

**CORPORATE
SCRUTINY AND PERFORMANCE PANEL**

**Agenda
Item No.
4**

DATE: 29 JANUARY 2007

DRAFT BUDGET 2007/8 - CORPORATE SERVICES OWN

Ward(s) All

Portfolios Councillor O'Hare – Deputy Leader (Finance and Property)
Councillor Longhi – Performance Management

Summary of report

This report presents the draft revenue budget (for those services falling within the remit of this panel) for 2007/8 along with service specific saving and investment options in respect of the revenue budget 2007/8 to enable consideration and further recommendations to cabinet.

Recommendations

To consider and note the information within this report.

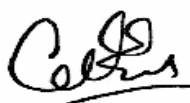
Background papers

Various financial working papers.

Reason for scrutiny

To enable scrutiny of the draft budget for 2007/8 along with options for investment and savings in the context of setting the 2007/8 corporate revenue budget. Recommendations in respect of savings and investment proposals will be considered alongside the next report on the agenda.

Signed



Executive Director: Carole Evans

Date: 19.01.07

Resource and legal considerations

Services were requested to identify efficiency savings and investment for consideration in the setting of the 2007/8 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 2007/8.

Contact Officer:

Vicky Buckley - Head of Corporate and Strategic Finance

Tel. 01922 652349

buckleyv@walsall.gov.uk

1. DRAFT REVENUE BUDGET FOR 2007/8

- 1.1 The draft revenue budget for 2007/8 has been calculated based on the 2006/7 budget which has been adjusted in line with expected inflationary and other factors. A summary of which is shown in **Table 1** below.

Table 1 – Calculation of 2007/08 Draft Revenue Budget

Description	£m
Base budget 2006/7	23.102
Budget refresh 2007/8 – pay award, inflation, etc	2.048
Total assumed spend 2007/8	25.15
FYE of investments/efficiencies approved 2006/7	(1.066)
Revised base budget 2007/8	24.084
New investment options	
Saving Options - fees and charges	(0.073)
- efficiencies	(0.805)
- reductions in service	(0.860)
Total forecast 2007/8	22.346

- 1.2 The total forecast figure for 2007/08 has been broken down into service areas for Members to see the breakdown across different service divisions. The attached appendices show the service division expenditure and income across the different subjective categories.

Appendix 1	Finance (including CWSS etc)
Appendix 2	Legal
Appendix 3	Performance
Appendix 4	Strategic Transformation
Appendix 5	ICT
Appendix 6	Communications and Mayoral services
Appendix 7	Print and Design
Appendix 8	Procurement

- 1.3 The figures contained within the body of 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.

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. The following are included within the draft budget:

- One-off investment to support the ICT transformation project (£500k).
- Procurement (£255k) which is fully netted off by a saving in council procurement costs
- Street advertising income shortfall (£400k).

2.2 Savings

In order to fund new investment and ensure a balanced budget services have 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 9** details service specific savings which have been categorised into the following themes:

- Fees and charges (Appendix 9a)
- Efficiencies (Appendix 9c)
- Reduction in service (Appendix 9b)

All are currently assumed to be included in the draft budget proposals.

Finance				
Budget Heads	Actual 05/06 £	Budget 06/07 £	Forecast Outturn 06/07 £	Budget 07/08 £
EXPENDITURE				
EMPLOYEE COSTS				
Salaries	10,364,219	10,630,192	9,048,761	11,212,642
Training	58,069	75,563	47,416	77,074
Agency Staff	808,268	26,281	1,115,023	26,807
Other Employee Costs	898,074	289,464	461,760	293,790
Added Sums	-10,412	1,945,579	1,945,579	1,945,579
EMPLOYEE COSTS Total	12,118,218	12,967,079	12,618,540	13,555,892
PREMISES COSTS				
Energy	1,249	5,952	6,479	6,071
Repairs and Maintenance	17,623	4,588	16,444	4,680
Rates	3,051	3,612	3,612	3,684
PREMISES COSTS Total	21,923	14,152	26,534	14,435
TRANSPORT COSTS				
Car Allowances	87,144	141,658	98,960	144,491
Other Transport Costs	12,733	9,480	6,059	9,670
TRANSPORT COSTS Total	99,877	151,138	105,019	154,161
SUPPLIES AND SERVICES				
Computers	239,817	249,933	185,484	254,932
Furniture and Equipment	137,008	104,433	78,274	106,522
Equipment Leasing	12,510	14,267	13,083	14,267
Professional Fees	178,814	200,480	304,420	224,490
Fees & Licences	55,736	19,078	34,730	19,460
Postage	137,970	110,398	165,735	112,606
Cash Collection	3,754	126,744	23,499	129,279
Subscriptions	99,204	145,884	95,859	148,802
Other Supplies and Services	719,959	937,115	772,404	1,013,859
SUPPLIES AND SERVICES Total	1,584,773	1,908,332	1,673,488	2,024,215
THIRD PARTY PAYMENTS				
Private Contractors Fees	515,678	78,828	12,747	80,405
THIRD PARTY PAYMENTS Total	515,678	78,828	12,747	80,405
TRANSFER PAYMENTS				
Council Tax Benefit Payments	21,246,708	21,564,960	21,246,708	21,996,259
Rent Allowance Payments	57,831,939	61,362,888	61,362,888	62,590,146
Non HRA Rebates	878,757	758,892	817,642	774,070
NNDR Charitable Relief	2,593,595	2,289,776	2,682,632	2,335,572
TRANSFER PAYMENTS Total	82,550,999	85,976,516	86,109,870	87,696,046
OTHER CENTRAL COSTS				
External Audit	411,833	560,496	442,360	571,706
Other Central Costs	0	5,004	5,162	5,104
Interest/Bank Charges	100,869	72,033	129,888	72,033
OTHER CENTRAL COSTS Total	512,703	637,533	577,409	648,843

| | | | | |

INTERNAL RECHARGES				
CSS Recharges	11,888,796	9,911,749	9,911,752	9,911,749
Internal Recharges	399,066	220,238	624,052	220,229
Office Accommodation Costs	928,903	956,505	956,505	956,505
INTERNAL RECHARGES Total	13,216,766	11,088,492	11,492,309	11,088,483
CAPITAL FINANCING				
Capital Financing	2,184,847	0	0	0
Capital Charges	37,465	80,117	80,117	81,720
CAPITAL FINANCING Total	2,222,312	80,117	80,117	81,720
BAD DEBT PROVISION				
Bad Debt Provision	436,377	159,108	159,108	162,290
BAD DEBT PROVISION Total	436,377	159,108	159,108	162,290
TOTAL EXPENDITURE	113,279,625	113,061,295	112,855,142	115,506,489
INCOME				
Grants	-60,404,917	-64,426,236	-64,539,165	-65,714,761
Capital Receipts Deminimus/Rid	-1,101,243	-985,224	-852,420	-668,249
Birmingham Airport	-955,277	-896,028	-853,442	-936,949
Fees & Licences	-43,885	-199,768	-191,466	-203,763
Fairtrading	-295,575	-315,344	-298,352	-321,651
NNDR Pool Reimbursement	-376,944	-390,276	-390,276	-398,082
NNDR Charitable Relief Reimbu	-2,395,577	-2,041,908	-2,485,487	-2,082,746
Council Tax/Housing Benefits S	-23,072,974	-21,964,440	-22,375,895	-22,403,729
Other Income	-263,396	-647,555	-428,937	-907,506
INCOME Total	-88,909,786	-91,866,779	-92,415,440	-93,637,436
INTERNAL RECHARGES				
Internal Recharges	-247,375	-66,252	-49,680	-223,578
CSS Other Income	-9,711,856	-9,705,951	-9,705,951	-9,705,951
INTERNAL RECHARGES Total	-9,959,231	-9,772,203	-9,755,631	-9,929,529
TOTAL INCOME	-98,869,017	-101,638,982	-102,171,071	-103,566,965
NET EXPENDITURE	14,410,608	11,422,313	10,684,071	11,939,525
2007/08 Investment/Savings Proposals				
Fees and Charges				-9,900
New Investments				
Efficiency Savings				-522,024
Reduction in Service				
Corporate Pressures- Advertising Income Shortfall				400,000
				-131,924
TOTAL FORECASTED BUDGET 2007/08				11,807,601

Legal and Constitutional Services				
Budget Heads	Actual 05/06 £	Budget 06/07 £	Forecast Outturn 06/07 £	Budget 07/08 £
EXPENDITURE				
EMPLOYEE COSTS				
Salaries	1,967,245	1,704,200	1,556,802	1,796,030
Training	15,421	22,333	24,409	22,780
Agency Staff	334,107	156,700	134,238	149,449
Other Employee Costs	173,847	20,248	61,779	20,639
EMPLOYEE COSTS Total	2,490,620	1,903,481	1,777,228	1,988,899
PREMISES COSTS				
Energy	564	8,260	8,012	8,425
Repairs and Maintenance	5,984	8,960	2,646	9,139
Rents	59,719	112,270	207,272	-38,677
Rates	19,675	7,320	34,640	7,466
PREMISES COSTS Total	85,942	136,810	252,570	-13,646
TRANSPORT COSTS				
Car Allowances	2,796	17,699	7,818	18,053
Other Transport Costs	3,012	1,708	3,356	1,742
TRANSPORT COSTS Total	5,808	19,407	11,175	19,795
SUPPLIES AND SERVICES				
Computers	21,994	29,784	22,974	30,380
Furniture and Equipment	10,147	30,168	31,760	18,771
Equipment Leasing	8,173	8,108	13,574	8,108
Professional Fees	(20)	2,004	1,052	2,044
Fees & Licences	(1,699)	327	17,459	334
Postage	127,635	86,966	88,862	88,705
Subscriptions	70,696	36,204	78,959	36,928
Other Supplies and Services	84,267	60,076	99,041	61,278
SUPPLIES AND SERVICES Total	321,194	253,637	353,682	246,548
MEMBERS ALLOWANCES				
Members Allowances	813,305	866,558	810,860	896,453
MEMBERS ALLOWANCES Total	813,305	866,558	810,860	896,453
THIRD PARTY PAYMENTS				
Private Contractor Fees	4,058	0	6,216	0
THIRD PARTY PAYMENTS Total	4,058	0	6,216	0
INTERNAL RECHARGES				
CSS Recharges	470,991	559,255	559,255	559,255
Internal Recharges	97,480	108,390	122,685	108,544
Office Accommodation Costs	429,426	442,754	442,754	442,754
INTERNAL RECHARGES Total	997,897	1,110,399	1,124,694	1,110,553

TOTAL EXPENDITURE	4,718,824	4,290,292	4,336,425	4,248,601
INCOME				
Fees & Licences	(101,980)	(52,248)	(78,730)	(53,293)
Fairfunding	(82,474)	(91,004)	(90,372)	(92,824)
Other Income	(193,926)	(51,799)	(43,262)	(52,835)
INCOME Total	-378,380	-195,051	-212,364	-198,952
INTERNAL RECHARGES				
Internal Recharges	0	(48,324)	(32,040)	(64,108)
CSS Other Income	(4,214,539)	(4,056,843)	(4,056,843)	(4,056,843)
INTERNAL RECHARGES Total	-4,214,539	-4,105,167	-4,088,883	-4,120,951
TOTAL INCOME	-4,592,919	-4,300,218	-4,301,247	-4,319,903
NET EXPENDITURE	125,905	-9,926	35,179	-71,302
2007/08 Investment/Savings Proposals				
Fees and Charges				-47,000
New Investments				
Efficiency Savings				-50,000
Reduction in Service				
				-97,000
TOTAL FORECASTED BUDGET 2007/08				-168,302

Performance and Policy				
Budget Heads	Actual 05/06 £	Budget 06/07 £	Forecast Outturn 06/07 £	Budget 07/08 £
<u>EXPENDITURE</u>				
<u>Employee Costs</u>				
Salaries	1,142,624	1,477,147	1,402,926	1,602,558
Training	4,667	25,626	19,447	26,139
Agency Staff	163,384	4,033	56,341	4,114
Other Employee Costs	119,914	11,447	13,770	11,676
EMPLOYEE COSTS Total	1,430,589	1,518,253	1,492,484	1,644,486
<u>PREMISES COSTS</u>				
Repairs and Maintenance	586	0	98	0
PREMISES COSTS Total	586	0	98	0
<u>TRANSPORT COSTS</u>				
Car Allowances	2,634	7,773	2,517	7,928
Other Transport Costs	1,483	836	1,343	853
TRANSPORT COSTS Total	4,117	8,609	3,860	8,781
<u>SUPPLIES AND SERVICES</u>				
Computers	149,231	46,835	62,093	47,772
Furniture and Equipment	7,081	13,600	2,567	13,872
Equipment Leasing	862	131	1,053	131
Consultants	12,927	984	17,112	24,004
Fees & Licences	66,976	97,336	57,824	64,283
Postage	316	3,355	84	3,422
Other Supplies and Services	84,967	53,850	24,534	54,927
SUPPLIES AND SERVICES Total	322,360	216,091	165,267	208,410
<u>THIRD PARTY PAYMENTS</u>				
Private Contractor Fees	5,719	49,325	48,841	50,312
THIRD PARTY PAYMENTS Total	5,719	49,325	48,841	50,312
<u>INTERNAL RECHARGES</u>				
CSS Recharges	63,628	136,279	136,279	136,279
Internal Recharges	26,531	39,304	12,405	25,772
Office Accommodation Costs	38,337	77,099	77,099	77,099
INTERNAL RECHARGES Total	128,496	252,682	225,783	239,150
TOTAL EXPENDITURE	1,891,868	2,044,960	1,936,333	2,151,139

INCOME				
Other Income	28	-120	-52	-122
INCOME Total	28	-120	-52	-122
INTERNAL RECHARGES				
CSS Other Income	-1,825,981	-973,090	-973,090	-973,090
Approved Savings to be Allocated	0	-1,128	0	-49,151
INTERNAL RECHARGES Total	-1,825,981	-974,218	-973,090	-1,022,241
TOTAL INCOME	-1,825,953	-974,338	-973,142	-1,022,363
TOTAL NET EXPENDITURE	65,915	1,070,622	963,191	1,128,776
2007/08 Investment/Savings Proposals				
Fees and Charges				
New Investments				
Efficiency Savings				
Reduction in Service				-50,000
				-50,000
TOTAL FORECASTED BUDGET 2007/08				1,078,776

Transformation			
Budget Heads	Actual 05/06 £	Budget 06/07 £	Forecast Outturn 06/07 £
<u>EXPENDITURE</u>			
<u>EMPLOYEE COSTS</u>			
Salaries	3,645,578	12,708,625	12,648,625
Training	816,010	1,085,387	1,085,387
Agency Staff	95,027	44,460	44,460
Other Employee Costs	371,579	75,336	75,336
TOTAL EMPLOYEE COSTS	4,928,193	13,913,808	13,853,808
<u>PREMISES COSTS</u>			
Energy	20,503	5,727	5,727
Repairs and Maintenance	10,863	1,907	1,907
Rates	22,567	15,698	15,698
Water	4,872	842	842
TOTAL PREMISES COSTS	58,805	24,174	24,174
<u>TRANSPORT COSTS</u>			
Car Allowances	10,806	23,415	23,415
Other Transport Costs	3,634	104	104
TOTAL TRANSPORT COSTS	14,440	23,519	23,519
<u>SUPPLIES AND SERVICES</u>			
Computers	121,194	69,396	69,396
Furniture and Equipment	100,279	117,306	117,306
Equipment Leasing	10,736	595	595
Professional Fees	7,527	70,293	70,293
Consultants	151,263	177,265	225,810
Fees & Licences	7,324	3,497	3,497
Postage	17,757	81,318	81,318
Other Supplies and Services	528,697	178,342	178,342
TOTAL SUPPLIES AND SERVICES	944,776	698,012	746,557
<u>THIRD PARTY PAYMENTS</u>			
Private Contractor Fees	451,522	312,273	372,273
TOTAL THIRD PARTY PAYMENTS	451,522	312,273	372,273
<u>INTERNAL RECHARGES</u>			
CSS Recharges	381,958	422,154	422,154
Internal Recharges	211,048	197,999	197,999
Office Accommodation Costs	254,977	261,395	261,395
INTERNAL RECHARGES Total	847,983	881,548	881,548
<u>CAPITAL FINANCING</u>			
Capital Charges	1,000	0	0
CAPITAL FINANCING Total	1,000	0	0

TOTAL EXPENDITURE	7,246,718	15,853,334	15,901,879
<u>INCOME</u>			
Grants	-1,043,588	-883,453	-883,453
Fees & Licences	-8,361	-335	-335
Fairfunding	-257,991	-197,880	-197,880
Other Income	-122,246	-185,983	-185,983
INCOME Total	-1,432,187	-1,267,651	-1,267,651
<u>INTERNAL RECHARGES</u>			
Internal Recharges	-12,540	-67,563	-67,563
CSS Other Income	-5,854,093	-3,744,106	-3,744,106
INTERNAL RECHARGES Total	-5,866,633	-3,811,669	-3,811,669
TOTAL INCOME	-7,298,820	-5,079,320	-5,079,320
TOTAL NET EXPENDITURE	-52,102	10,774,014	10,822,559
<u>2007/08 Investment/Savings Proposals</u>			
Fees and Charges			
New Investments			
Efficiency Savings			
Reduction in Service			
Corporate Pressure - ICT Infrastructure			
TOTAL FORECASTED BUDGET 2007/08			

Appendix 4

Budget 07/08 £
13,248,607
1,119,203
0
85,973
14,453,783
5,847
1,947
16,028
860
24,682
23,903
106
24,009
64,534
125,394
4,598
71,794
180,987
3,570
83,026
181,816
715,719
216,731
216,731
422,154
158,545
261,395
842,094
0
0

16,277,018
-923,989
-342
-197,880
-401,311
-1,523,522
-67,563
-3,744,175
-3,811,738
-5,335,260
10,941,758
-16,000
-84,000
-677,612
500,000
-277,612
10,664,146

ICT

Budget Heads	Actual 05/06	Budget 06/07	Forecast Outturn 06/07
<u>EXPENDITURE</u>			
<u>Employee Costs</u>			
Salaries	2,200,602	1,885,127	1,427,539
Agency	95,309	0	50,306
Training	56,253	26,418	115,235
Other Employee Costs	22,527	241	6,654
TOTAL EMPLOYEE COSTS	2,374,690	1,911,786	1,599,734
<u>Premises Costs</u>			
Repairs & Maintenance	0	0	0
Other	0	0	0
TOTAL PREMISES COSTS	0	0	0
<u>Transport Costs</u>			
Vehicle Hire	0	0	8,119
Car Allowances	4,091	5,352	2,644
Other Transport Costs	6,195	0	0
TOTAL TRANSPORT COSTS	10,286	5,352	10,763
<u>Supplies and Services</u>			
Furniture	22,195	30,934	9,987
Equipment	10,381	119	0
Provisions	5,619	211	1,238
Telephones	134,538	72,048	335,845
Computers	2,816,622	1,991,718	2,240,222
Other Supplies and Services	948,236	-39,918	-6,724
TOTAL SUPPLIES AND SERVICES	3,937,590	2,055,112	2,580,568
<u>Agency & Contracted Services</u>			
Other Agency & Contracted Services	0	161,773	55,878
TOTAL AGENCY & CONTRACTED SERVICES	0	161,773	55,878
<u>INTERNAL RECHARGES</u>			
Internal Recharges	-7,830,457	-5,892,777	-6,005,998
CSS Recharges	119,508	125,506	125,506
Other Transfer Payments	270,193	278,280	278,580
TOTAL TRANSFER PAYMENTS	-7,440,756	-5,488,991	-5,601,912
<u>Capital Financing</u>			
Leasing	956,190	548,867	548,867
Capital Charges	0	0	0
TOTAL CAPITAL FINANCING	956,190	548,867	548,867
TOTAL EXPENDITURE	-161,999	-806,101	-806,101

INCOME			
Fees	-2,395	0	0
Arrangements	0	0	0
Other Income	-594	-154,070	-154,070
TOTAL OTHER INCOME	-2,989	-154,070	-154,070
Government Grants	0	0	0
TOTAL INCOME	-2,989	-154,070	-154,070
TOTAL NET EXPENDITURE	-164,988	-960,171	-960,171
2007/08 Investment/Savings Proposals			
Fees and Charges			
New Investments			
Efficiency Savings			
Reduction in Service			
TOTAL FORECASTED BUDGET 2007/08			

Appendix 5

Budget 07/08
1,930,855
0
27,039
247
1,958,140
0
0
0
0
5,352
0
5,352
31,701
122
216
73,835
1,976,121
-40,908
2,041,087
161,773
161,773
-5,893,077
125,506
278,580
-5,488,991
548,867
0
548,867
-773,772

0
0
-154,070
-154,070
0
-154,070
-927,842
-125,448
-125,448
-1,053,290

Communications and Mayoral				
Budget Heads	Actual 05/06	Budget 06/07	Forecast Outturn 06/07	Budget 07/08
Expenditure				
<u>Employee Costs</u>				
Salaries	350,656	273,196	182,708	273,287
Agency	466	0	10,495	0
Training	3,668	4,219	10,318	10,535
Other	321	397	174	417
TOTAL	355,111	277,812	203,695	284,239
<u>Premises Costs</u>				
Repairs & Maintenance	876	0	0	0
Other	0	0	0	0
TOTAL	876	0	0	0
<u>Transport Costs</u>				
Repairs & Maintenance	800	1,379	2,885	2,016
Hire	25,932	552	14,591	555
Car Allowances	329	0	205	0
Other	12,818	3,818	2,102	3,916
TOTAL	39,879	5,749	19,783	6,487
<u>Supplies & Services</u>				
Furniture	0	0	0	0
Equipment	4,616	382	1,751	390
Provisions	87	169	335	173
Telephones	288	791	411	808
Computers	1,113	7,801	5,229	7,965
Subscriptions	367	0	442	0
Grants	0	0	0	0
Other	36,122	63,605	65,023	57,997
TOTAL	42,593	72,748	73,191	67,333
<u>Agency & Contracted Services</u>				
Voluntary Bodies	0	0	0	0
Other LAs	0	0	0	0
Mayoral Allowances	19,368	19,938	52,549	20,486
TOTAL	19,368	19,938	52,549	20,486
<u>INTERNAL RECHARGES</u>				
Office Accommodation	74,693	77,011	77,011	77,011
CSS	11,217	6,596	6,596	6,596
Payroll	834	1,045	1,045	1,045
Staffing	1,728	1,896	1,896	1,896
Personnel	4,911	5,058	5,058	5,058
ISS	10,650	2,449	2,449	2,449
Legal	6,703	0	0	0
Other	85,948	74,848	98,003	77,264
TOTAL	196,684	168,903	192,058	171,319

Capital Financing				
Leasing	0	0	0	0
Capital	0	0	0	0
TOTAL				
TOTAL EXPENDITURE	654,511	545,150	541,276	549,864
Income				
Sales	0	0	0	0
Fees	0	0	0	0
Rent	0	0	0	0
PCT		0	0	0
Internal Recharges	-551,102	-204,643	-204,643	-204,643
TOTAL	-551,102	-204,643	-204,643	-204,643
Government Grants	0	0	0	0
Transfer Recharge	0	0	0	0
TOTAL INCOME	-551,102	-204,643	-204,643	-204,643
NET EXPENDITURE	103,409	340,507	336,633	345,221
2007/08 Investment/Savings Proposals				
Fees and Charges				
New Investments				
Efficiency Savings				
Reduction in Service				-19,000
TOTAL FORECASTED BUDGET 2007/08				326,221

Print and Design Unit				
Budget Heads	Actual 05/06	Budget 06/07	Forecast Outturn 06/07	Budget 07/08
Expenditure				
<u>Employee Costs</u>				
Salaries	798,906	548,312	574,441	581,976
Agency	21,071	0	0	0
Training	22,963	2,017	2,693	2,059
Other	1,028	1,301	444	1,258
TOTAL	843,968	551,630	577,578	585,293
<u>Premises Costs</u>				
Repairs & Maintenance	284	1,619	551	1,653
Other	0	0	0	0
TOTAL	284	1,619	551	1,653
<u>Transport Costs</u>				
Repairs & Maintenance				
Hire	3,267	4,300	4,300	3,328
Car Allowances	1,094	1,140	963	1,252
Other	1,744	32	242	1,112
TOTAL	6,105	5,472	5,505	5,692
<u>Supplies & Services</u>				
Furniture	0	0	0	0
Equipment	131,569	120,939	126,913	123,479
Provisions	0	0	0	0
Materials	368,488	335,561	402,720	342,608
Telephones	0	0	0	0
Computers	9,849	13,825	16,830	14,115
Subscriptions	3,219	2,000	3,642	2,042
Grants	0	0	0	0
Other	73,219	8,925	18,707	9,112
TOTAL	586,344	481,250	568,812	491,356
<u>Agency & Contracted Services</u>				
Voluntary Bodies	0	0	0	0
Other LAs	0	0	0	0
Other	0	0	0	0
TOTAL	0	0	0	0
<u>INTERNAL RECHARGES</u>				
Office Accommodation	149,197	153,825	153,825	153,825
CSS	13,051	40,965	40,965	40,965
Payroll	2,587	2,376	2,376	2,376
Staffing	5,357	4,738	4,738	4,738
Personnel	15,226	15,102	15,102	15,102
ISS	18,830	12,302	12,302	12,302
Legal	17,741	709	709	709
Other	8,289	671	85,223	685
TOTAL	230,278	230,688	315,240	230,702

Capital Financing				
Leasing	120,116	123,651	123,651	123,651
Capital	0	0	0	0
TOTAL	120,116	123,651	123,651	123,651
TOTAL EXPENDITURE	1,787,095	1,394,310	1,591,337	1,438,348
Income				
Sales	-1,305,764	-1,571,278	-1,300,000	-1,616,586
Fees	0	0	0	0
Rent	0	0	0	0
PCT	0	0	0	0
TOTAL	-1,305,764	-1,571,278	-1,300,000	-1,616,586
Government Grants	0	0	0	0
TOTAL INCOME	-1,305,764	-1,571,278	-1,300,000	-1,616,586
NET EXPENDITURE	481,331	-176,968	291,337	-178,238
2007/08 Investment/Savings Proposals				
Fees and Charges				
New Investments				
Efficiency Savings				
Reduction in Service				
Corporate Pressures				
TOTAL FORECASTED BUDGET 2007/08				

Procurement

Budget Heads	Actual 05/06	Budget 06/07	Forecast Outturn 06/07	Budget 07/08
Expenditure				
<u>Employee Costs</u>				
Salaries	346,979	607,361	502,484	631,730
Agency	101,388	30,806	110,757	0
Training	3,357	0	0	31,453
Other	11,653	12,031	12,031	1,487
TOTAL	463,377	650,198	625,272	664,670
<u>Premises Costs</u>				
Repairs & Maintenance	0	0	0	0
Other	0	0	0	0
TOTAL	0	0	0	0
<u>Transport Costs</u>				
Repairs & Maintenance	0	0	0	0
Hire	0	0	0	0
Car Allowances	1,658	2,819	1,152	2,878
Other	0	0	0	0
TOTAL	1,658	2,819	1,152	2,878
<u>Supplies & Services</u>				
Furniture	0	0	0	0
Equipment	3,547	10,445	10,445	10,664
Provisions	0	0	0	0
Telephones	5,992	0	0	0
Computers	0	0	0	0
Subscriptions	707	0	0	0
Grants	0	0	0	0
Other	19,446	43,807	13,856	44,727
TOTAL	29,692	54,252	24,301	55,391
<u>Agency & Contracted Services</u>				
Voluntary Bodies	0	0	0	0
Other LAs	0	0	0	0
Other	0	0	0	0
TOTAL	0	0	0	0
<u>INTERNAL RECHARGES</u>				
Office Accommodation	20,439	21,074	21,074	21,074
CSS	5,511	5,128	5,128	5,128
Payroll	751	95	95	95
Staffing	1,555	190	190	190
Personnel	4,174	461	461	461
ISS	276,881	0	0	0
Legal	1,827	0	0	0
Other	823	6,809	6,809	6,952
TOTAL	311,961	33,757	33,757	33,900

Leasing	0	0	0	0
Capital	0	0	0	0
TOTAL	0	0	0	0
TOTAL EXPENDITURE	806,688	741,026	684,482	756,839
Income				
CSS	-792,210	0	0	0
Sales	0	0	0	0
Rebates	-37,583	0	-20,000	0
Fees	0	0	0	0
Rent	0	0	0	0
PCT	0	0	0	0
Other	0	-100,000	-100,000	-750,000
TOTAL	-829,793	-100,000	-120,000	-750,000
Government Grants	0	0	0	0
TOTAL INCOME	-829,793	-100,000	-120,000	-750,000
NET EXPENDITURE	-23,105	641,026	564,482	6,839
2007/08 Investment/Savings Proposals				
Fees and Charges				
New Investments				
Efficiency Savings				-120,000
Reduction in Service				-17,000
Corporate Pressures - Net Nil				0
TOTAL FORECASTED BUDGET 2007/08				-130,161

2007/8 FEES AND CHARGES

APPENDIX 9a

No.	FEES AND CHARGES	SERVICE AREA	ANNUAL NET COST			DETAILS
	FEES AND CHARGES	SERVICE AREA	2007/08	2008/09	2009/10	
1	Increase section 106 income	Legal	(17,000)	(17,000)	(17,000)	Increase in developers contributions resulting from successful planning approvals for new construction in the borough.
2	Introduction of discretionary charges	Legal	(30,000)	(30,000)	(30,000)	Introduction of new discretionary charges.
3	Increase in external income	Internal Audit	(9,900)	(9,900)	(9,900)	Financial management standards in schools - charging new service to schools.
	TOTAL FEES AND CHARGES		(56,900)	(56,900)	(56,900)	

2007/8 REDUCTION IN SERVICE

APPENDIX 9b

No.	REDUCTION IN SERVICE	SERVICE AREA	ANNUAL NET COST			DETAILS
	REDUCTION IN SERVICE	SERVICE AREA	2007/08	2008/09	2009/10	
1	General savings within social care OD	HR/OD	(53,000)	(53,000)	(53,000)	Reduction in training programmes, conferences, room hire and independent sector workforce development.
2	Master class sessions	HR/OD	(15,000)	(15,000)	(15,000)	External guest / topical speakers to inform, motivate and inspire to be absorbed in forums.
3	External management and leadership programme	HR/OD	(15,000)	(15,000)	(15,000)	Reduced number of programmes from 5 to 2.
4	Navigator - personal development programme for men	HR/OD	(4,000)	(4,000)	(4,000)	Reduction in development programme from 2 schemes to 1. The development programme for men is in it's first year and expect less of a take up than the equivalent programme for women as 70% of workforce is female.
5	Fresh steps - personal development programme for managers in junior positions	HR/OD	(3,000)	(3,000)	(3,000)	Reduction in development programme.
6	Members external conferences / providers	HR/OD	(8,000)	(8,000)	(8,000)	Reduction in external conferences for members.
7	Skills and knowledge programme	HR/OD	(11,000)	(11,000)	(11,000)	Reduction in external facilitators, room hire and refreshments.

No.	REDUCTION IN SERVICE	SERVICE AREA	ANNUAL NET COST			DETAILS
	REDUCTION IN SERVICE	SERVICE AREA	2007/08	2008/09	2009/10	
8	Learning resources	HR/OD	(5,000)	(5,000)	(5,000)	Reduction in purchasing of DVD's, mousemats etc in relation to training programmes for attendees to take away with them.
9	OD change management solutions	HR/OD	(5,000)	(5,000)	(5,000)	Reduction in programme.
10	Revitalising programmes	HR/OD	(5,000)	(5,000)	(5,000)	Reduction in programme.
11	Coaching programme	HR/OD	(33,612)	(33,612)	(33,612)	Reduction in programme - remaining programme funded by ODPM.
12	Leadership seminar and development	HR/OD	(5,000)	(5,000)	(5,000)	Review of budget requirement.
13	Team development - transformation and business support	Business Support	(5,000)	(5,000)	(5,000)	Reduction in development of strategic transformation and business support.
17	Restructure of corporate performance team	Performance Management	(50,000)	(50,000)	(50,000)	Deletion of posts and review of supplies and services. Part of the saving will be realised from efficiencies as well as a reduction in service. Possible redundancy of 1 post.
42	Withdrawal of contribution to performance development officer post	HR/OD	(38,000)	(38,000)	(38,000)	No longer contribute towards salary costs. If post still required additional funding will have to be found within SCI existing budgets.

No.	REDUCTION IN SERVICE	SERVICE AREA	ANNUAL NET COST			DETAILS
	REDUCTION IN SERVICE	SERVICE AREA	2007/08	2008/09	2009/10	
43	Withdrawal of contribution to safeguarding children training co-ordinator post	HR/OD	(39,000)	(39,000)	(39,000)	No longer contribute towards salary costs. If post still required additional funding will have to be found within CYP existing budgets.
45	Delete post childrens residential training co-ordinator	HR/OD	(18,000)	(18,000)	(18,000)	No agreement to fund post beyond 31.03.07 and currently covered by agency staff so will not result in redundancy costs.
46	To withdraw funding of backfilling posts while trainees / secondees are undertaking social work degrees.	HR/OD	(75,000)	(75,000)	(75,000)	£8k per employee provided to backfill posts while training is being undertaken.
82	Rationalisation of secretarial and admin support	Business Support	(330,000)	(330,000)	(330,000)	Rationalisation of secretarial and admin support at head of service level and below.
	TOTAL REDUCTION IN SERVICE		(717,612)	(717,612)	(717,612)	

No.	EFFICIENCIES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY
	EFFICIENCIES	SERVICE AREA	2007/08	2008/09	2009/10	
1	Management development venues - seek alternative venues	HR / OD	(3,000)	(3,000)	(3,000)	Alternative venue to seek to reduce costs.
2	Room hire for development centres	HR / OD	(5,000)	(5,000)	(5,000)	Reduce costs of room hire.
4	Constitutional allowances	Legal	(50,000)	(50,000)	(50,000)	Reduction in budgeted allowances due to take up of scheme less than originally anticipated.
5	EMT	EMT	(21,000)	(21,000)	(21,000)	Reduction in professional fees, transport and employee costs.
6	Introduction of electronic document management system	Revenue & Benefits	(60,148)	(60,148)	(60,148)	Efficiencies arising from introduction of new technology will allow for review of current manual processes. Initial cost to be funded via capital. No redundancy costs as posts currently filled by agency staff.
7	Reconfiguration of management	Revenue & Benefits	(64,168)	(64,168)	(64,168)	Reduction in number of posts.
8	Business process re-engineering	Revenue & Benefits	(83,405)	(83,405)	(83,405)	Various improvement initiatives. No redundancy costs as posts currently filled by agency staff.
9	Re-procure bailiff contract	Revenue & Benefits	(40,000)	(40,000)	(40,000)	New contract arrangements.

No.	EFFICIENCIES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY
	EFFICIENCIES	SERVICE AREA	2007/08	2008/09	2009/10	
10	Implementation of SX3 releases	Revenue & Benefits	(40,544)	(40,544)	(40,544)	System upgrades. No redundancy costs as posts currently filled by agency staff.
31	Mobile phone contract	ICT	(125,448)	(125,448)	(125,448)	Transfer of service to new supplier – ensuring corporate contract rather than individuals – savings on economy of scales and admin of billing costs
40	Withdrawal of contribution to health and safety training officer post	HR/OD	(14,000)	(14,000)	(14,000)	No longer contribute towards salary costs.
47	Reduction in refreshments provided for training courses.	HR/OD	(10,000)	(10,000)	(10,000)	Reduction in provision.
51	Executive away days	HR/OD	(10,000)	(10,000)	(10,000)	Reduction in number of away days.
54	Restructure of all finance areas	Finance	(112,759)	(112,759)	(112,759)	Deletion of posts following restructure.
58	Social care management development	HR/OD	(22,000)	(22,000)	(22,000)	To be alternatively funded via complete merger of OD
61	Reduction in external audit fee	Corporate Services	(100,000)	(100,000)	(100,000)	Corporate services have negotiated a reduced audit fee as a result of our track record and improvement of financial performance and governance.
64	Executive development - removal of budget	HR/OD	(30,000)	(30,000)	(30,000)	Support to be reduced to coaching only. Withdraw away days and personal training.

No.	EFFICIENCIES	SERVICE AREA	ANNUAL NET COST			DETAILS OF EFFICIENCY
	EFFICIENCIES	SERVICE AREA	2007/08	2008/09	2009/10	
71	Procurement - sharpened approach to procurement activity	Procurement	(120,000)	(120,000)	(120,000)	
	TOTAL EFFICIENCIES		(911,472)	(911,472)	(911,472)	