

## **Cabinet – 13 January 2010**

### **Welfare Advice in Walsall - Report of the Corporate Scrutiny and Performance Panel**

**Portfolio:** Councillor Chris Towe  
Councillor Gary Perry

**Service:** Finance and Personnel  
Communities and Partnerships

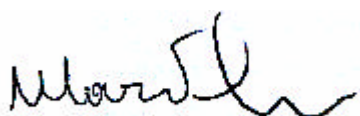
#### **Report Detail**

At its meeting on 23 February 2009 Council made a referral to the Corporate Scrutiny and Performance Panel (CSPP) to consider funding to Walsall Citizens Advice Bureau (CAB) in terms of the pressures, outcomes and amount of funding received. The CSPP considered this referral on 9 April 2009. Members agreed that due to the current economic downturn that was being experienced and the likely need for increased welfare advice, which was one of the key services delivered by CAB, the issue could only be tackled by developing a thorough understanding of all the welfare advice provision that was taking place within the borough from statutory, voluntary and community sectors. It was also important to consider where the overlaps and pressure points were. The Panel deferred consideration of this issue into the new municipal year.

The CSPP appointed the Welfare Advice Working Group (WAWG) at its meeting on 9 June 2009. Councillor John Rochelle successfully led a cross panel group of Members from the Corporate, Community Services, Regeneration and Social Care and Inclusion Scrutiny and Performance Panels. The working group also co-opted external representation from Walsall Voluntary Action.

At its meeting on 12 November 2009 the CSPP accepted the final report and recommendations of the Welfare Advice Working Group and recommended that the report be sent to Cabinet for consideration.

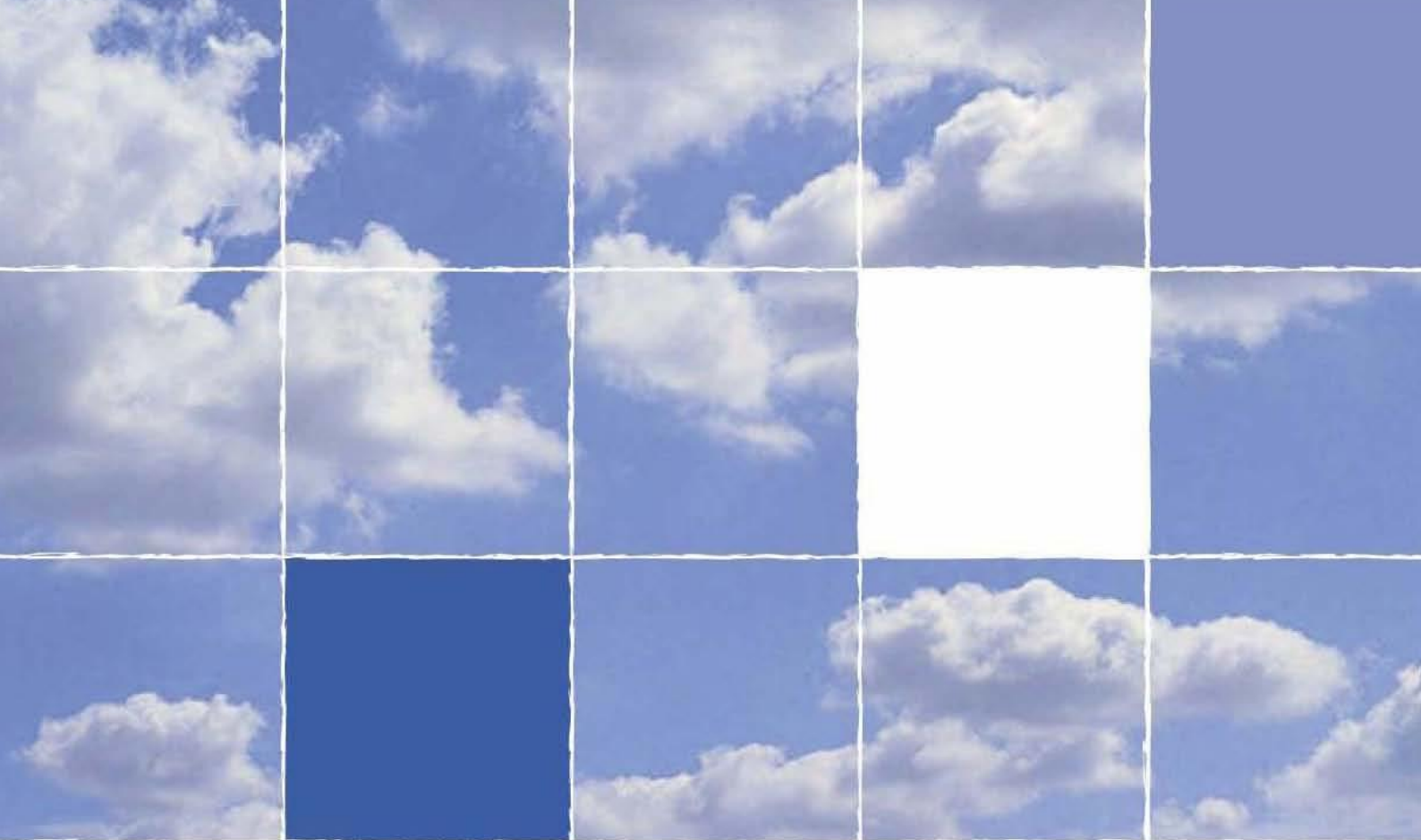
The working group's report is attached at **Appendix 1** and contains recommendations for the development and improvement of the welfare advice in Walsall.



**Councillor Marco Longhi**  
**Chair, Corporate Scrutiny and Performance Panel**

#### **Author**

Craig Goodall  
Acting Principal Scrutiny Officer  
☎ (01922) 653317  
✉ goodallc@walsall.gov.uk



# **Welfare Advice in Walsall**

**Report by the Welfare Advice  
Working Group**

**Presented to the Corporate Scrutiny and Performance Panel  
12 November 2009**



**Walsall Council**



## Foreword

We have seen some excellent work on the provision of welfare advice in recent years, notably the rapid improvement seen in the Council's Revenues and Benefits Service which included the introduction of an Electronic Document Management System and the decision last year to create an additional 7.5 posts from core funding within the Welfare Rights Service. The working group has also been pleased to see some strong examples of work from our partners in helping some of the most economically vulnerable people in the borough. We are, however, living in very uncertain and challenging economic times and demands on these services is only likely to increase at a time when funding streams are becoming more and more difficult to secure.

It was clear from our work that in order to meet this challenge, more coordination within and between organisations in Walsall is needed. The working group does not pretend to have all the answers but in the relatively short time we have spent looking at this issue I do believe we have developed some clear and simple recommendations to move forward and improve the provision of Welfare Advice for the Walsall resident.

I would like to take this opportunity to thank all those who have supported the working group by providing us with information or advice. In particular I would like to thank all those organisations who returned questionnaires, their witnesses: Walsall Citizens Advice Bureau, in particular Carl Rice (Chief Executive) and Claire Foulkes (Assistant Director for Advice Services), Lynn Hall, Head of Benefits and Sharon Tait, Head of Revenues and support officers, Julie Gethin and Craig Goodall.



**Councillor John Rochelle**  
**Lead Member, Welfare Advice Working Group**

## Working Group Members



Councillor Louise  
Harrison



Councillor Doreen  
Shires



Councillor Tim Oliver



Councillor Dave Turner



Councillor Des Pitt

## Co-opted Member

Ian Willetts- Walsall Voluntary Action

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## Background

At its meeting on 23 February 2009 Council made a referral to the Corporate Scrutiny and Performance Panel (CSPP) to consider funding to Walsall Citizens Advice Bureau (CAB) in terms of the pressures, outcomes and amount of funding received. The CSPP considered this referral on 9 April 2009. Members agreed that due to the current economic downturn that was being experienced and the likely need for increased welfare advice, which was one of the key services delivered by CAB, the issue could only be tackled by developing a thorough understanding of all the welfare advice provision that was taking place within the borough from statutory, voluntary and community sectors. It was also important to consider where the overlaps and pressure points were. The Panel deferred consideration of this issue into the new municipal year.

The CSSP appointed the Welfare Advice Working Group (WAWG) at its meeting on 9 June 2009.

## Terms of Reference

The working group held one meeting to consider its terms of reference and agreed the following scope:

1. Identify the types and level of support with welfare advice currently provided in the borough and how these are funded;
2. identify the types and level of support with welfare advice needed in the borough and how they can be funded;
3. scrutinise current formal and ad hoc partnership working arrangements in place for welfare advice;
4. Understand how residents are signposted to welfare advice;
5. Improve Member understanding of how claims are made including reviewing claim forms;
6. investigate use of working neighbourhoods fund;
7. investigate the scope for shared services;
8. develop recommendations for the report to Council on required funding levels and partnership working arrangements.

The terms of reference were approved by the CSPP at its meeting on 21 July 2009. The working group's full terms of reference can be viewed at appendix 1.

## Membership

Due to the cross cutting nature of the issues involved the CSSP resolved to invite representatives from other Scrutiny and Performance Panels ensuring a mix of political groups. The working group itself

recognised its own limitations as lay members and appointed two co-opted members onto the Panel to provide them with expert advice.

<b>Name</b>	<b>Representing</b>
Councillor John Rochelle (Lead Member)	Corporate Scrutiny and Performance Panel
Councillor Dave Turner	Corporate Scrutiny and Performance Panel
Councillor Louise Harrison	Community Services Scrutiny and Performance Panel
Councillor Des Pitt	Regeneration Scrutiny and Performance Panel
Councillor Doreen Shires	Liberal Democrat Group
Councillor Tim Oliver	Social Care and Inclusion Scrutiny and Performance Panel
Ian Willetts	Walsall Voluntary Action

Advice on the work of Jobcentre+ in relation to welfare advice and worklessness was sought and obtained from **Gary Egginton**, Jobcentre+ Black Country District External Relations Manager.

## **Methodology**

The working group held 4 meetings which were supplemented by a large consultation with a range of public, private, voluntary and community organisations regarding the delivery of welfare advice.

The working group have had formal interviews with the following persons:

- Carl Rice – Chief Executive, Walsall Citizens Advice Bureau
- Claire Foulkes – Director for Advice Services, Walsall Citizens Advice Bureau
- Lynn Hall – Head of Benefits, Walsall Council
- Sharon Tait – Head of Revenues, Walsall Council

## **Report Format**

This report is a summary of the working group's principal findings by themes.



## Welfare Advice in Walsall – Who, What and Where?

In order to assess if the range of available welfare advice in the borough was suitable it was necessary to understand what the existing offer in Walsall was.

It quickly became apparent that there was no central point or collated directory that listed the range of welfare advice that was available locally. Therefore the working group devised a short questionnaire which was distributed widely throughout the borough to those organisations it could be expected to deliver welfare advice, such as Jobcentre+ and the CAB. Questionnaires were also sent to members of Walsall Partnership and Walsall Voluntary Action. A list of those organisations who responded to the working group's questionnaire can be found at appendix 2.

### *Questionnaire Responses*

28 questionnaire responses were received from across organisations of varying size and character across Walsall.

The working group quickly concluded that there was a lot of good work taking place across the borough helping local residents with welfare advice. The working group established that there were 3 principal areas of welfare advice, namely:

- Benefits Counselling
- Debt Counselling
- Worklessness Counselling

Further analysis of the questionnaires responses indicated that:

- There was no overall strategy managing the provision of welfare advice.
- Many organisations were providing the same welfare advice; often in different ways. For example: outreach work compared to drop in appointments.
- The CAB was the most widely recognised organisation providing welfare advice and was the most likely venue that other organisations would refer residents to.
- There was no formal qualification or occupational standard for welfare advice.
- A directory of welfare advice providers was desirable.

The following sections of the report will provide more detail on the working groups key findings.

## Co-ordination

The working group's questionnaires revealed that there was a lack of overall co-ordination for the delivery of welfare advice in the borough.

This was reflected by the number of organisations who were delivering welfare advice on the same topics. For example, the CAB and the Council (through a selection of departments) were all providing benefits advice to residents. The advice was often targeted at different audiences or delivered in a different way, for example, drop in appointments at the CAB and the outreach work provided by the Councils Welfare Rights Service.


The working group recognised the need to use a variety of models to deliver welfare advice and welcomed the strong existing delivery methods being utilised. However, they felt that this was happening in a relatively ad-hoc way and it was likely that further analysis would discover areas of duplication within the Council and between the Council and its partners. The delivery of welfare advice could be substantially improved if there was a clear strategic vision that all partners, including the voluntary and community sector, were working towards achieving. The new strategic vision should identify clear lines of responsibility for the delivery of welfare advice, remove areas of duplication and create increased efficiency in the delivery of services across the Council, its partners and the voluntary and community sector.

The working group understands that steps were taken in the past to develop an 'anti-poverty strategy' for the borough which would have included the co-ordination of welfare advice. Members were extremely disappointed to learn that the strategy was not developed due to the lack of support from key partners. **The working group understand that plans to develop a similar strategy are currently being made and strongly recommend that this work continues with an additional role as outlined below.**

### *More than Welfare Advice*

The working group were of the opinion that the borough requires more than the development of an 'anti-poverty strategy'. Members were keen that the overall plan should also encompass and include issues such as debt and social and economic inclusion, specifically around worklessness as it was important that work was viewed as the best way out of poverty for those residents capable of entering employment. **The working group recommend that these issues are included within the new strategy.**

The working group also recognised that there were potential negative connotations and a false sense of purpose if the new overall plan was



called an 'anti-poverty strategy'. Particularly in the light of the working groups recommendations above regarding the inclusion of wider issues into the new plan **the working group would like to recommend that the plan is named the 'Walsall Wellbeing Strategy' and is taken forward by Walsall Partnership.**

## Signposting and Directory

The working group were amazed at the wide variety of organisations that were involved in welfare advice in some capacity. This was particularly diverse in the voluntary and community sector where 38 members of Walsall Voluntary Action recognise themselves to deliver welfare advice in some sort of capacity.

The working group noted that the CAB was the most recognised organisation to make welfare advice referrals too by questionnaire respondents but recognised that the CAB may not always be the most appropriate avenue for advice on all occasions. However, no guidance exists for local organisations or residents to assist in the identification of the most appropriate source of welfare advice. **The working group recommends that a 'Directory of Welfare Advice Contacts' is developed and regularly refreshed including contact details and details of the level and type of advice available at each organisation as well as the showing the accreditation status of the organisations providing advice so that residents can understand the status of the organisation they are receiving welfare advice from.**

## Quality

The working group quickly established that one of the most important factors with welfare advice was quality. It is incredibly important that local residents receive the correct advice at the right time to enable them to make important life changing decisions.

The working group were pleased to learn that all advisors employed by the CAB were accredited by the national 'Citizens Advice' umbrella organisation. The CAB were also audited by the Legal Service Commission and held indemnity insurance just in case incorrect advice was given. The working group was also pleased to note that the Councils Welfare Rights Service have participated in debt awareness training offered by the Institute for Money Advice. This provides officers with an overview of money advice related issues to give them the necessary understanding to identify problems which residents may be experiencing and offer signposting to the correct advice agencies.

The working group were also pleased to learn that the CAB was in receipt of a Big Lottery grant to build welfare advice capacity in the

voluntary and community sector. This was to build first stage welfare advice capacity in the community and also provided trained persons with direct access to advanced CAB support when required. The working group were however disappointed to learn that take up of this important training was low. **The working group recognised the capacity issues that some voluntary and community organisations may experience but strongly recommend that this important opportunity to receive welfare advice training is taken up.**

**In addition to this the working group would like to recommend that a framework programme for developing welfare advice deliverers is part of the 'Walsall Wellbeing Strategy' to ensure that there is standard level of welfare advice training available to advisors which will raise standards and improve the levels of advice provided to residents.**


## Partnership Working

One of the key issues that the working group wanted to consider was the extent of partnership working that was taking place in this key area. The working group are conscious that the future years may be less favourable to public sector finances. Therefore opportunities to work together with partners to create efficiencies whilst still maintaining or improving services to residents were a high priority in the working group's investigations.

The working group found evidence of good partnership working taking place between key partners such as the Council, CAB, Jobcentre+ and NHS Walsall.

The working group were also pleased to hear of a recently begun initiative whereby residents will be able to claim housing benefit, council tax benefit, job seekers allowance and tax credits through one contact with Jobcentre+ via the 'In and Out of Work' initiative, which has proved to be a successful joint partnership between the Council, Her Majesty's Revenue and Customs and Jobcentre+. Previously residents would have been required to provide the same details to different partners for different types of benefit. **The working group applaud this excellent example of partnership working and encourage similar opportunities to be identified and delivered in line with the Governments 'Tell Us Once' initiative.**

However, the working did feel that the level of partnership work taking place could be improved. For example, the working group learnt that different Council departments and partner organisations were often chasing the same residents for various debts. A more co-ordinated approach in this case would reduce the number of individual claims on a resident, saving organisational time, but would also allow a more co-ordinated repayment plan to be drawn up with the local resident to



enable them to successfully repay all of their debts as their situation would be viewed 'in the round' rather than focus on a number of individual debts. In addition to this it was clear to the working group that there was even a degree of competition between welfare advice providers. Whilst this could be perceived as useful in driving improvements in service delivery it can also be seen as detrimental to the relationships required for true integrated partnership working. **Examples such as this reinforced the working group's belief in their key recommendation for the development of a 'Walsall Wellbeing Strategy'. By partners coming together to formulate a strategic plan issues such as this should be identified and a strategic plan and solution devised delivering substantial improvements to service delivery.**

## **Advice Being Delivered**

The working group's questionnaire and interview sessions indicated that the welfare advice offer in Walsall had been meeting the needs of residents. However, the onset of the recession and sudden spike in unemployment has presented welfare advisors with a new type of customer to what they were historically experienced at dealing with.

The biggest development is that there is a new need for trained debt and money counsellors. Residents who have worked all of their lives, and acquired the every debts of working people such as mortgages, loans and credit cards, are now finding in difficult to adjust to getting by on benefits whilst they seek new employment.

The working group learned that in 2008/09 35% of CAB enquiries were regarding debt related issues and the Welfare Rights Service had experienced an 80% increase in the demand for debt advice.

The working group recognise the excellent debt advice offered by the CAB and congratulate the forward thinking of the Welfare Rights Service who trained their outreach workers with the skills to identify and refer debt problems in August 2008.

**The working group would like to recommend that a short term increase in the number and level of debt advisors in the borough is considered as a matter of urgency and the long term needs assessed as part of the development of the 'Walsall Wellbeing Strategy'.**

## **Benefits and Benefits Claim Forms**

As part of their research into welfare advice the working group reviewed the range of benefits available to residents and the forms that are required to be completed to claim those benefits.

The working group were amazed and confused by the sheer number of available benefits. There are at least 36 available benefits to claim each with its own set of suitability criteria and differing relationships with other related benefits.

In addition to this, benefits forms were incredibly complex and difficult to complete. The working group learned that it took a CAB generalist advisor approximately 2 ½ hours to complete an application form for disability living allowance.

The working group concluded that the complexity of the benefits available combined with the long and difficult to complete forms were a severe barrier to residents who wanted to make claims particularly when the people expected to complete these forms were the most vulnerable in society. The complexity of the benefits system was creating the need for professional welfare advisors. The working group strongly believe that the benefits system should be simplified, in particular the number of available benefits should be reduced and the claim forms made more user friendly.

## **Walsall Citizens Advice Bureau**

The working group were conscious that the original Council referral was focussed on the funding that the Council provided to the CAB, whereas the remit given to them via the CSPP was a wider review of welfare advice in the borough.

In 2009/10 the Council has funded the CAB with a total of £437,484 through a service level agreement. This is made of a direct grant of £287,290 and premises and IT costs of £99,358. In addition to this the Council provides further funding from the Social Care (£40,836), and Homelessness Services (£10,000). A full breakdown of the cost of the CAB to the Council can be found at Appendix 3.

The working group believe that the CAB provides a strong and important service to local residents across all wards. In 2008/09 the CAB assisted 45,000 local people with 60,000 problems. From April - September 2009 the CAB has dealt with 11,102 welfare advice related enquiries.

The CAB offers advice face-to-face (either in Walsall town centre or at one of its local outreach centres), by phone, by email, by letter and

when appropriate home visits. There is also a national 'Citizens Advice' website which is available to all.

The working group are pleased with the generalist advice made available to local residents and are supportive of the project work the service completes, for example, with the Macmillan Cancer Relief Project.

The working group would like to recommend that the Council maintains current levels of funding to the CAB, subject to any efficiency savings which may be applied to the grant funding, for 2010/11. Funding for the CAB and all welfare advice related service providers should be reconsidered after the development of the 'Walsall Wellbeing Strategy' in order to meet the priorities it identifies.

## **Conclusion**

Welfare advice is a complex and difficult area to fully understand. There are too many types of benefit available to residents who are required to complete complex forms to receive these benefits. This has created the need for welfare advice.

There is a wide range of welfare advice available to local residents from numerous different organisations. It was difficult to identify where the most appropriate source for welfare advice was, therefore the working group recommend that a directory of welfare advice providers is developed and refreshed at a regular basis and made available for residents and local organisations. The directory should also show the accreditation status of the organisations giving advice, so that customers using the directory can see the status of the organisations they are receiving welfare advice from.

The advice is delivered to residents in a variety of ways and is of a good quality. It was important that the quality of advice is kept to a high standard therefore the working group are recommending that a framework for developing welfare advisors is produced which incorporates building capacity in the voluntary and community sector.

Welfare advice mainly concentrated on assisting residents apply for benefits, however, the recession has created a new type of welfare advice customer who needs debt counselling to assist them through periods of unemployment. New debt advisors should be trained to assist residents and long term plans developed to address this important issue.

The working group found that there was duplication and inefficiency in the delivery of welfare advice that was caused by a lack of strategic direction across partners in planning the delivery of welfare advice in the borough and recommend the creation of a 'Walsall Wellbeing Strategy' which should incorporate plans to tackle worklessness as well

as plans to assist those who cannot work to maximise their benefit entitlements.

Walsall Citizens Advice provides an excellent service to thousands of local residents each year. Council funding for the Citizens Advice Bureau should be maintained at current levels, less any efficiency savings for 2010/11. All funding that the Council provides to the Citizens Advice Bureau and other related providers of welfare advice should be reconsidered following the development of the 'Walsall Wellbeing Strategy'.





## Recommendations

That:

1. A 'Walsall Wellbeing Strategy' is developed by Walsall Partnership to ensure the social and economic wellbeing of all local residents;
2. The 'Walsall Wellbeing Strategy' includes plans on:
  - a. Welfare advice;
  - b. Money and Debt Advice;
  - c. Worklessness;
  - d. Data collection;
  - e. Opportunities for increased partnership working including the sharing of services and resources to avoid duplication in service delivery and eliminate inefficiencies;
  - f. Standard training and development of welfare advisors and for other priority areas that may be identified.
3. That Walsall Voluntary Action, with support from the Council's Revenue and Benefits service, develop a directory of welfare advice contacts and regularly update this including the following details:
  - a. Contact address, telephone number, email and website;
  - b. The type and level of advice available;
  - c. The accreditation status (if any) of each organisation.
4. Voluntary and Community Organisations are strongly encouraged to participate in the welfare advice training provided by the Citizens Advice Bureau;
5. There is an urgent short term increase in the number of money and debt advisors in the borough to advise residents whilst the 'Walsall Wellbeing Strategy' is produced;
6. Current funding levels of Walsall Citizens Advice Bureau are maintained for 2010/11;
7. Funding for all welfare advice related service providers is reconsidered after the development of the 'Walsall Wellbeing Strategy'.

WELFARE ADVICE WORKING GROUP – TERMS OF REFERENCE

<b>Work Group Name:</b>	Welfare Advice
<b>Panel:</b>	Corporate, Community Services and Regeneration Scrutiny and Performance Panels
<b>Municipal Year:</b>	2009/10
<b>Lead Member:</b>	Councillor J. Rochelle
<b>Lead Officer:</b>	Julie Gethin
<b>Support Officer:</b>	Ian Jones – Welfare Advice Manager Louise Powell – Economic Development Manager Craig Goodall – Acting Principal Scrutiny Officer
<b>Councillor Membership:</b>	Councillor J. Rochelle Councillor D. Turner Councillor T. Oliver Councillor D. Shires Councillor D. Pitt Councillor L. Harrison
<b>Co-opted Membership:</b>	Ian Willetts – Walsall Voluntary Action

<b>1.</b>	<b>Context</b>
	<p>It is anticipated that in the current economic downturn there will be an upsurge in demand for welfare advice and the provision of this advice can play a valuable role in supporting vulnerable citizens in Walsall as well as helping stimulate the local economy.</p> <p>Whilst the Corporate Panel have previously taken an interest in the work of the Council's own welfare rights service and of a possible amalgamation with the fairer charging team, February's full Council meeting resulted in a referral to look at the level of funding given to the Citizens advice bureau. With this in mind, and in the knowledge that there are also other organisations in the borough providing similar advice it was recommended that a holistic review of welfare advice provision within the borough was undertaken, incorporating the statutory, voluntary and community sectors.</p>
<b>2.</b>	<b>Objectives</b>
	<p>Improve welfare advice provision by:</p> <ul style="list-style-type: none"> <li>9. Identify the types and level of support with welfare advice currently provided in the borough and how these are funded;</li> <li>10. identify the types and level of support with welfare advice needed in the borough and how they can be funded;</li> <li>11. scrutinise current formal and ad hoc partnership working arrangements in place for welfare advice;</li> <li>12. Understand how residents are signposted to welfare advice;</li> </ul>

	<p>13. Improve Member understanding of how claims are made including reviewing claim forms;</p> <p>14. investigate use of working neighbourhoods fund;</p> <p>15. investigate the scope for shared services;</p> <p>16. develop recommendations for the report to Council on required funding levels and partnership working arrangements.</p>
<b>3.</b>	<b>Scope</b>
	Provision of welfare advice by the statutory, community and voluntary sectors. Wider issues such as worklessness or incapacity should be considered only as to their implications on the requirements for welfare advice.
<b>6.</b>	<b>Equalities Implications</b>
	<p>The take-up of welfare advice services by different groups from different organisations will need to be considered.</p> <p>If statistics reveal any higher or lower than expected levels of take up from any particular group (eg ethnic, religious, disability, age, gender or sexual orientation) then further investigations as to the reasons why should be undertaken.</p>
<b>4.</b>	<b>Who else will you want to take part?</b>
	<p>Welfare Rights Service          Citizens Advice Bureau          Fairer Charging Team          Economic Development Team          Department for Work and Pensions including Jobcentre Plus and Pensions Service          Walsall Voluntary Action          Walsall Partnership          Disability Groups          Primary Care Trust</p>
<b>5.</b>	<b>Timescales &amp; Reporting Schedule</b>
	In order to feed into the budget and resource planning process for 2010/11 the working group will report to the Corporate Scrutiny and Performance on 12 November 2009.
<b>6.</b>	<b>Risk factors</b>
	<p>Lack of engagement from the voluntary and community sector          Detrimental Impact of Service Level Agreements          Not completing investigations before 12 November 2009</p>

Date Agreed:		Date Updated:	
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**Timetable:**

<b>July</b>	Map existing welfare advice provision
<b>August</b>	Review existing welfare provision and hold first witness interviews
<b>September</b>	Complete further witness interviews
<b>October</b>	Review evidence, formulate recommendations and draft final report
<b>November</b>	Report to Corporate Scrutiny and Performance Panel

**List of Organisations who responded to Working Group Questionnaire**

Bloxwich Community Partnership  
Bromfield  
Contact a Family  
Crisis Point  
Jobcentre+  
Jephson Housing  
New Horizons Community Enterprise  
NHS Walsall  
Pension Service  
Rotary Club of Bloxwich Phoenix  
Sanctuary Midlands Housing  
St Gabriels Day Care Centre  
Surestart – Birchills and North Walsall  
Walsall Adapted Housing Service  
Walsall Carers Centre  
Walsall Citizens Advice Bureau  
Walsall College  
Walsall Housing Group  
Walsall Service Users Empowerment  
Walsall Parent Partnership Service  
Walsall and West Midlands ME Link  
Waterloo Housing Association  
Watmos

*Walsall Council Departments*

Benefits  
Disability Services  
Economic Regeneration  
Revenues, including the Welfare Rights Service  
Supporting People

## Appendix 3

### Costs for CAB

	Budget 2008/2009	Actual Expenditure 2008/2009	Budget 2009/2010
<b><u>Grant:</u></b>			
Neighbourhood Partnership & Programmes	287,290	<b>287,290</b>	287,290
Housing - Homeless	10,000	<b>10,000</b>	10,000
Social Care & Inclusion	40,836	<b>40,836</b>	40,836
	<b>338,126</b>	<b>338,126</b>	<b>338,126</b>
<b><u>Premises Costs</u></b>			
Rates		8,732	4,363
Cleaning		15,649	
Gas		1,437	1,437
Electricity		4,688	4,688
Rents		42,000	42,000
Telephone line supply & mtce		10,338	10,338
Repairs & Mtce		6,446	
		<b>89,290</b>	<b>62,826</b>
<b><u>IT costs</u></b> (incl email facility & computer cabling) (Est based on last year's plus 10% inflation)		<b>38,247</b>	<b>36,532</b>
<b>Grand Total</b>	<b>338,126</b>	<b>465,663</b>	<b>437,484</b>