

Cabinet – 16 January 2008

Draft Corporate Revenue Budget 2008/9 – 2012/13

Portfolio:	Councillor Al Griffiths – Finance and Personnel
Service Area:	Corporate Finance and Local Taxation
Wards:	All
Key decision:	No
Forward Plan:	No

Summary of report

This report presents the draft revenue budget for 2008/9 - 2012/13 prior to distribution to scrutiny panels for comment as part of the budget setting process. This draft budget also reflects comments and feedback from the scrutiny process. The final budget will be presented to Cabinet in early February 2008 and will include the impact of the final settlement, before being considered by Council in late February 2008.

Recommendations

1. That the following be noted:
 - a) the report and its appendices;
 - b) the current draft net revenue budget of £227.797m;
 - c) the provisional formula grant entitlement for 2008/9 of £129.009m;
 - d) that, at the time of despatch of this report, the precepting authorities (fire and police) had not notified the authority of their council tax increases;
2. That this report be referred to all scrutiny and performance panels requesting comments, to enable those comments to be considered by cabinet on 6th February 2008 as it makes budget recommendations to full council.

Resource and legal considerations

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

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

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

Councils must set and maintain a budget sufficient to cover all known expenditure and headroom for unknown expenditure. Chief financial officers are required to report to members on the adequacy of reserves, and this will be included in the February budget report. It is prudent for councils to maintain adequate general reserves and contingencies and a risk assessment is used to determine appropriate levels. The CFO has reviewed the financial risk assessment and is satisfied that the levels of balances proposed as at 1.4.08 are adequate.

Key headlines

- Provisional formula grant entitlement for 2008/09 is £129.009m.
- Current draft budget for 2008/9 is £227.797m.
- Savings and increased income generation of £7.611m are included,

- This has been used to fund investment of £5.139m.
- Opening general reserves of £5.175m (assuming 2007/08 budget targets are met),
- Central contingency will be £0.611m,
- Education funding is through DSG rather than RSG. DSG in 2008/9 is provisionally set at £173.385m.

Citizen impact

We should not be at risk of capping if the final budget is set at the level in this report. It is strongly anticipated that the council tax increase will be below 5%. The budget is aligned with service activity in service plans. Investment has been targeted at service improvement, delivery of the council's vision and service-user needs analysis. The savings and efficiencies reduce net cost and dampen the council tax increase. A stable financial position ensures activity is targeted on service delivery and improvement. Increases in fees and charges will impact on service users but this decision has been made after research by the appropriate directorates.

Community safety

The draft budget provides funding for community safety initiatives.

Environmental impact

Investment bids for 2008/9 onwards include supporting environmental improvements.

Performance and risk management issues

As part of the budget setting process, a corporate financial risk assessment is undertaken to determine key risks, and their impact on the budget. This informs the level of general reserves, which are recommended at £5.175m (2.27% of net revenue budget) for 2008/9.

The efficiency review requires the delivery of annual efficiency targets of 3% (c£8m). Savings and efficiencies contained in this report of £7.611m will contribute to this target, along with other activities that occur in-year rather than as part of the budget setting process.

Equality implications

Services have regard to equalities in setting budgets and delivering services.

Consultation

Managers are accountable for delivering services to standard, on time and within budget and are involved in constructing the base budget, bidding for investment and in working up savings options. Cabinet and SLT receive regular updates to enable their leadership of and participation in the budget process. Budget consultation takes place with a wide range of stakeholders. The medium term financial outlook, investment and

efficiency options were considered by Cabinet at a decision conference during November. Corporate scrutiny & performance panel had a decision conference on 26 and 28 November and the outcomes and recommendations arising from that event were reported to cabinet on the 16 December 2007. There was significant correlation in the recommendations from cabinet and recommendations from scrutiny. The views from scrutiny that Cabinet have taken into account in the draft budget set out in this report are set out at **Appendix 1**. All scrutiny panels received service efficiency/savings and investment options in relation to services within their own remits during November 2007 and will have further opportunities to comment during January 2008.

Vision 2008

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

1. General Reserves and Central Contingency

The current MTFs requires opening general reserves of between 2.25% and 4% of the net general fund revenue budget. The precise level of reserves is informed by a risk assessment. In 2008/9 this equates to a balance between £5.12m and £9.10m. **Table 1** shows this to be currently achievable. Following risk assessment and review by the CFO, a level of £5.175 million is included for 2008/9 and is considered prudent to cover all likely risks.

Table 1: General Reserves	
Description	2007/08 £m
As at 01.04.07 post audit	-6.945
Estimated revenue outturn @ 31.03.08	0.413
Additional Central Contingency	0.200
Birmingham Airport Costs	0.500
Earmarking of specific reserves	0.862
Replenishment of reserves	-0.500
New investment funded from reserves	0.295
Opening general reserves @ 1.04.08	5.175

Any reserves above that required by the MTFs will be prudently and appropriately earmarked in-year by the CFO in consultation with the cabinet member with responsibility for finance. The first calls will be in order to maintain and support financial health and stability. A central contingency of £611k is also funded.

2 Revenue Budget Process

2.1 Overall Strategy

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

- A focus on a policy-led, medium term, risk assessed budget setting approach using corporate priorities established by cabinet,

- Funding corporate pressures, the full year impact of investment choices approved in 2008/9 and demand as the highest priorities,
- Education schools costs and pressures funded by DSG,
- Prudent and appropriate use of prudential borrowing to fund capital investment, where affordable and sustainable, with revenue costs reflected in this report,
- The revenue implications of the draft capital programme 2008/9 to 2012/13 (to be reported in February) reflected in the draft revenue budget,
- Inflationary and other cost pressures recognised in the budget,
- Ensuring the opening working balance is set at between 2.25% and 4% of the net revenue budget (precise level being informed by the risk assessment), equivalent to an opening balance of c£5.175m @ 1.4.08, as required by the MTFS and recommended by the CFO.

2.2 Budget Guidelines and Underlying Principles

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

Table 2: Cost increase assumptions within Draft Budget 2008/9 to 2012/13						
Assumption	Year	2008/9	2009/10	2010/11	2011/12	2012/13
		%	%	%	%	%
Pay awards		2.75%	2.75%	2.75%	2.75%	2.75%
Contract related cost increases		A s p e r c o n t r a c t				
Water increases		1.8%	1.2%	1.2%	1.2%	1.2%
Electricity increases		5.0%	5.0%	5.0%	5.0%	5.0%
Gas increases		5.0%	5.0%	5.0%	5.0%	5.0%
General inflation		2.0%	2.0%	2.0%	2.0%	2.0%

2.3 2008/9 Budget Process

Draft service estimates were produced in November 2007. Cabinet held a budget decision conference on 1, 8 & 19 November 2007 and the outcomes from that event are reflected in this report. All directorates held decision conferences to consider their draft budgets, and investment, efficiency and savings proposals. SLT have continuously considered the overall draft budget. The final budget will be considered by Cabinet on 6 February prior to approval by Council on 25 February.

3 **Draft Revenue Budget 2008/9**

Appendix 2 summarises the draft budget for 2008/9 and draft preliminary forecasts 2009/10 to 2012/13 excluding precepts. The exact values of levies are not yet known so estimates have been made. **Table 3** shows the 2008/9 net budget requirement.

Table 3: Draft Budget Requirement 2008/09	£m	More details
Basic forecast 2007/8	212.924	
Budget refresh *	15.885	
Full year effect of 2007/8 savings and investments	1.359	

Corporate/Council Wide Pressures	0.700	
Use of LABGI to fund one-off items	-0.600	
Total investment	5.139	Appendix 3
Total increase in fees and charges	-0.387	Appendix 4
Total efficiencies / savings	-7.224	Appendix 5
Total Net Draft Budget Requirement 2008/9	227.797	

* pay award, inflation, funding change removal of one-off investment and efficiencies, etc

In making any budget reductions, members are strongly advised to not reduce prudent provisions such as inflation, pay awards, reserves, and setting aside of funds for known future commitments.

The final settlement is expected in late January, and will impact on the final budget if it changes from the draft.

3.4 Strategic Choices

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

3.5 Investment

Council wide/corporate pressures totalling £0.295m will be funded from earmarked reserves, to cover one-off costs of the new waste summer work, shop mobility, trade union posts and job evaluation.

The 2007/8 revenue budget included funding for service improvement, customer demand, legislative changes, and to meet target performance levels. The 2008/9 draft budget seeks to build on the improvements delivered in the last three years. New service investment bids totalling £5.139m are included, as they have been identified as a very high priority by Cabinet and as being essential to meeting legislative requirements and/or to meeting performance targets. Full details can be found as **Appendix 3**.

The budget assumes that any education-related pressures will be accommodated from the schools DSG.

3.6 Efficiencies, Savings and Service Realignment

Senior managers have identified efficiencies, increased fees and charges and reductions in service which were considered achievable without changes in approved policy. Efficiencies and savings of £7.611m are reflected in this report. These effectively release funding for other council priorities and investment. Removal of any saving increases the proposed draft council tax and percentage increase. Additional savings would reduce it. Details are at:

- **Appendix 4** – Increased fees and charges - £0.387m
- **Appendix 5** – Efficiencies / savings - £7.224m

3.7 Fees and Charges Increases

Fees and Charges were reviewed by management as part of this process. Where appropriate increases have been proposed as part of the budget process. Extra work has taken place to begin to benchmark against other councils to ensure that the council is making appropriate fees and charges for services provided. This comparison has also included private sector benchmarking and work with other bodies e.g. CIPFA. This review will continue to ensure that applicable charges and value for money services delivered.

3.8 Risk Assessment

Services undertake comprehensive risk assessments of their budgets by identifying risk factors associated with potential changes to service delivery and funding streams to ensure that adequate corporate budgetary provision is available to cover unforeseen future events. This risk management approach has been in place for several years and is used to inform the level of earmarked reserves and working balance. A detailed statement on the adequacy of general and earmarked reserves and provisions will be included within the final budget report in February, along with a comprehensive financial assessment of the key risks to the 2008/09 draft budget.

4 Budget Consultation

The council is statutorily obliged to consult with representatives of non-domestic ratepayers before setting the budget for the following financial year. Public consultation has been taking place since September 2007 through a series of facilitated workshops involving representative samples of different parts of the community. A detailed report was presented to cabinet on 19th December discussing budget consultation and there is a further report on tonight's agenda with further feedback.

5. Medium Term Financial Outlook

The council has a longstanding commitment to medium term financial planning. The annual process requires services to calculate a provisional budget for the next 5 years. This is summarised at **Appendix 2** and includes the full year effects of changes identified in 2008/09 and inflationary and other known pressures. **Table 5** shows the current council tax requirement and an amount of efficiency savings required to achieve a scenario of council tax increases. These figures include the full effect of 2008/9 draft budget proposals, but not new future new investment or efficiencies to meet the Gershon target.

Table 5: Estimated Council Tax Scenarios 2009/10 to 2012/13				
	Preliminary figures			
Description	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Net Budget Requirement	237.993	249.077	260.317	272.612
External Support	133.444	137.381	140.816	144.336

Net requirement from Council Tax	104.549	111.696	119.501	128.276
CT %age Increase Requirement	6.10%	6.84%	6.99%	7.34
Efficiencies to achieve 3% increase	2.923	3.962	4.520	5.388
Efficiencies to achieve 5% increase	0.950	1.825	2.211	2.893

It is clear that some further work will be needed to achieve council tax increases below 5% in 2010/11 onwards, based on latest Formula Grant projections. It is essential that in setting a budget for a particular year, the council has regard to the medium term outlook. The council annually updates its medium term financial goals and targets. The information in this section provides a baseline assessment of likely resources and investment pressures. Targets will be issued shortly to all services to identify efficiencies and savings proposals for 2009/10 onwards. This will be developed further in the new financial year, with reports being brought forward to both senior officers and members in the late spring.

6 Summary

The key issues are:

- Further changes may be made to the draft budget before the final draft is considered by Cabinet in response to emerging issues and scrutiny feedback,
- The final settlement may vary from the draft settlement, requiring change,
- Funding for corporate financial pressures of £0.295m funding from reserves,
- New service investment of £5.139m,
- All schools pressures are to be met from the DSG,
- Opening general reserves of c £5.175m,
- A central contingency of £0.611m,
- Savings and service re-alignments of £7.611m,
- Full provision for the various pay awards, routine and contractual inflation and currently estimated demands, legislative changes and trends.

Background papers

Various financial working papers. MTFs approved by Cabinet on 21 November 2007
Revenue Support Grant Provisional Settlement – Cabinet 16 December 2007

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Signed:



Chief Finance Officer: James Walsh
Date: 07.01.08

Signed:



Finance and Personnel: Cllr A Griffiths
Date: 07.01.08

Draft Revenue Budget 2008/09 +

Appendix 1a

Draft investment options recommended by one or more scrutiny panels

Detail	Value £	Scrutiny Panels
Community Safety - effect of new legislation and government policy which comes into force in 2008/09	135,000	Corp (Y) Neigh (Y)
PFI Lighting Additional Costs. These costs are above the initial contract.	85,000	Corp (Y) Neigh (Y)
Public Realm Maintenance - maintenance of specialist areas by engineering and transportation - specialist equipment	25,000	Corp (Y) Neigh (Y)
Arboretum Restoration Programme - Stage 2 heritage lottery Fund bid	130,000	Corp (Y) Neigh (Y)
Catering Service - Impact on income from healthy eating and loss of contracts and additional costs.	169,000	Corp (Y) Neigh (Y)
Increases in building costs of Blakenall Library. New Deal increasing service costs	46,593	Corp (Y) Neigh (N)
Grounds - Reinstatement of 2007/08 saving re: Litter picking and sweeping frequencies.	252,000	Corp (Y) Neigh (Y)
Increased Fuel Costs. This is to cover continued rising price of fuel. In the current year we are 90k over current budget(funded by central contingency)	165,000	Corp (Y) Neigh (Y)
Landfill Tax Increase. Previously a £3 increase was expected but that increase in now £8, this bid funds the £5 additional increase.	800,000	Corp (Y) Neigh (Y)
New Grounds Sites. With extra ground sites more maintenance is required, this bid covers the additional maintenance in summer months	39,000	Corp (Y) Neigh (Y)
New Waste Collection Service. This bid would cover worst case scenario but is dependant on results of public consultation	250,000	Corp (Y) Neigh (Y)
Routine Highway Authority Tree Inspections	30,000	Corp (Y) Neigh (Y)
To reduce the budget of income expected from markets to realistic levels	185,000	Corp (Y) Regen (Y)
Additional Child Concern Workers to support the development of localised integrated working.	150,000	Corp (Y) CYP (Y)
Older persons - Demographic Growth.	219,026	Corp (Y) HSCI (Y)
Walsall's Independent living centre continuation.	85,000	Corp (Y) HSCI (-)
Social Care YADS - client demand growth future years	764,000	Corp (Y) HSCI (-)

Detail	Value £	Scrutiny Panels
Occupational Therapy staffing structures - younger adults disability services	163,883	Corp (Y) HSCI (-)
Social care client Based Income shortfall	450,000	Corp (Y) HSCI (-)
Learning Disability Demographic Growth - new cases 08/09.	464,334	Corp (Y) HSCI (-)
Criminal justice and Social Inclusion (Mental Health).	60,000	Corp (Y) HSCI (-)
Service Modernisation, Commissioning & Improvement - social care and inclusion	139,000	Corp (Y) HSCI (-)
Legal Services Salary Review. Independent report shows that salaries offered by Walsall are uncompetitive which is backed up by high staff turnover in recent years	154,000	Corp (Y)
2 new Conveyancer posts required to manage increased workload to maintain level of capital receipts	128,000	Corp (Y)
Redundant Buildings - Ongoing costs of ensuring vacant buildings are not vandalised etc.	50,000	Corp (N)

Key: Scrutiny Panel

Corp - Corporate Scrutiny Panel

Neigh - Neighbourhood Scrutiny Panel

Regen - Regeneration Scrutiny Panel

CYP - Children and Young People Scrutiny Panel

HSCI - Health, Social Care and Inclusion Scrutiny Panel

Y = AGREED

N = NOT AGREED

- = NO COMMENT MADE

Draft Revenue Budget 2008/09 +

Appendix 1b

Draft fees and charges options recommended by one or more scrutiny panels

Detail	Value £	Scrutiny Panels
Increase in charges for switching of traffic signals	(2,500)	Corp (Y) Neigh (Y)
Roadworks management - introduction of fixed penalty notices	(25,000)	Corp (Y) Neigh (Y)
Increase charges to developers - engineers	(4,000)	Corp (Y) Neigh (Y)
Increase in staff car parking charges	(7,000)	Corp (Y) Neigh (Y)
Introduction of charging of car parking in Bridgeman Street car parks	(15,000)	Corp (Y) Neigh (Y)
Increase in charges for MOT testing, re-testing and servicing	(10,000)	Corp (Y) Neigh (Y)
Increase trade waste collection charges (10%)	(20,000)	Corp (Y) Neigh (Y)
Trading standards licensing - increase in income	(5,000)	Corp (Y) Neigh (Y)
Disinfestations - increase in charges and offering services to a wider customer base	(10,000)	Corp (Y) Neigh (Y)
Bereavement services - increase in fees and charges	(100,000)	Corp (Y) Neigh (Y)
Adopt legislation to charge for naming and numbering of roads	(6,000)	Corp (Y) Neigh (Y)
Costa Coffee rental income	(34,000)	Pending
Sponsorship of festive lights	(43,000)	Corp (Y) Neigh (Y)
Sponsorship of events - 2009/10+	0	New
Increase in trade income	(50,000)	New
Further increase in MOT charges	(5,000)	New
Increase charges to schools for swimming pool maintenance	(2,500)	Corp (Y) Neigh (Y)
Payments for externally provided archaeological services	(25,000)	Corp (Y) Regen (Y)

Detail	Value £	Scrutiny Panels
Consultants Fees - Regeneration (assumed to be charged capital programme - currently unfunded)	(11,000)	Corp (Y) Regen (Y)
Professional Fees and Services Regeneration (assumed to be charged capital programme - currently unfunded)	(12,000)	Corp (Y) Regen (Y)

<p>Key: Scrutiny Panel</p> <p>Corp - Corporate Scrutiny Panel</p> <p>Neigh - Neighbourhood Scrutiny Panel</p> <p>Regen - Regeneration Scrutiny Panel</p> <p>CYP - Children and Young People Scrutiny Panel</p> <p>HSCI - Health, Social Care and Inclusion Scrutiny Panel</p> <p>New - Not yet considered by Scrutiny</p> <p>Y = AGREED</p> <p>N = NOT AGREED</p>
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Draft Revenue Budget 2008/09 +

Appendix 1c

Draft efficiencies options recommended by one or more scrutiny panels

Detail	Value £	Scrutiny Panels
Reduction in cost of disposing of residual waste to incineration and reduction in tonnage of waste to landfill	(390,000)	Corp (Y) Neigh (Y)
Restructure traffic management	(3,000)	Corp (Y) Neigh (Y)
Environmental health - deletion of vacant part time post	(22,000)	Corp (Y) Neigh (Y)
Trading standards licensing - re-structure	(22,000)	Corp (Y) Neigh (Y)
Bereavement services - restructure	(20,000)	Corp (Y) Neigh (Y)
Art Gallery - Admin / IT / misc.	(5,000)	Corp (Y) Neigh (Y)
Art Gallery - front of house / operations / security	(15,000)	Corp (Y) Neigh (Y)
Art gallery building maintenance / utilities	(5,000)	Corp (Y) Neigh (Y)
Equality and Diversity team - share support for translation with SCI (in consolation with SCI)	(16,000)	Corp (Y) Neigh (Y)
Foregoing inflation increases and minor staff changes - property services	(104,000)	Corp (Y) Neigh (Y)
Office rationalisation	(225,000)	Corp (Y) Neigh (Y)
General efficiency savings - SWBP	(34,000)	Corp (Y) Neigh (Y)
Trading standards - reduced food standards	(10,000)	Corp (Y) Neigh (Y)
Trading standards - reduction in non food sampling	(10,000)	Corp (Y) Neigh (Y)
COCE - Out of school family learning service - service has already ceased	(41,000)	Corp (Y) Neigh (Y)
Environmental health - reduction in food microbiological sampling	(4,000)	Corp (Y) Neigh (Y)
Equality and Diversity team - restructure of team	(25,000)	Corp (Y) Neigh (Y)
Deletion of vacation trainee post - fleet services	(17,500)	Corp (Y) Neigh (Y)
Energy savings - capital investment 2007/8	(50,000)	Corp (Y) Neigh (Y)

Detail	Value £	Scrutiny Panels
Combine greenspaces building maintenance and play fitters into one team. Play fitters inspection role is statutory.	(30,000)	Corp (Y) Neigh (Y)
Reduce promotion of events in Walsall Town Hall	(5,000)	Corp (Y) Neigh (Y)
Reduce direct funding of the greenspaces improvement team	(30,000)	Corp (Y) Neigh (Y)
Deletion of information support officer post - land charges	(16,173)	Corp (Y) Regen (Y)
Reduction in supplies and services - Planning & Building Control	(25,000)	Corp (Y) Regen (Y)
Vulnerable children's service - reduction in mileage budgets	(20,000)	Corp (Y) CYP (Y)
Child protection & review services - reduction in supplies budgets	(13,000)	Corp (Y) CYP (Y)
Local and prevention - realignment of grant funding	(61,000)	Corp (Y) CYP (Y)
Youth offending service - remodelling for development of integrated youth support service	(45,000)	Corp (Y) CYP (Y)
Sharpened approach to procurement activity	(2,025,000)	Corp (Y) CYP (Y)
Youth service - remodelling for development of integrated youth support service	(200,000)	Corp (Y) CYP (Y)
Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	(94,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Reduction of cost of external placements and contract efficiencies	(168,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Restructuring and efficiencies from within the care management teams via brokerage, change in assessment processes and streamlining practices (further detail needed) - 2009/10+	0	Corp (Y) HSCI (-) Decision not required until 2009
Reduced expenditure on interim management - social care & inclusion	(139,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	(100,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Mental health subject to joint organisation - efficiencies arising from economies of scale / joint working - 2009/10+	0	Corp (Y) HSCI (-) Decision not required until 2009
Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	(640,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Restructuring and generating efficiencies from within the care management teams via brokerage, changing in assessment processes, streamline practices. - 2009/10+	0	Corp (Y) HSCI (-) Decision not required until 2009
Reduced expenditure on repairs and maintenance due to recent investment	(217,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Externalisation of integrated community equipment store	0	Corp (Y) HSCI (-) Decision not required until 2009
Externalise non specialist home support elements of home support.	0	Corp (Y) HSCI (-) Decision not required until 2009

Detail	Value £	Scrutiny Panels
Savings in homecare as a result of using assistive technology	(300,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Deletion team manager post following amalgamation of YADS and LD. Also restructuring and generating efficiencies from within the care management teams.	(20,000)	Corp (Y) HSCI (-) discussed at panel but no decision given
Reduction in car mileage claims- Revenue and Benefits	(10,000)	Corp (Y)
Changes to out of hours activity payments - Revenue & Benefits	(13,000)	Corp (Y)
Reduction in training budgets - Strategic Transformation	(25,000)	Corp (N)
Employee services transactional recruitment	(40,000)	Corp (Y)
Transactional team - administration of all aspects of employment life cycle	(40,000)	Corp (Y)
Payroll / pensions control	(20,000)	Corp (Y)
Admin support to Children & Young People s services	(80,000)	Corp (-) awaiting risk assessment
Admin support to Social Care & Inclusion	(80,000)	Corp (-) awaiting risk assessment
Accounts payable and accounts receivable savings	(40,000)	Corp (Y)
Efficiencies arising from the Oracle project - 2009/10+	0	Corp (Y)
Admin support to HRD OD activity	(40,000)	Corp (Y)
Reduction in audit fees following implementation of CAA - 2009/10+	0	Corp (Y)
Reduction in training budgets - Internal Audit	(10,000)	Corp (Y)
Reduction in debt charge costs for Magistrates courts	(30,000)	Corp (Y)
Re-structure of service support finance teams and finance support to services	(60,000)	Corp (Y)
Streamlining of monitoring process due to Oracle improvements - 2009/10+	0	Corp (Y)
Reprovision of Darlaston multi purpose centre and reprovision at future date	(10,000)	New
Deletion of 2 x part time car park attendants - no external patrol of leisure centre	(6,000)	New
Cease funding borough wide schemes from voluntary sector grants < £15k	(15,000)	New
Part time gym instructor - reduced availability of gym instruction in childrens gyms	(5,000)	New

Detail	Value £	Scrutiny Panels
Alternative medium for delivering the curriculum programme which could allow us to release the narrowboats	(26,000)	New
Cease funding for community cohesion as part of restructure of equality and diversity team	(40,000)	New
Energy Savings from good house keeping	(40,000)	New
PMI Budget (Day to day maintenance of buildings)	(50,000)	New
Deletion of senior engineer in highways management	(24,000)	New
Re-tender of UTC contract	(20,000)	New
Further efficiencies art gallery	(25,000)	New
Combining greenspaces and arts events teams	(30,000)	New
Not filling vacancy in GIS team	(40,000)	New
Further reduction in waste disposal	(50,000)	New
Deletion vacant post - fleet	(32,000)	New
Reduction in costs fleet materials - Street Pride	(20,000)	New
Library staffing savings	(70,000)	New
Seek project funding for LNP's from alternative grant sources	(50,000)	New
Shopmobility - outsourcing of the service - 2009/10+	0	New
Reduction in printing costs for Walsall Pride/Team Spirit	(10,000)	New
Transfer of contribution for Walsall Regeneration Company from revenue to LABGI funding.	(50,000)	New
Transfer of contribution for Black Country Consortium (BCC) from revenue to LABGI funding	(50,000)	New
Vulnerable children's service - reduction in premises costs	(40,000)	New
Youth offending services - reduction in building repairs and maintenance	(5,000)	New
Reduce budget for buildings maintenance - new	(20,000)	New
Remodelling and integration of youth and youth offending service - efficiencies	(25,000)	New

Detail	Value £	Scrutiny Panels
Remodelling and integration of youth and youth offending service - efficiencies	(10,000)	New
Remodelling and integration - reduce youth support staff	(56,000)	New
Delete specialist independent consultancy support	(75,000)	New
Reduce support to looked after children	(42,000)	New
Youth service - reduced building maintenance	(15,000)	New
Welfare rights administration - transfer to trust status	(200,000)	New
Recruitment - support to management	(53,000)	New
Cease graduate training scheme	(34,000)	New
Deletion of information assistant post within SCI performance and outcomes team	(18,000)	New
Management development centres - new	(48,273)	New
Public protection admin support	(7,868)	New
Reduce support to members and LNP's	(25,000)	New
Deletion of finance officer post	(31,000)	New
Improvement of recovery rates of overpayments	(25,000)	New
Reduce discretionary relief on NNDR	(75,000)	New
Reduction in admin support to recruitment and redeployment activity	(19,000)	New
Reduction PA / secretarial support to senior managers	(50,000)	New
Reduction in admin support to Leisure Culture and Lifelong Learning - 2009/10+	0	New
Reduction in performance management and policy - 2009/10+	0	New
Reduction in admin support to print & design - 2009/10+	0	New
Coordination of consultation and engagement activity and other savings within consultation, feedback & information team	(7,500)	New
Restructure of project team and performance team (only possible if project software system is implemented) - 2009/10+	0	New

Detail	Value £	Scrutiny Panels
Reduction in support of non statutory elements of performance management across regeneration and neighbourhood services	(10,500)	New

Detail	Value £	Scrutiny Panels
Other savings within performance management relating to CPA (2.5k), training (5.75k) and quality assurance assessments (5.75k)	(14,000)	New

<p><u>Key: Scrutiny Panel</u></p> <p>Corp - Corporate Scrutiny Panel</p> <p>Neigh - Neighbourhood Scrutiny Panel</p> <p>Regen - Regeneration Scrutiny Panel</p> <p>CYP - Children and Young People Scrutiny Panel</p> <p>HSCI - Health, Social Care and Inclusion Scrutiny Panel</p> <p>New - Not yet considered by Scrutiny</p> <p>Y = AGREED</p> <p>N = NOT AGREED</p> <p>- = NO COMMENT</p>
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SUMMARY OF DRAFT CORPORATE REVENUE FORECAST 2008/9- 2012/13 INCLUDING INVESTMENT

Appendix 2

SERVICE / LEVY ETC.	DRAFT 2008/9 BUDGET INCL FYE OF 7/8 INVESTMENT & SAVINGS £000	NEW INVESTMENT £000	NEW SAVINGS AND EFFICIENCIES £000	CURRENT DRAFT BUDGET 2008/9 £000	DRAFT BUDGET 2009/10 £000	DRAFT BUDGET 2010/11 £000	DRAFT BUDGET 2011/12 £000	DRAFT BUDGET 2012/13 £000
Corporate	15,870	282	-1,106	15,046	14,940	15,011	15,595	16,182
Social care & inclusion	74,402	2,345	-1,678	75,069	77,236	79,893	83,307	86,798
Children & young people	75,321	150	-2,652	72,819	72,803	73,138	73,212	74,648
Neighbourhood services	74,646	2,127	-1,976	74,797	77,752	80,748	83,244	85,820
Regeneration	6,103	185	-199	6,089	6,980	7,918	8,743	9,546
SUB TOTAL SERVICES	246,342	5,089	-7,611	243,820	249,711	256,708	264,101	272,994
Capital Financing	14,982	0	0	14,982	17,436	19,208	20,151	20,344
Removal of impact of depreciation	-21,254	0	0	-21,254	-21,254	-21,254	-21,254	-21,254
Removal of impact of notional interest	-28,344	0	0	-28,344	-28,344	-28,344	-28,344	-28,344
Non-service specific prudence/central items	5,236	50	0	5,286	6,523	8,305	10,655	13,414
				0				
SUB TOTAL CENTRAL ITEMS	-29,380	50	0	-29,330	-25,639	-22,085	-18,792	-15,840
Levies:								
PTE (% increase to be advised)	13,309	0	0	13,309	13,818	14,346	14,894	15,344
Environment Agency	98	0	0	98	103	108	114	114
				0				
NET REVENUE EXPENDITURE	230,369	5,139	-7,611	227,897	237,993	249,077	260,317	272,612
(Use of)/contribution to general reserves	-100		0	-100	0	0	0	0
GRAND TOTAL BUDGET REQUIREMENT	230,269	5,139	-7,611	227,797	237,993	249,077	260,317	272,612

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, BVPI)
			2008/09	2009/10	2010/11			
NEIGHBOURHOOD SERVICES								
1	<p>Community Safety - effect of new legislation and government policy which comes into force in 2008/09</p> <p>Legislation includes -Police & Justice Act 2006; New National Standards; ASB Act 2003 & Respect Agenda. Bid includes creating new posts of case officers and community safety officers to cover new legislation around anti-social behaviour.</p>	Community Safety	135,000	135,000	135,000	The proposals will have a direct and positive impact in achieving a number of the Council's vision priorities, in particular ensuring a clean and green borough; easier for people to get around; ensure safety and security and also deliver on the priority to listen to what local people want. Community safety is also a thread that is coterminous to the other themes of older people and young people as well as healthy communities.	Crime levels in Walsall are currently the highest in the West Midlands, which is causing serious concerns amongst residents, GO West Midlands and the Home Office. Without this key investment the situation is likely to worsen significantly as new service demands required will not be provided, and we are likely to be in breach of non compliance and under perform on the new National Standards.	The Council has a number of Best Value Targets (BV126 Burglary, BV127 Violent Crime, Robbery; BV128 Vehicle Crime; BV225 Domestic Violence) which currently have no council resources set aside and are significantly underperforming. Although none of the community safety BVPI appear in any of the CPA PI block scores, there is a theme in the corporate assessment that relates to delivering community safety outcomes. Respect measures feature in the LAA and also need improving.
2	<p>PFI Lighting Accruals</p> <p>This is the net effect of changes to lighting points. These costs are above the initial contract.</p>	Engineering and Transportation	85,000	85,000	85,000	Vision 2 - make it easier for people to get around; Vision 3 - ensure all people are safe and secure. Street lighting was a pledge for achieving the vision of excellence for the authority by 2008. It is proven to greatly reduce the perception of and actual crime.	Consequence of switching street lighting off. Increased public concern at safety and security. Potential public liability claims for accidents. Effect on affordability of project.	There are currently no street lighting CPA measures in the environment block. BV 215a/b measures time taken to repair faults a) in LA control b)in DNO control. Loss of street lighting may well have a knock on effect with safe & secure vision priority.
3	<p>Public Realm Maintenance</p> <p>Maintenance of specialist areas by engineering and transportation specialist equipment</p>	Engineering and Transportation	25,000	25,000	25,000			

ESTMENT 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, BVPI)
			2008/09	2009/10	2010/11			
4	Arboretum Restoration Programme To support delivery of the restoration programme. Park was the subject of a Stage 1 Heritage Lottery Fund bid March 07. Positive outcome at Stage 1 means we will enter into a 12 mth development period part funded by lottery grant during which a Stage 2 application will be prepared and submitted in Sept 08 for which funding will be required (£127,524 in 2008/9). Funding also required as a third party contribution to release capital match funding (£63k in 2010/11). Changes will be needed in the Arboretum is managed & maint. including more staff which will also requires funding.	Leisure Services	130,000	40,000	80,000	Restoration of the borough's premier green space site will contribute to the following priorities: Ensure a clean and green borough; ensure all people are safe and secure; encourage people to feel proud of Walsall; make Walsall a healthy and caring place; make it easier to access local services; listen to what people want; transform Walsall into an excellent authority. The restoration as a stand alone project is a priority for the council and is a flag ship project within the Peoples Millions Big Lottery Fund application by the Black Country Consortium.	Essential we demonstrate a commitment to increase funding allocated to the park; both to secure the project funding from the Lottery and to ensure the restoration programme is successfully delivered and sustained. If funding commitment is not demonstrated there is a strong possibility that the Heritage Lottery Fund/Big Lottery Fund will not support the restoration programme. If lottery funding is achieved a condition is that the park achieve Green Flag Status and sustain this for 5 years after completion. To achieve this, additional resources are needed. This also impacts on Greenspace Strategy for Walsall.	One of the performance measures of CPA is the number of green spaces obtaining Green Flag Award. The delivery of the Restoration programme would have a positive effect on BVPI 199e - residents satisfaction with parks and open spaces.
5	Catering Service - Impact on income from healthy eating and loss of contracts and additional costs. Income targets will not be met due to children's resistance to healthier menus. Loss of contracts for Meals on Wheels, New Art Gallery and Frank F Harrison. This is in addition to the investment approved for 2007/08.	Leisure Services	169,000	169,000	169,000	School approach to balanced diets and healthy eating contribute to Making Schools great. What children and parents learn via school regarding diet will help make Walsall a Healthy and Caring Place. If tangible results are realised with more children taking school meals and eating a balanced diet, will help people feel proud of Walsall.	Government and local targets on reducing obesity will be missed. Certain children, including those entitled to a free school meal, will not get the benefit of a balanced diet through a school meal if the service is not promoted. Catering service budget will show a substantial overspend if not allowed to reduce income targets.	If the Council fails to meet the Governments new Nutrient Standards, monitored by OFSTED it will effect the CPA rating.
6	Increases in building costs of Blakenall Library Library was opened in 2005 as part of the New Deal Blakenall Village Centre. Since then the running costs of the centre have escalated. New Deal have indicated their intention to raise service charges with effect from April 2008. Lease charges are also to be reviewed in 2010 and it is expected these will also increase.	Leisure Services	46,593	96,593	96,593	Blakenhall library delivers library services facilities to the communities of Blakenall.	Should the additional funding not be available the library could no longer continue to operate from the New Deal Blakenall Village Centre. This would contravene a 10 year lease agreement and could result in penalty charges. In addition the library service would be lost to the local communities of Blakenall.	Primary concern is the impact on C13 cost per visit in the culture block based on increased costs during 2007/08. It currently looks CPA critical. Closure would impact on the services ability to deliver CPA C2b (PLSS2) - aggregate opening hours per 1000 population, CPA C2c (PLSS6) - visits to the library, CPA C3 (PLSS3 & 4) - access to IT provision, CPA C4 - active library borrowers, CPA C6 - resident satisfaction and CPA C14a (PLSS7) - Library user satisfaction. Therefore impact on the ability of the Council to score 3 in the CPA culture block.

ESTMENT 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, BVPI)
			2008/09	2009/10	2010/11			
7	<p>Grounds - Reinstatement of 2007/08 saving re: Litter picking and sweeping frequencies.</p> <p>Relates to FYE of saving proposed in 2007/08 number 68. The saving reduced the number of sweeping and litter picking frequencies from 2 weekly to once per 6 or 7 weeks. The proposals from last years bid would have to be implemented which will result in redundancy costs and pension enhancements being met from the first years savings. It was agreed not to take this saving during 2007/08 and to continue to provide this service.</p>	Street Pride	252,000	252,000	252,000	Continue with the current frequencies will ensure we maintain our 'clean and green' vision.	If the sweeping and litter picking frequencies are not continued it is likely that excessive litter will build up which will have a negative impact on BVPI 199 targets and customer satisfaction plus the impact on staff employment i.e. redundancies, pension enhancements etc.	Bv199a is a CPA env block measure. It has been CPA critical in the past currently performing well following much hard work of the service. But performance is volatile. Also v strong link to cleanliness of streets and poor image of the council which could impinge on perceptions in future.
8	<p>Increased Fuel Costs</p> <p>It is necessary to increase the fuel budget due to the continued increase in fuel costs over and above the cost of inflation. In 2007/08 it was necessary to bid for £90k of central contingency.</p>	Street Pride	165,000	165,000	165,000	The provision of fuel to all of the Council's vehicles contribute to the provision of front line services. All front line services contribute to the councils vision of a clean and green environment.	An unavoidable overspend of fleet services budget which will require a reduction in service to compensate.	There is no direct impact to the CPA rating but an ultimate reduction in service delivery will have an impact on front line services, resulting in reduced customer satisfaction with an impact on CPA.
9	<p>Landfill Tax Increase.</p> <p>Previous years identified a growth increase of £405k in 2008/09 but additional investment is required due to an increase of £8 per tonne, £5 per tonne more than previously identified. . The Council as a unitary Authority has a statutory duty under the Environmental Protection Act (S 45 and 48) to collect and dispose of all household waste. The Council rely heavily on the disposal of waste via landfill. This bid includes the previously identified growth requirement of £405k plus additional £5 tonne increase of £395k.</p>	Street Pride	800,000	1,205,000	1,605,000	Meets vision 1 - clean and green borough.	In the absence of guaranteed disposal via other means e.g. incineration, there is no other method in place to dispose of waste collected. The council is maximising the amount of waste recycled or composted and looking to secure alternative guaranteed methods of disposal. There are no alternatives to incurring these increases at this time.	Bv82a/b the recycling rate does appear in CPA env block. It performs Mid Threshold which is acceptable. If the recycling rate is not improved in line with LATS targets then the council incurs considerable landfill tax penalties. BV 90b satisfaction with recycling also appears in CPA env block and will be out-turned again potentially in 2009. Rating of 4* for Environmental Block needs to be maintained.
10	<p>New Grounds Sites</p> <p>New sites being added to the council maintenance year on year such as gate way projects, parks play areas, district centre cleaning, Queslett road, Streetly cemetery extension, Moxley church, Birmingham road red route, Asda project and ring road project. The bid includes the funding of 3 agency staff during the summer months.</p>	Street Pride	39,000	49,000	49,000		The projects or grants may be with drawn should the council not maintain these new projects.	Depends on location of specific sites, and whether costs impact on specific PI's

ESTMENT 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, BVPI5)
			2008/09	2009/10	2010/11			
11	New Waste Collection Service New waste collection strategy which is due to commence in the summer of 2008 may incur additional costs or may create savings. Until the new service is determined it is impossible to say whether any additional funds will be required. We are currently out to public consultation on the preferred option with a report due to go to cabinet in September/October 2007. The bid has been based on the most expensive option.	Street Pride	250,000	500,000	500,000	The waste management service contributes to the council's clean and green agenda. The new waste service will increase the tonnage of waste recycled and reduce the amount of waste taken to landfill.	Unaffordability of new waste contract.	BV90b sits in Environment block and performs well currently. The score will stand until updated in 2009. Hence there is no immediate risk to the environment CPA block. But it will be important to increase BV82a/b in order to meet government targets.
12	Routine Highway Authority Tree Inspections Establish a budget to fund a resource to carry out ongoing inspections of all the council's trees, recording and maintaining a database of condition for each location. LABGI funds have provided for the initial inspection of around 60,000 trees in 2007/08. To protect the council and the public from possible dangers from damaged and unsafe trees and to reduce the risk of injury or damage and subsequent insurance claims.	Street Pride	30,000	30,000	30,000	The council's tree stock enhances the overall green environment and contributes towards neutralising CO2 gases which impact on the 'clean and green' vision.	The council will continue to be at risk from damage caused by trees to people and property, with no robust mechanism to refute insurance claims with potential prosecution under health and safety legislation.	No direct impact on Council's CPA rating.
	TOTAL NEIGHBOURHOOD SERVICES		2,126,593	2,751,593	3,191,593			
	REGENERATION							
13	Strategic Regeneration Team. Proposal to reduce to a realistic level the targets for the income generated through the Town Centre Markets. Current estimates of the income to be received through the collection of rents etc. will not be achieved, as proven by previous years income levels falling significantly short of the targets set. This under recovery is in no way due to the failure of the council's market team, but as a result of economic pressures and the changing retail environment.	Town Centre Management	185,000	0	0	This proposal is not for additional resources for this service area, but a recognition of the true levels of income that can be expected from the market services, to ensure that they continue to deliver against the following visions; 'Make it easier to access local services', to 'Encourage everyone to be proud of Walsall' and 'Listening to what people want', as there is a demand for these types of services within the town centres.	Without the necessary adjustments in outcome levels, which can then inform the corporate budget setting and monitoring processes the consequences will include; Unrealistic surplus projections being built into budgets; planned expenditure elsewhere within the council that may be relying on this planned income left with a shortfall in provision; an overall shortfall in resources to meet costs.	The Council's ability to meet both the current and emerging performance measurements, leading the Governments Economic Well Being agenda's, will be essential in ensuring that the Council continues to aspire to excellence and retain and improve upon its current CPA status.
	TOTAL REGENERATION		185,000	0	0			
	CHILDREN & YOUNG PEOPLE							

ESTMENT 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)
			2008/09	2009/10	2010/11			
14	Additional Child Concern Workers to support the development of localised integrated working. Early co-ordinated intervention in the issues facing a child/young person will prevent referral to specialist services & enable child to better meet ECM outcomes. Year 1 also incorporates costs to develop and deliver an accredited parenting programme for children's practitioners. 2 programmes x 10 practitioners; facility costs; co-ordinator costs Will facilitate additional savings within corporate parenting placements budget.	Prevention & Locality Services	150,000	100,000	100,000	Supports development of localised working & integrated working; contributes to ensuring every child is supported to meet the ECM outcomes; reduces need for specialist services	No reduction in referrals to specialist services and discharges from care	Referral to Specialist Services reduce; number of assessments by specialist services completed within timescales increases, number discharges increase.CCA 15;CH143;PAF C64;CCA10
			0	(200,000)	(200,000)			
			150,000	(100,000)	(100,000)			
	TOTAL CHILDREN & YOUNG PEOPLE		150,000	(100,000)	(100,000)			
	SOCIAL CARE & INCLUSION							
15	Older persons - Demographic Growth. Relates to care and support required for primary age group 75-84 which will grow in the following proportions - 20200 in 07/08, 20500 in 08/09, 20800 in 09/10, 21300 in 10/11 and 21500 in 11/12. The investment also includes the associated assessment and care management capacity required and it would purchase approx 80 average home care packages. The bid has been reduced to take account of additional continuing health care income planned to be claimed. There will be a 1% increase in the key cohort of older people requiring care (75+) costs £205,140. In 09/10 the % increases to 2.4% meaning the element	Adults SCI (Older Persons)	219,026	758,151	830,284	Making Walsall a Healthy and Caring Place	Unable to meet assessed need. Inability to meet statutory duties. Potential judicial reviews. This funding would enable the current csci ratings to be maintained. Without this funding csci ratings would fall. The LA would be unable to meet its FACS (Fairer Access to Care) criteria and clients who required a service under FACS wouldn't get the appropriate service.	Reduced residential and nursing admissions (PAFC72), timeliness of packages post assessment (PAFD55 and PAF D56), increased intensive home support (PAFB11) and positive impact on older people helped to live at home (PAFC32) Positive effect on PAF B11, PAF C28, PAF C51, PAF E50, PAF C32, PAF C72 and PAF E48

ESTMENT 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, BVPI)
			2008/09	2009/10	2010/11			
	of the older persons demographic growth bid relating to basic demand for core services is £493k. This explains the rise between 08/09 and 09/10. Includes Investment in Social work capacity required to address the increase in demand for social care assessment due to the reduction in acute bed numbers, reduction in length of stay and changing demographics, which indicates that 4 additional social work posts would be required to deliver the 'Discharge from Day 1' project outcomes							
16	<p>Walsall's Independent living centre continuation.</p> <p>The future of this project would be threatened if the Council could not support the salary costs of the employees. The service is also part funded by the tPCT and enables development of partnership working with the third sector. This service provides approx 5,000 hours to support clients in their own homes and if it closed would put further pressure on the councils home care budget and would adversely affect the helped to live at home performance targets</p>	Adults SCI (Younger Adults)	85,000	85,000	85,000	Making Walsall a Healthy and Caring Place. Strengthen the local economy as provides training for disabled people to access employment opportunities.	Support to service users would end and the council would need to provide care packages to service users who meet FACS criteria. The Local Authority would need to provide alternative employment for 2 employees and if there was no suitable job match - potential redundancy. The valued training and information resource would be lost	All indicators relevant to providing employment opportunities for disabled people, helped to live at home indicators for younger adults - C29
17	<p>Client Demand Growth Future Years</p> <p>YADS provides services for clients with multiple disabilities who require expensive specialist services. More people are now getting services via changes in services and issue of direct payments since the YADS restructure. People with profound disabilities are living longer and the Authority funds some very expensive placements in xs of £2000 per week for individual clients. Walsall's profile of people with disabilities is higher than the national average (6.4% of people receive Disability Living Allowance compared to an average of 5.1% nationally and 16% of people have a Limiting Long Term</p>	Adults SCI (Younger Adults)	764,000	764,000	764,000	Make Walsall a healthy and caring place. Maintenance of people in their own homes for as long as possible in line with government priorities.	Unable to meet assessed needs. Development of waiting lists for service provision. Likely increase in complaints from service users, members. Increase in demands placed on carers. Detrimental effect on range of PI's Judicial Review	PAF C29 Younger adults helped to live at home. PAF C51 direct payments

ESTMENT 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, BVPI5)
			2008/09	2009/10	2010/11			
	illness compared to an average of 13% nationally but has a lower spend on this client group compared to median levels in comparator authorities. The projection of people to be helped to live at home is planned to increase from 580 in 078 to 700 people in 3 years. The bid has been reduced to take account of additional continuing health care income planned to be claimed. Includes £24K for implementing the safeguarding vulnerable adults review - 0.5 fte - £9K Admin Assistant to support the implementation and maintenance of the database, £5K for ongoing maintenance of the database and £10K for regrading the deputy managers.							
18	<p>Occupational Therapy staffing structures - younger adults disability services</p> <p>Following the restructuring of adults in 2005, there is a significant gap between the actual cost of the OT staffing structure and the budget available to ensure assessments are completed. The full year effect of the shortfall is £453K which is currently being largely offset by the use of capital funding from adaptation monies which will start to be phased out in 08/09. Phased implementation will allow the release of monies to fund additional adaptation works in 08/09. The 08/9 bid has been reduced by the cost of 2 OT posts as, due to scarce resources, continuation of funding the whole of the OT cannot be maintained</p>	Adults SCI (Younger Adults)	163,883	390,383	390,383	Ensure service users are maintained in their own homes as much as possible. Sufficient trained staff to discharge their duties to a standard required by CSCI and to Government targets.	The occupational therapy service and assessment and care management teams will have to be substantially reduced with a subsequent increase in waiting lists and a detrimental effect on a range of PIs. Judicial Review	PAFC29 younger adults helped to live at home. PAFD54 - % of equipment delivered within 7 working days; D55 waiting times for assessments

ESTMENT 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)
			2008/09	2009/10	2010/11			
19	Client based income shortfall. Shortfall for 07/08 ~£1m - action taken with removal of discount generated > £0.5m. Income forecasting takes into account ability to pay, age (over 85s have less income - Walsall's population is growing in over 85s), maximisation of benefits, the disability related expenditure which offsets charges, funding agreements with partner agencies. A significant no of clients fall below the threshold for charging and the income target remains overstated. The move from people having nursing/res care to home care reduces income as more income is generated per person from nursing care than home care	Adults SCI (ALL)	450,000	450,000	450,000	Making Walsall a healthy and caring place	If income is not received at the budgeted level then reductions in front line services have to be made elsewhere to fund it. Walsall has ~1350 people in res and nurs'g care who pay between the min contribution of state pension (£119) and the max std charge of £408 per week. 2200 people contribute towards Home care and Day care (ave £100/week). Income is received from partners (tPCT) from continuing health care and free nursing care. If no of people drop than income drops	All relevant PAF targets
20	Learning Disability Demographic Growth - new cases 08/09. Bid is based on known transition cases, change in need and the associated resource. There are 31 known transition cases who will require services in 08/09. Analysis has been extended using a risk assessment approach for future years demographic growth, based on increased survivability and reduced attrition, growth is between 14 & 25 clients per year, new entrants have higher dependencies that existing client groups which is recognised nationally. This is additional to the FYE included in 078. The worse case based in patterns of demand is £929K and this bid has been reduced by 50% to take account of scarce resources and to give the dept a target to meet.	Adults SCI (Learning Disabilities)	464,334	704,334	944,334	Making Walsall a Healthy and Caring Place	Unable to meet assessed needs; waiting lists for care packages. Risk of judicial review. Reduced performance in sas 2.1 LD038 and LD039 (short breaks and respite care)	Positive impact on pafc30. Learning Disability clients helped to live at home
21	Criminal justice and Social Inclusion (Mental Health). To provide social care input to court diversion and social inclusion service - match funded by Walsall TPCT. Estimated to directly affect 150 people in the first year, rising incrementally as the service becomes established. In addition, a further 200 people will be positively affected by this work in terms of improved support and the receipt of a targeted service.	Adults SCI (Mental Health)	60,000	60,000	60,000	Building safer communities, contributing to economic well being and improved quality of life	Unable to implement criminal justice regulations; negative effect on partnership working and joint funding; CSCI criticism	PAF C31 - Mental Health clients living at Home

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, BVPI)
			2008/09	2009/10	2010/11			
22	Service Improvement	Adults SCI (Older persons)	139,000	0	0			
	TOTAL SOCIAL CARE & INCLUSION		2,345,243	3,211,868	3,524,001			
	CORPORATE SERVICES							
23	Salary Review The service has experienced significant staff turnover and difficulty in attracting new staff to key posts. An external report was commissioned which has benchmarked our salaries with neighbouring councils and shown that over the last 3 years the salaries offered by Walsall council are uncompetitive.	Legal Services	154,000	154,000	154,000	Transform Walsall into an excellent local authority to work for by offering salaries that are competitive to other local authorities.	Unless rectified the level of staff turnover will increase and the recruitment of new staff will become increasing difficult. The service is currently relying on 7 locum lawyers (from an establishment of 30) due to difficulties in attracting staff. Locums are paid at a much higher rate than full time staff and this is creating unmanageable budget pressures within legal services.	Will bring salaries in line with comparable authorities.
24	2x Conveyancer The service currently employees 2.6 FTE lawyers handling all of the councils property work. Over the last 3 years the volume of capital disposals has increased 3-4 fold, and with many other new projects coming on line,(e.g. registering charges for residential care, sundry debts requiring property expertise) the current level of staffing is insufficient to meet the new work.	Legal Services	128,000	128,000	128,000	Transform Walsall into an excellent local authority by having a first class legal department	The council has been using external legal suppliers which has had to be funded by service clients, since legal services has no budget for external legal advice and nor have our clients. This cannot carry on as the cost of external legal advice is more expensive than hiring our own staff and there is insufficient resources both within legal and services to pay for this. By employing staff directly the overall cost to the council would be substantially reduced and help to meet the councils objectives. A further risk is that we may be unable to generate the level of capital receipts required if we do not have the staff in place to do the necessary work.	
	TOTAL CORPORATE SERVICES		282,000	282,000	282,000			
	CENTRAL CORPORATE ISSUES							
25	Redundant Buildings The current budget of £50k is inadequate in order to meet the on going costs of security, vandalism and demolition of void properties.	Property Services	50,000	50,000	50,000	Encourage everyone to feel proud of Walsall.	Many properties will become eyesores and attract undesirables resulting in Walsall portraying a poor image.	Boarded up void premises in poor condition could impact on perception measures i.e.. Satisfaction with neighbourhood as a place to live for example.

ESTMENT 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)
			2008/09	2009/10	2010/11			
	TOTAL CENTRAL CORPORATE ISSUES		50,000	50,000	50,000			
	TOTAL INVESTMENT		5,138,836	6,195,461	6,947,594			

FEES AND CHARGES
Appendix 4

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
NEIGHBOURHOOD SERVICES					
1	Increase in charges for switching of traffic signals	Engineering and Transportation	(2,500)	(2,500)	(2,500)
2	Roadworks management - introduction of fixed penalty notices	Engineering and Transportation	(25,000)	(25,000)	(25,000)
3	Increase charges to developers	Engineering and Transportation	(4,000)	(4,000)	(4,000)
4	Increase in staff car parking charges	Engineering and Transportation	(7,000)	(9,000)	(9,000)
5	Introduction of charging of car parking in Bridgeman Street car parks	Engineering and Transportation	(15,000)	(30,000)	(30,000)
6	Increase in charges for MOT testing, re-testing and servicing	Street Pride	(10,000)	(10,000)	(10,000)
7	Increase trade waste collection charges (10%)	Street Pride	(20,000)	(20,000)	(20,000)
8	Trading standards licensing - increase in income	Public Protection	(5,000)	(5,000)	(5,000)
9	Disinfestations - increase in charges and offering services to a wider customer base	Public Protection	(10,000)	(10,000)	(10,000)
10	Bereavement services - increase in fees and charges	Public Protection	(100,000)	(100,000)	(100,000)
11	Adopt legislation to charge for naming and numbering of roads	Engineering and Transportation	(6,000)	(6,000)	(6,000)
12	Costa Coffee rental income	Art Gallery	(34,000)	(34,000)	(34,000)
13	Sponsorship of festive lights	Arts and events	(43,000)	(43,000)	(43,000)
14	Sponsorship of events	Arts and events	0	(100,000)	(100,000)
15	Increase in trade income	Street Pride	(50,000)	(50,000)	(50,000)
16	Further increase in MOT charges	Street Pride	(5,000)	(5,000)	(5,000)
17	Increase charges to schools for swimming pool maintenance	Sports Management	(2,500)	(5,000)	(5,000)
TOTAL NEIGHBOURHOOD SERVICES			(339,000)	(458,500)	(458,500)
REGENERATION					
18	Payments for externally provided archaeological services	Delivery & Development	(25,000)	(25,000)	(25,000)
19	Consultants Fees - Corporate (assumed to be charged capital programme - currently unfunded)	Delivery & Development	(11,000)	(11,000)	(11,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
20	Professional Fees and Services (assumed to be charged capital programme - currently unfunded)	Delivery & Development	(12,000)	(12,000)	(12,000)
	TOTAL REGENERATION		(48,000)	(48,000)	(48,000)
	TOTAL FEES AND CHARGES		(387,000)	(506,500)	(506,500)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
NEIGHBOURHOOD SERVICES					
1	Art Gallery - Admin / IT / misc.	Art Gallery	(5,000)	(5,000)	(5,000)
2	Further efficiencies art gallery	Art Gallery	(25,000)	(25,000)	(25,000)
3	Art Gallery - front of house / operations / security	Art gallery	(15,000)	(15,000)	(15,000)
4	Art gallery building maintenance / utilities	Art gallery	(5,000)	(5,000)	(5,000)
5	COCE - Out of school family learning service - service has already ceased	College of Continuing Education	(41,000)	(41,000)	(41,000)
6	Deletion of senior engineer in highways management	Engineering & Transportation	(24,000)	(24,000)	(24,000)
7	Re-tender of UTC contract	Engineering & Transportation	(20,000)	(20,000)	(20,000)
8	Restructure traffic management	Engineering and Transportation	(3,000)	(4,500)	(4,500)
9	Combining greenspaces and arts events teams	Greenspaces	(30,000)	(30,000)	(30,000)
10	Not filling vacancy in GIS team	Greenspaces	(40,000)	(40,000)	(40,000)
11	Reduce direct funding of the greenspaces improvement team	Greenspaces	(30,000)	(30,000)	(30,000)
12	Library staffing savings	Libraries and Heritage	(70,000)	(70,000)	(70,000)
13	Reduce promotion of events in Walsall Town Hall	Marketing and Development	(5,000)	(5,000)	(5,000)
14	Cease funding borough wide schemes from voluntary sector grants < £15k	Neighbourhood Management	(15,000)	(15,000)	(15,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
15	Cease funding for community cohesion as part of restructure of equality and diversity team	Neighbourhood Management	(40,000)	(40,000)	(40,000)
16	Seek project funding for LNP's from alternative grant sources	Neighbourhood Management	(50,000)	(50,000)	(50,000)
17	Equality and Diversity team - share support for translation with SCI (in consultation with SCI)	Neighbourhood Management	(16,000)	(16,000)	(16,000)
18	Equality and Diversity team - restructure of team	Neighbourhood Management	(25,000)	(25,000)	(25,000)
19	Energy Savings from good house keeping	Property services	(40,000)	(40,000)	(40,000)
20	PMI Budget (Day to day maintenance of buildings)	Property services	(50,000)	(50,000)	(50,000)
21	Foregoing inflation increases and minor staff changes	Property Services	(104,000)	(104,000)	(104,000)
22	Office rationalisation	Property Services	(225,000)	(225,000)	(225,000)
23	Energy savings - capital investment 2007/8	Property Services	(50,000)	(50,000)	(50,000)
24	Environmental health - deletion of vacant part time post	Public Protection	(22,000)	(22,000)	(22,000)
25	Trading standards licensing - re-structure	Public Protection	(22,000)	(22,000)	(22,000)
26	Bereavement services - restructure	Public Protection	(20,000)	(20,000)	(20,000)
27	Trading standards - reduced food standards	Public Protection	(10,000)	(10,000)	(10,000)
28	Trading standards - reduction in non food sampling	Public Protection	(10,000)	(10,000)	(10,000)
29	Environmental health - reduction in food microbiological sampling	Public Protection	(4,000)	(4,000)	(4,000)
30	Reprovision of Darlaston multi purpose centre and reprovision at future date	Sports Management	(10,000)	(10,000)	(10,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
31	Deletion of 2 x part time car park attendants - no external patrol of leisure centre	Sports Management	(6,000)	(12,000)	(12,000)
32	Part time gym instructor - reduced availability of gym instruction in childrens gyms	Sports Management	(5,000)	(10,000)	(10,000)
33	Alternative medium for delivering the curriculum programme which could allow us to release the narrowboats	Sports Management	(26,000)	(26,000)	(26,000)
34	Combine greenspaces building maintenance and play fitters into one team. Play fitters inspection role is statutory.	Sports Management	(30,000)	(30,000)	(30,000)
35	Reduction in cost of disposing of residual waste to incineration and reduction in tonnage of waste to landfill	Street Pride	(390,000)	(390,000)	(390,000)
36	Further reduction in waste disposal	Street Pride	(50,000)	(50,000)	(50,000)
37	Deletion vacant post - fleet	Street Pride	(32,000)	(32,000)	(32,000)
38	Reduction in costs fleet materials	Street Pride	(20,000)	(20,000)	(20,000)
39	Deletion of vacation trainee post - fleet services	Street Pride	(17,500)	(17,500)	(17,500)
40	General efficiency savings	SWBP	(34,000)	(34,000)	(34,000)
	TOTAL NEIGHBOURHOOD SERVICES		(1,636,500)	(1,649,000)	(1,649,000)
REGENERATION					
41	Deletion of information support officer post	Local Land Charges	(16,173)	(16,173)	(16,173)
42	Shopmobility - outsourcing of the service	Town Centre Management	0	(51,000)	(51,000)
43	Reduction in printing costs for Walsall Pride/Team Spirit	Communications	(10,000)	(10,000)	(10,000)
44	Transfer of contribution for Walsall Regeneration Company from revenue to LABGI funding.	Regeneration	(50,000)	0	0
45	Transfer of contribution for Black Country Consortium (BCC) from revenue to LABGI funding	Regeneration	(50,000)	0	0
46	Reduction in supplies and services	Planning & Building Control	(25,000)	(25,000)	(25,000)
	TOTAL REGENERATION		(151,173)	(102,173)	(102,173)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
CHILDRENS, ICT AND PROCUREMENT SERVICES					
47	Vulnerable children's service - reduction in mileage budgets	Children & Families	(20,000)	(20,000)	(20,000)
48	Child protection & review services - reduction in supplies budgets	Children & Families	(13,000)	(13,000)	(13,000)
49	Local and prevention - realignment of grant funding	Children & Families	(61,000)	(61,000)	(61,000)
50	Youth offending service - remodelling for development of integrated youth support	Children & Families	(45,000)	(45,000)	(45,000)
51	Vulnerable children's service - reduction in premises costs	Children & Families	(40,000)	(40,000)	(40,000)
52	Youth offending services - reduction in building repairs and maintenance	Children & Families	(5,000)	(5,000)	(5,000)
53	Delete specialist independent consultancy support	Children & Families	(75,000)	(75,000)	(75,000)
54	Reduce support to looked after children	Children & Families	(42,000)	(42,000)	(42,000)
55	Sharpened approach to procurement activity	Procurement	(2,025,000)	(3,185,000)	(4,185,000)
56	Reduce budget for buildings maintenance - new	Youth Service	(20,000)	(20,000)	(20,000)
57	Remodelling and integration of youth and youth offending service - efficiencies	Youth Service	(25,000)	(25,000)	(25,000)
58	Remodelling and integration of youth and youth offending service - efficiencies	Youth Service	(10,000)	(10,000)	(10,000)
59	Remodelling and integration - reduce youth support staff	Youth Service	(56,000)	(56,000)	(56,000)
60	Youth service - reduced building maintenance	Youth Service	(15,000)	(15,000)	(15,000)
61	Youth service - remodelling for development of integrated youth support service	Youth Service	(200,000)	(200,000)	(200,000)
TOTAL CHILDRENS, ICT AND PROCUREMENT SERVICES			(2,652,000)	(3,812,000)	(4,812,000)
SOCIAL CARE AND INCLUSION					
62	Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	YADS	(94,000)	(131,000)	(131,000)
63	Reduction of cost of external placements and contract efficiencies	Learning Disabilities	(168,000)	(235,000)	(235,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
64	Restructuring and efficiencies from within the care management teams via brokerage, change in assessment processes and streamlining practices (further detail needed)	Learning Disabilities	0	(154,000)	(154,000)
65	Reduced expenditure on interim management	Older People	(139,000)	(132,000)	(132,000)
66	Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	Mental Health	(100,000)	(141,000)	(141,000)
67	Mental health subject to joint organisation - efficiencies arising from economies of scale / joint working	Mental Health	0	(209,000)	(209,000)
68	Working with the independent sector and voluntary organisations to reduce the cost of external placements and to provide contract efficiencies	Older People	(640,000)	(895,000)	(895,000)
69	Restructuring and generating efficiencies from within the care management teams via brokerage, changing in assessment processes, streamline practices.	Older People	0	(429,000)	(838,000)
70	Reduced expenditure on repairs and maintenance due to recent investment	Supported Housing	(217,000)	(217,000)	(217,000)
71	Externalisation of integrated community equipment store	YADS	0	(50,000)	(50,000)
72	Externalise non specialist home support elements of home support.	Older People	0	(444,000)	(444,000)
73	Savings in homecare as a result of using assistive technology	Older People	(300,000)	0	0
74	Deletion team manager post following amalgamation of YADS and LD. Also restructuring and generating efficiencies from within the care management teams.	YADS	(20,000)	(199,000)	(199,000)
	TOTAL SOCIAL CARE AND INCLUSION		(1,678,000)	(3,236,000)	(3,645,000)
	CORPORATE SERVICES				
75	Admin support to Children & Young People s services	Business Support	(80,000)	(80,000)	(80,000)
76	Admin support to Social Care & Inclusion	Business Support	(80,000)	(80,000)	(80,000)
77	Accounts payable and accounts receivable savings	Business Support	(40,000)	(40,000)	(40,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
78	Efficiencies arising from the Oracle project	Business Support	0	(400,000)	(800,000)
79	Public protection admin support	Business Support	(7,868)	(7,868)	(7,868)
80	Reduction in admin support to recruitment and redeployment activity	Business Support	(19,000)	(19,000)	(19,000)
81	Reduction PA / secretarial support to senior managers	Business Support	(50,000)	(125,000)	(125,000)
82	Reduction in admin support to Leisure Culture and Lifelong Learning	Business Support	0	(40,000)	(40,000)
83	Reduction in performance management and policy	Business Support	0	(20,000)	(20,000)
84	Reduction in admin support to print & design	Business Support	0	(94,000)	(94,000)
85	Admin support to HRD OD activity	Business Support	(40,000)	(40,000)	(40,000)
86	Reduce support to members and LNP's	Constitutional services	(25,000)	(25,000)	(25,000)
87	Deletion of finance officer post	Corporate Finance	(31,000)	(31,000)	(31,000)
88	Reduction in debt charge costs for Magistrates courts	Finance	(30,000)	(30,000)	(30,000)
89	Re-structure of service support finance teams and finance support to services	Finance	(60,000)	(120,000)	(180,000)
90	Streamlining of monitoring process due to Oracle improvements	Finance	0	(60,000)	(120,000)
91	Employee services transactional recruitment	HRD	(40,000)	(40,000)	(40,000)
92	Transactional team - administration of all aspects of employment life cycle	HRD	(40,000)	(40,000)	(40,000)
93	Payroll / pensions control	HRD	(20,000)	(20,000)	(20,000)
94	Recruitment - support to management	HRD	(53,000)	(53,000)	(53,000)
95	Cease graduate training scheme	HRD	(34,000)	(34,000)	(34,000)
96	Management development centres - new	HRD	(48,273)	(48,273)	(48,273)
97	Reduction in training budgets	Internal Audit	(10,000)	(10,000)	(10,000)
98	Deletion of information assistant post within SCI performance and outcomes team	Performance management	(18,000)	(18,000)	(18,000)

No.	DESCRIPTION	SERVICE AREA	ANNUAL NET COST		
			2008/09	2009/10	2010/11
99	Coordination of consultation and engagement activity and other savings within consultation, feedback & information team	Performance management	(7,500)	(15,000)	(15,000)
100	Restructure of project team and performance team (only possible if project software system is implemented)	Performance management	0	(28,000)	(28,000)
101	Reduction in support of non statutory elements of performance management across regeneration and neighbourhood services	Performance management	(10,500)	(10,500)	(10,500)
102	Other savings within performance management relating to CPA (2.5k), training (5.75k) and quality assurance assessments (5.75k)	Performance management	(14,000)	(14,000)	(14,000)
103	Reduction in audit fees following implementation of CAA	Performance Management	0	(20,000)	(20,000)
104	Reduction in car mileage claims	Revenue and benefits	(10,000)	(10,000)	(10,000)
105	Changes to out of hours activity payments	Revenue and benefits	(13,000)	(13,000)	(13,000)
106	Welfare rights administration - transfer to trust status	Revenue and benefits	(200,000)	(200,000)	(200,000)
107	Improvement of recovery rates of overpayments	Revenue and benefits	(25,000)	0	0
108	Reduce discretionary relief on NNDR	Revenue and benefits	(75,000)	(75,000)	(75,000)
109	Reduction in training budgets	Strategic Transformation	(25,000)	(25,000)	(25,000)
	TOTAL CORPORATE SERVICES		(1,106,141)	(1,885,641)	(2,405,641)
	TOTAL EFFICIENCIES / SAVINGS		(7,223,814)	(10,684,814)	(12,613,814)