meet public library service standards for stock which are based on population not number of libraries.	N/A
50	Sports - closure of a leisure and swimming facility	Sports	(90,000)	(120,000)	(120,000)	Closure of facility.	Reduction in sports facilities within the area chosen. Reduction in public satisfaction in leisure services. Impact on performance (1st yr est £30k redundancies)	Sports usage BVPIs
51	Catering review	Catering	(8,000)	(12,000)	(12,000)	Full review of catering service within the Town Hall	reduction in satisfaction of public users. Opportunity to use area for premises relocation	N/A
52	Reduction in highways maintenance	Engineering & Transportation	(60,000)	(60,000)	(60,000)	Reduction in planned highways maintenance programme.	Possible delay in the delivery of a small number of planned highways maintenance schemes.	Marginal impact on road condition indicators.
53	Increase in scope of catering review - additional to No 51 above.	Catering	(2,000)	(2,000)	(2,000)	Full review of catering service within the town hall.	Reduction in satisfaction of public users. Opportunity to use area for premises relocation.	N/A

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			2007/08	2008/09	2009/10			
54	Negotiation of a saving on post mortem/mortuary services	Public Protection	(30,000)	(30,000)	(30,000)	Negotiation of a saving on procuring post mortem/mortuary services either with the current provider or with a neighbouring authority (W'ton CC)	The coroners budget is under a number of pressures relating to increased demand for post mortems and spiralling costs for pathology etc. This will need both political sanction and the Coroners approval to take bodies out of the borough for post mortem.	N/A
TOTAL REDUCTION IN SERVICE			(1,521,311)	(1,694,450)	(1,694,450)			